

Links and videos within the Navigator are best viewed and experienced using a non-NMCI device. If you are using an NMCI machine, full links are provided on page 5. Copy and paste the full links into the URL bar of a new browser window to view the content.

THE ECA TO IDP CYCLE IS OPEN!

What is the ECA to IDP Cycle?

The Employee Competency Assessment (ECA) to Individual Development Plan (IDP) Cycle gives you the opportunity to take ownership of your career, identify your strengths and areas for growth, and expand your skills throughout the year. While the ECA and IDP are available year-round, the inputs collected during their open periods are used to inform the local and SYSCOM training offerings the following year. Participating during the open periods ensures your development needs are captured.

Leadership skills have a proven impact on career success. Gaining proficiency in the 20 NAVFAC non-technical competencies enhances your creative thinking, problem-solving skills, and productivity – they will make you better at your job and a more valuable employee to your command.

There are four main steps to the Career Compass Program:

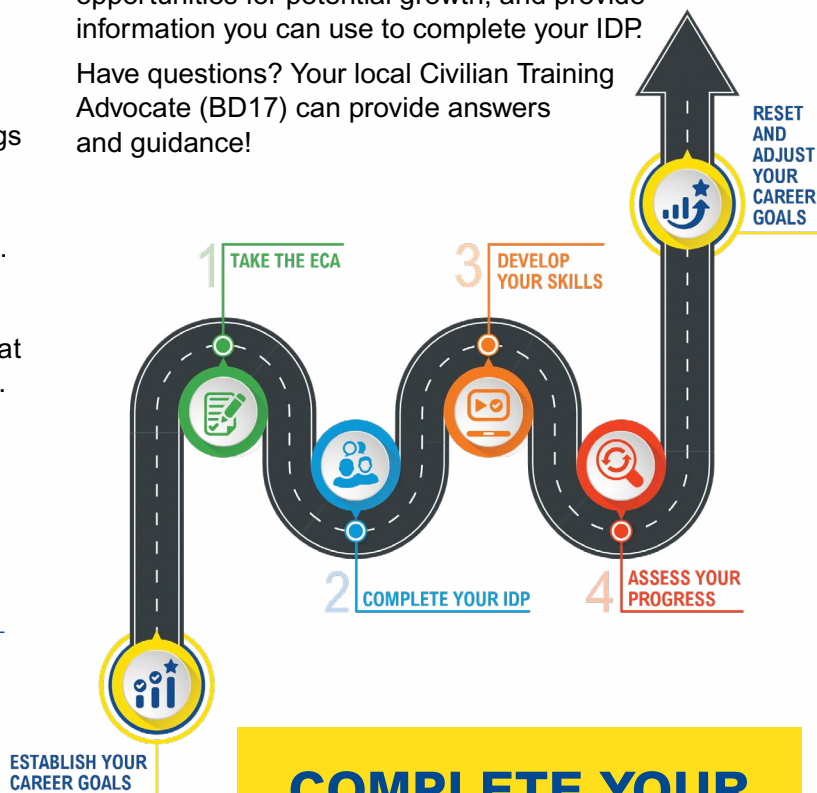
1. Self-assess using the [Employee Competency Assessment \(ECA\)](#): 01 Mar – 15 Apr.
2. Plan your year by outlining the development opportunities you want to partake in, using the [Individual Development Plan \(IDP\)](#) to guide you: 15 Apr – 01 Jul.
3. Identify Learning & Development activities you can pursue all year long, guided by your IDP.
4. Assess your progress throughout the year as you move toward meeting your IDP goals and engage in learning and development activities.

➤ Taking your ECA is a critical first step on your career path!

➤ Through this brief 10-15 minute online survey you'll assess your proficiency in 20 non-technical competencies.

➤ Your results will show you areas of strength, opportunities for potential growth, and provide information you can use to complete your IDP.

Have questions? Your local Civilian Training Advocate (BD17) can provide answers and guidance!



**COMPLETE YOUR
ECA BY APRIL 15!**

COMPETENCY CORNER

In this issue we are focusing on Evidence-Based Decision-Making: Guiding data collection, analysis, and synthesis with a variety of stakeholders and sources in an unbiased manner to reach an objective conclusion, goal, or judgment, and to enable optimal strategic and leadership decision making.

Review these five descriptions to determine your proficiency level in Evidence-Based Decision-Making:

- 1. Awareness:** You gather data and compile basic statistics. You break down tasks and problems into manageable components. You solicit guidance as needed to assess importance and urgency. You escalate issues to higher levels as needed.
- 2. Basic:** You report information in an efficient manner and can identify trends and outliers. You identify correlations and causal relationships. You investigate to define problems

accurately and can sort information in order of importance. You define criteria and assign values of importance and urgency.

