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OPNAV INSTRUCTION 5351.2A

From: Chief of Naval Operations

Subj: NAVY ENLISTED LEADER DEVELOPMENT CONTINUUM

Ref: (a) DoD Directive 1322.18 of 13 January 2009
       (b) BUPERSINST 1430.16F

Encl: (1) Specific Command and Staff Assigned Responsibilities
           for Navy Enlisted Leader Development Continuum
       (2) Navy Enlisted Leader Development Continuum

1. <u>Purpose</u>. To update the policy and assign responsibility for Navywide enlisted leader development training and education in support of references (a) and (b).

2. <u>Cancellation</u>. OPNAVINST 5351.2 and NAVADMIN 272/08.

3. <u>Background</u>

    a. The Navy's enlisted leader development program was established in 1990. Reference (a) directs each Military Service to provide training for the development of military leaders. This instruction amplifies that program, solidifies its direction regarding leader development, and implements the Navy Enlisted Leader Development Continuum (NELDC).

    b. Leadership is the cornerstone of the Navy and the key to continued success. Strong leadership ensures mission readiness and provides Sailors with a sense of purpose and commitment. The Navy's environment demands well-led, motivated Sailors who are prepared to execute the Navy's missions and embody the Navy's core values and ethos. Leaders and the Sailors in their charge must embrace their responsibilities and ensure subordinates' personal and professional development is a top priority.

4. Scope. The NELDC is designed to support career-long leader development. The specific requirements and scope of the NELDC are detailed in enclosures (1) and (2) of this instruction. The NELDC emphasizes:

    a. Individual commitment to self-improvement;

    b. Command-delivered leader development training and opportunities, and a positive, supportive command climate;

    c. Formal schoolhouse leader development training and education programs; and

    d. Direct involvement and oversight by designated commands.

5. Applicability. Provisions of this instruction apply to all Navy commands and to all Navy personnel of the Active and Reserve Components.

6. Definitions

    a. Leader Development. This encompasses leadership, character development, and ethics. It occurs when a member participates in leader training and education, reading or viewing leadership-related material, discussing leadership issues, observing leaders in action, or performing as a leader. Effective leader development relies not only on formal training, but on self-directed life-long study and reflection as informal learning, reinforced by experience.

    b. Leader Training and Education. This includes formal instruction using courses, schools, seminars, presentations, and materials that foster leader development.

    c. Command-Delivered Training. Training conducted by command personnel for the benefit of individual members of the command.

    d. NELDC. Refers to sequential and progressive leader development stages addressing levels of leadership and based on duty, task analysis, and established Navy leader development outcomes. Each level includes learning events tailored to the

developmental needs of specific leadership positions (roles and billets) within the chain of command as detailed in enclosure (2).

7. <u>General Policy</u>. The Navy should provide appropriate leader development opportunities, as well as leader training and education, for all personnel throughout their careers. Leader development, education, and training are the responsibility of the individual, each Navy command, and the Navy training and education establishments.

    a. <u>Individual Effort</u>. Individuals are expected to actively seek opportunities to develop themselves as leaders. Seniors must be positive role models and actively mentor, guide, and encourage leader development in their juniors.

    b. <u>Command-Led Leader Development</u>. Effective leader development occurs primarily within the command. Commands should promote opportunities for all Navy personnel to practice and develop their leadership skills, particularly as team builders, team leaders, and mentors.

    c. <u>Formal Leader Training and Education</u>. The Navy should provide leaders with formal schoolhouse leader development training and education at the appropriate leadership levels in their careers. Other self-study programs are available to individuals and commands to supplement and reinforce leadership, character development, and ethics fundamentals and principles.