3. Intermediate: You conduct original research to define problems and prepare responses to anticipated questions. You can identify linkages and identify root causes and effects. You anticipate the unintended consequences of potential solutions.

4. Advanced: You determine criteria for assessing issues and opportunities. You systematically analyze relationships between apparently independent problems and issues. You review and translate analytical reports into management presentations and provide guidance to resolve issues. You initiate research to identify critical problems.

5. Expert: You regularly establish strategic goals and enterprise-wide priorities using data. You use advanced analyses to identify and assess problem definitions and potential solutions and compare them against



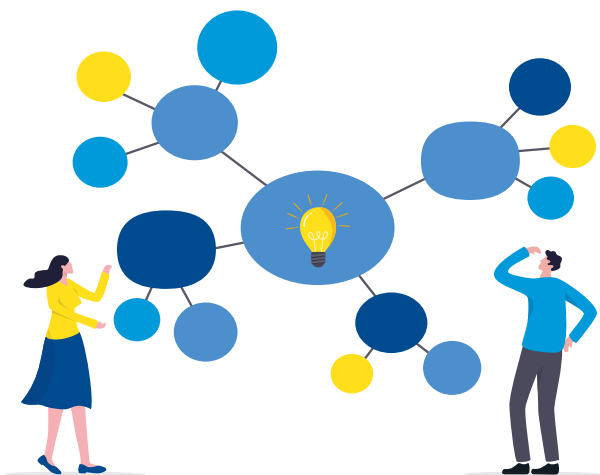
predetermined criteria. You create frameworks for reviewing large amounts of data. You probe for and identify relationships in highly complex matters. You systematically identify and resolve complex enterprise-wide issues, while keeping leaders apprised.

READY TO BUILD YOUR SKILLS?

Opportunities include:

Awareness/Basic:

➤ Practical exercise: When reporting to your team lead, make it a habit to provide relevant, helpful context regarding how a task was performed or why you're recommending a process change to accomplish your work. For example, let's say you want to reduce the frequency of a weekly maintenance task. Show a record of how the maintenance has been proven redundant each week. Provide data that shows how moving to a monthly frequency frees up time for other projects, while still maintaining high quality service. Using evidence strengthens your argument and helps leaders make more informed decisions.



➤ Evidence-based decision-making shares commonalities with many of the other Continuum's Foundational competencies. Review the podcast, [Getting to the Root of the Problem](#), to see how the process of gathering and analyzing data – or evidence – helps you make better decisions when tackling problems. Or review the on-demand webinar, [Seeking Multiple Points of View](#), for a better understanding about how qualitative data can help you make decisions to resolve workplace conflict.

Intermediate:

➤ The foundation of evidence-based decision-making is the evidence itself, i.e. the information required to fully

understand the situation or problem you're considering. Then using that foundation to support the final decision you make. Often, the wealth of available information can be overwhelming. This feeling of overwhelm can lead managers to select less reliable data sources for their analysis. Review the infographic, [Gathering Information to Make Decisions](#), to learn how to recognize and avoid the consequences of allowing bias to skew the information you use to support decisions.

➤ Practical exercise: A vital part of data collection is assessing the impacts of your decisions after they've been implemented. Once a decision has been made, conduct a post-mortem to determine if the decision was effective. Here are some questions to consider:

- What went wrong?
- What should be adjusted?
- What went well?
- What should be repeated?
- What are the next steps?

Document and review this information to inform better decision-making in the future.

Advanced/Expert:

➤ NEW this month:

- The on-demand webinar, [Keys to Unlocking Great Decision-Making](#), will help you learn strategies for making successful data-driven decisions and develop an effective decision-making process.
- The podcast, [Evidence-Based Management](#), explains how leaders can enhance the productivity of their workforce by cultivating a culture of evidence-based thinking and practice within their organizations.
- Join the live webinar later this month, [Employing an Analytic Approach to Decision-Making](#). See more details on page 3.

➤ To make quality decisions you need quality data. Read the Harvard Business School article, [7 Data Collection Methods in Business Analytics](#), to learn more about different types of data, methods for collecting it, and common pitfalls in analyzing or determining the quality of your data.

You can find more learning and development opportunities on the [Evidence-Based Decision-Making competency page](#) of the Career Compass Resource Center (CCRC), and in the [Career Compass Catalog](#).

IN CASE YOU MISSED IT...

The webinar, [Remaining Productive During Conflict](#), will soon be available on the CCRC! In this webinar, you'll learn how to maintain productivity during conflict and explore strategies for navigating conflict using a phased approach. Look for the on-demand webinar in mid-March. You can find it and the accompanying workbook in the webinar section of the [Conflict Management competency page](#) in the CCRC.



Dear Navi,

Navi is your trustworthy confidant with sound advice on matters related to workforce development. As always, please consult with your local HR/LER/EEO/IG as appropriate on workplace issues.

Dear Navi,

I'm new to NAVFAC. My team lead recently received a promotion. Before they left to fill their new position, I asked for some advice on how to advance in my career and they attributed much of their success to their recent, non-technical training at NAVFAC. They pointed me to the CCRC, which is great, but where should I start?

— Looking Ahead

Dear Looking Ahead,

It's great that you're already thinking about your career growth and proactively seeking help! With that kind of initiative, you're sure to find success.

It's also great to hear that your former leader understood the value of well-rounded development, and didn't overlook the importance of developing their leadership skills! NAVFAC prioritizes 20 leadership competencies in NAVFAC's Workforce Development Continuum. These skills are critical regardless of where you sit in the organization and occasionally you'll hear them referred to as "soft skills". According to the [National Soft Skills Association](#), a study conducted by Harvard, the Carnegie Foundation, and Stanford University, suggested that as much as 85% of achievements in an individual's career are determined by soft skills and only 15% by hard skills. Data continues to support the contribution of soft skills to individual and team success.

By learning these skills, teams improve problem solving, critical thinking, and creativity. Teams with these enhanced abilities are demonstrably more efficient and productive, making it easier to do more with less, something that everyone in the workforce these days is being asked to do.

As it happens, you could not have picked a better time to ask your question! This month, NAVFAC's annual ECA to IDP Cycle opens, enabling all participants to build a roadmap for developing new skills that can help you advance your career. As you said, there's a lot of content available in the CCRC, but completing the ECA to IDP Cycle will help you understand how best to use those resources.

The first step in the process is to take your [Employee Competency Assessment \(ECA\)](#), which needs to be completed by April 15. The purpose of this assessment is to establish the current baseline for your proficiency in each of the competencies. It provides an honest evaluation of your top strengths and areas of growth so that you can clearly see where to focus your improvement efforts.

You can complete the assessment on your computer or your smartphone, in only 10-15 minutes. Additionally, supervisors can [download a blank copy of the ECA](#) to print and distribute to employees without computer access, then enter it into the ECA online. This [whiteboard video](#) provides helpful information on how to access and navigate the assessment.

The next step is to review the results with your new supervisor and together build your [Individual Development Plan \(IDP\)](#). In this document, you'll summarize your career goals, identify technical and non-technical skills you want to further develop, and determine which activities you want to pursue throughout the year to meet your goals and requirements. During this process, you'll choose competencies you want to better develop based on your ECA results. This will also help you understand how to navigate and best use the CCRC.

In the [Competency Development Content](#) section of the CCRC, you'll see how the library is organized. Each of the 20 competencies is given a dedicated page where content related to that competency is stored. Browse through all the learning content currently available for that skill and choose which you want to pursue based on what proficiency level each supports.

Throughout the year, you'll have opportunities on your own and with your supervisor to look back at your ECA results and IDP to assess your progress and determine if you need to alter your course to achieve your goals.

In line with this month's competency focus on [Evidence-Based Decision Making](#), the ECA to IDP Cycle provides you with the data you need to make important decisions about your career path. Building these skills will enable you to be a better individual contributor, a more effective leader, and an invaluable member of the NAVFAC team. Best of luck as you begin your journey!

-Navi

Do you have a question for Navi? Send your questions to NAVFACHQDearNavi@us.navy.mil, and you may be featured in an upcoming column of *Dear Navi*. All questions will remain anonymous.



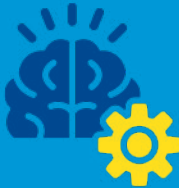
WHAT THE EXPERTS SAY...

The Hidden Traps in Decision Making

Making decisions is an important job of any leader – or arguably, any individual – and it can be risky. Obviously, bad decisions can damage an organization or a career. This article from Harvard Business Review describes six well-documented psychological traps of decision-making that can lead to damaging results:



1 THE ANCHORING TRAP: When considering a decision, the mind gives disproportionate weight to the first information it receives. Initial impressions, estimates, or data “anchor” subsequent thoughts and judgments.



2 THE SUNK-COST TRAP: Another of our deep-seated biases is to make choices in a way that justifies past choices, even when the past choices no longer seem valid or actively compound a mistake.

3 THE STATUS QUO TRAP: Decision makers display a strong bias toward alternatives that perpetuate the status quo. Breaking from the status quo means taking action, and when we take action, we take responsibility, thus opening ourselves to criticism and to regret.

4 THE CONFIRMING-EVIDENCE TRAP: We tend to subconsciously decide what to do before figuring out why we want to do it, then seeking out evidence to justify what we want. We are drawn to information that supports our subconscious leanings.