8. <u>Specific Enlisted Leader Development Policy</u>. Completion of the NELDC as specified in enclosure (2) is mandatory as listed in the enclosure. Additional non-mandatory courses are listed along with recommended attendees. While courses such as the enlisted professional military education (PME) series are not mandatory at this time, Sailors and commands are highly encouraged to maximize their use. The Navy's Professional Reading Program (NPRP) in enclosure (2) is a supplement to individual life-long learning and not mandatory.

    a. <u>Accelerated Advancement Programs</u>. If a Sailor has not received the applicable leader development training and education before reporting to their ultimate duty station,

responsibility is transferred to the gaining commanding officer to ensure completion with the next regular advancement cycle selectees.

b. <u>Meritorious Advancement Programs</u>. Following advancement through any meritorious or command advancement program, if a Sailor has not received the applicable leader development training and education prior to being advanced, the commanding officer shall ensure completion with the next regular advancement cycle selectees.

c. <u>Waivers</u>. Leader development waivers provide the flexibility to respond to operational demands; however, they do not relieve commands of the training requirements.

(1) Waiver authority for E-4 through E-7 personnel remains with the respective immediate superior in command (ISIC).

(2) When operations necessitate frocking or advancement of enlisted Sailors before they have completed their applicable leader development training, commanding officers shall request an ISIC waiver.

(3) Waiver approval shall be documented in the member's service record using NAVPERS 1070/613 Administrative Remarks (page 13).

(4) Only Commander, Navy Personnel Command (NAVPERSCOM) may waive the requirement for a designated command master chief (CMC), chief of the boat (COB), or command senior chief (CSC) to attend the CMC/COB leadership course.

(5) When a waiver is granted and the appropriate course is not completed prior to a Sailor detaching from a command, responsibility is transferred to the gaining commanding officer to ensure completion at the next earliest opportunity.

9. <u>Responsibilities</u>. Specific responsibilities and duties in support of leader development are delineated in enclosure (1).

10. <u>Records Management</u>. Records created as a result of this instruction, regardless of media and format, shall be managed per Secretary of the Navy Manual 5210.1 of January 2012.

11. <u>Form</u>. NAVPERS 1070/613 Administrative Remarks (Page 13) is available for download from Naval Forms Online
https://navalforms.documentservices.dla.mil/web/public/home.
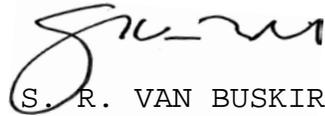
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SPECIFIC COMMAND AND STAFF ASSIGNED RESPONSIBILITIES
FOR NAVY ENLISTED LEADER DEVELOPMENT CONTINUUM

1. <u>Deputy Chief of Naval Operations for Manpower, Personnel,
Training and Education (CNO (N1))</u>. CNO (N1) is responsible for
policy and program sponsorship. Specifically the Information,
Analysis, and Development Division (N15) shall:

    a. Review, coordinate, and approve all formal enlisted
leader development training and education by, or on behalf of,
the Navy to ensure consistency, quality, and appropriateness.

    b. Sponsor or perform research in the field of leadership,
and review leadership research by other government and non-
government organizations.

    c. Maintain liaison with designated echelon commands
concerning enlisted leader development issues and initiatives,
and assist in command-specific leader development efforts.

2. <u>Commander, NAVPERSCOM</u>. Select and detail top-performing
personnel as leader development instructors in support of formal
in-residence courses, and ensure these instructor billets are
filled in a timely manner.

3. <u>Commander, Navy Reserve Force (NAVRESFOR)</u>

    a. Coordinate Reserve Component personnel participation in
Navywide leader development initiatives and training.

    b. Coordinate with the program sponsor to ensure adequate
leader development training and education are available for
Reserve personnel.

4. <u>Commander, Naval Education and Training Command (NETC)</u>

    a. Ensure Navy core values are integrated and reinforced in
all Navy enlisted leader development training.

    b. Maintain liaison with other echelon commands concerning
leader development issues and initiatives, and assist in
command-specific leader development efforts.

   c. Ensure personnel advancement requirements, examinations,
and naval standards reflect the skills and knowledge represented
in published leader development training materials.

   d. Validate and forward program objective memorandum (POM)
requirements to support NELDC.

   e. Oversee all leader development training.

   f. Ensure standardization and integration of curriculum
development and delivery.

5. President, U.S. Naval War College (NAVWARCOL)

   a. Act as curriculum control authority (CCA) for the Senior
Enlisted Academy (SEA) course (P-920-1300) and SEA Blended
course (P-920-1301). Coordinate and maintain curricula per the
Enlisted PME Policy (CJCSI 1805.01A), and with concurrence of
the Master Chief Petty Officer of the Navy (MCPON).

   b. Compile and maintain leadership development student
throughput data, critiques, evaluations, and other trend
analysis as applicable. Submit to Center for Personal and
Professional Development (CPPD) for coordinated curriculum
development initiatives.

   c. Act as CCA for all online enlisted Navy PME courses.
Coordinate and maintain curricula per CJCSI 1805.01A and fleet
requirements.

   d. Administer and sustain the NPRP.

6. Commanding Officer, CPPD

   a. Act as CCA for the petty officer third class (PO3),
petty officer second class (PO2), petty officer first class
(PO1), chief petty officer (CPO), and CMC/COB leadership
courses. Coordinate and maintain curricula per NETC guidance.

   b. Develop, distribute, and maintain all CPPD enlisted
leadership course materials and curriculum.

c. Develop and submit POM requirements to support the NELDC.

d. Compile and maintain leader development student throughput data, critiques, evaluations, and other trend analysis as applicable.

7. <u>MCPON</u>

a. Advise CNO (N1) and Commander, NETC on content, administration, and effectiveness of enlisted leader development training.

b. Advise CNO (N1) on emerging leader development issues and concerns.

c. Advise the President of the U.S. NAVWARCOL on changes to the SEA's curriculum.

8. <u>Echelon Commands</u>

a. Echelon commands designated to have specific Navy leader development focus are:

(1) Commander, U.S. Fleet Forces Command;

(2) Commander, U.S. Pacific Fleet;

(3) Commander, NAVRESFOR;

(4) Commander, Naval Installations Command;

(5) Commander, NAVPERSCOM;

(6) Commander, NETC; and

(7) Chief, Navy Bureau of Medicine and Surgery.

b. Designated echelon commands serve as essential focal points for staff and subordinate commands, and shall:

(1) Designate a staff member to serve as command manager and point-of-contact for leader development training and education issues.

     (2) Provide oversight to type commanders and direct
reporters to ensure compliance with required leader development
training and education documentation. Solicit feedback and
recommendations from subordinates and forward to NETC Training
Division (N7).

9. ISIC

     a. Provide oversight on leader development issues and
accomplishments during visits and unit-level certifications.

     b. Solicit, evaluate, consolidate, and communicate feedback
on issues, concerns, and recommended areas for improvement.

     c. Retains waiver authority for E-4 through E-7 personnel.

10. Unit Commanders, Commanding Officers, and Officers in
Charge. Ensure enlisted personnel attend the appropriate leader
development training delineated in enclosure (2). Documentation
of completion in the Fleet Training Management and Planning
System (FLTMPS) must be verified for each Sailor selected for
advancement to pay grades E-4 to E-7 prior to frocking.
Additionally, Sailors should be encouraged to perform individual
study as well as practice and exercise leadership on a daily
basis.

11. CMCs, COBs, CSCs, and Senior Enlisted Leaders (SELs).
Assist commanding officers with administration and execution of
NELDC training and education requirements. Additionally, CMCs,
COBs, CSCs, and SELs shall ensure personnel selected to deliver
leader development training for Sailors being advanced to pay
grades E-4 to E-7:

     a. Are superior performers and effective role models
exhibiting outstanding leadership skills, Navy core values,
military bearing, and appearance;

     b. Are E-7 or above; and

     c. Hold Navy Enlisted Code (NEC) 9502, NEC 9518, or have
completed the Command Training Team Indoctrination Course (A-
050-0001).

NAVY ENLISTED LEADER DEVELOPMENT CONTINUUM

1. Navy Military Training (NMT) (A-500-1000). This is a
Sailor's first introduction to leadership in the Navy. It is a
required course and marks the beginning of a Sailor's personal
and professional growth in the Navy. The NMT Program
instruction (NETCINST 1500.11) provides detailed information and
guidance on this program.

2. Petty Officer Selectee Leadership (CPPD_LEAD09-001). This
course supports Sailors selected for PO3. Course materials are
available on Navy Knowledge Online (NKO). Those selected to
advance are required to complete this course at their assigned
commands, via the command-delivered training mode, prior to
frocking.

3. Petty Officer Second Class Selectee Leadership (CPPD_LEAD09-
002). This course supports Sailors selected for PO2. Course
materials are available on NKO. Those selected to advance are
required to complete this course at their assigned commands, via
the command-delivered training mode, prior to frocking.

4. Petty Officer First Class Selectee Leadership (CPPD_LEAD09-
003). This course supports Sailors selected for PO1. Course
materials are available on NKO. Those selected to advance are
required to complete this course at their assigned commands, via
the command-delivered training mode, prior to frocking.

5. Chief Petty Officer Selectee (CPPD_LEAD09-004). This course
supports Sailors selected for CPO. Course materials are
available on NKO. Those selected to advance are required to
complete this course at their assigned commands, via the
command-delivered training mode, prior to frocking.

6. SEA (P-920-1300). This course provides an opportunity for
master chief, senior chief, and chief petty officers to engage
in studies that broaden their educational experience and assist
in fulfilling leadership responsibilities. Candidates for the
SEA (and approved other service SEAs) must meet the requirements
outlined in MILPERSMAN 1306-925. This course of instruction is
delivered and maintained by the U.S. NAVWARCOL and is required
prior to taking the CMC/COB course.

7. CMC/COB (A-570-4500). This course supports Sailors selected as a CMC (NEC 9580), COB (NEC 9579), or CSC (NEC 9578). Selectees shall attend the 2-week CMC/COB leadership course at Newport, RI prior to their senior leadership tour. Completion of the SEA is a prerequisite for the CMC/COB course of instruction.

8. Introductory PME (Enlisted) Course (IEPME-INTRO). This course provides entry-level education and serves as a common PME baseline for all Sailors. Designed for E-1 to E-4, this course is approximately 20 contact-hours in length and can be accessed on NKO.

9. Basic PME (Enlisted) Course (EPME-BASIC). This course serves as the foundation for the Primary PME (Enlisted) Course (PPME-SENL) and builds upon IEPME-INTRO. Designed for E-5 to E-6, this course is approximately 40 contact-hours in length and can be accessed on NKO.

10. PPME-SENL. This course provides a comprehensive look across the Navy's roles, missions, and functions. It identifies the Navy's 21st Century capabilities. Designed for SELs, this course is approximately 70 contact-hours in length and can be accessed on NKO.

11. Command-Delivered Leadership Training. Chief's Mess Training is designed for pay grades E-7 to E-9. Leadership Core Continuum is designed for pay grades E-4 to E-6. These additional leadership training products are available, via NKO, for commands to provide periodic leader development training to their personnel. They assist in targeted learning, mentoring, and coaching opportunities. These modules should be completed during the annual training cycle, as directed by the respective commands, and documented in FLTMPS.

12. NPRP. This program is an excellent resource for individual leader self-development. The NPRP provides suggested reading material based on a Sailor's experience level. The NPRP is a voluntary program; there is no penalty for non-participation. Sailors who take advantage of the NPRP will benefit from an increased level of knowledge, a greater degree of understanding on issues of importance to Navy leaders, and a general enrichment of their lives as professionals and citizens.