5 THE FRAMING TRAP: The way a problem is framed can profoundly influence the choices you make. A poorly framed problem can undermine even the best-considered decision.

6 ESTIMATING AND FORECASTING TRAPS: This set of traps distorts our decision-making in uncertain situations because they cloud our ability to assess probabilities, whether we’re overconfident in our abilities, overly cautious, or influenced by traumatic circumstances.



Read more about these potential traps and how to avoid them in the full article [here](#).

CAREER COMPASS SPOTLIGHT

Live Webinar Coming This Month: Employing an Analytic Approach to Decision-Making

In this webinar, you’ll learn a process for developing a model to help you analyze the factors and conditions of a situation that require you to make a decision. You can use this model to predict possible outcomes, gather the right decision-support tools, understand complicating factors, and learn steps to enhance your ability to make evidence-based decisions.

Two options are available:

- Tue, 21 Mar: 1000-1100 ET
- Thu, 23 Mar: 1500-1600 ET

Proficiency Level: Upper Intermediate and Advanced/Expert

No need to register – mark your calendar and look for the emails from your local Civilian Training Advocate (BD17) for more details.

SYSCOM TRAINING SUMMARY

Below is a list of all SYSCOM trainings being held in March and trainings in April that are now open for registration. Find more details and registration links on the [CCRC Event Calendar](#).



MARCH TRAININGS

START DATE	EVENT
Tue, 21 Mar	Live Webinar: Employing an Analytic Approach to Decision-Making
Thu, 23 Mar	Live Webinar: Employing an Analytic Approach to Decision-Making
Mon, 20 Mar	New Supervisor Workshop (West)
Wed, 29 Mar	Intern Forum #1 (Conflict Management)

APRIL TRAININGS OPEN FOR REGISTRATION

START DATE	EVENT
Mon, 03 Apr	Current Supervisor Training I (West)
Mon, 17 Apr	Current Supervisor Training II (East)

Stay tuned for details on additional SYSCOM offerings.



If you are unable to access the links on pages 1–3, copy and paste the full links below into the URL bar of a new browser window to view the content.

ECA to IDP Cycle

Employee Competency Assessment (ECA) – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Employee-Competency-Assessment/>

Individual Development Plan (IDP) – <https://www.navfac.navy.mil/idp/>

Competency Corner

Podcast: Getting to the Root of the Problem (Problem Solving) – [https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20\(WFD\)/CCRC/CDC/Problem%20Solving/Podcasts/Getting%20to%20the%20Root%20of%20the%20Problem%20Podcast_v1.mp3](https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20(WFD)/CCRC/CDC/Problem%20Solving/Podcasts/Getting%20to%20the%20Root%20of%20the%20Problem%20Podcast_v1.mp3)

On-Demand Webinar: Seeking Multiple Points of View (Conflict Management) – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Conflict-Management/>

Infographic: Gathering Information to Make Decisions (Decisiveness) – [https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20\(WFD\)/CCRC/CDC/Decisiveness/Infographics/Gathering-Information-to-Make-Decisions-Infographic.pdf](https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20(WFD)/CCRC/CDC/Decisiveness/Infographics/Gathering-Information-to-Make-Decisions-Infographic.pdf)

On-Demand Webinar: Keys to Unlocking Great Decision-Making (Evidence-Based Decision-Making) – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Evidence-Based-Decision-Making/>

Podcast: Evidence-Based Management (Evidence-Based Decision-Making) – [https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20\(WFD\)/CCRC/CDC/Evidence-Based%20Decision-Making/Podcasts/Evidence-Based_Management-Podcast-20230216.mp3](https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20(WFD)/CCRC/CDC/Evidence-Based%20Decision-Making/Podcasts/Evidence-Based_Management-Podcast-20230216.mp3)

Article: 7 Data Collection Methods in Business Analytics – <https://online.hbs.edu/blog/post/data-collection-methods>

Evidence-Based Decision-Making Competency Page – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Evidence-Based-Decision-Making/>

Career Compass Catalog – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Career-Compass-Catalog/>

Dear Navi

National Soft Skills Association – <https://www.nationalsoftskills.org/the-soft-skills-disconnect/>

Employee Competency Assessment (ECA) – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Employee-Competency-Assessment/>

Blank Copy of ECA – https://chci-survey.com/eca/NAVFAC_Employee_Competencies03.pdf

ECA Whiteboard Video – <https://www.youtube.com/watch?v=-MbWgY8fPxQ>

Individual Development Plan (IDP) – <https://www.navfac.navy.mil/idp/>

Competency Development Content – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/>

Evidence-Based Decision-Making Competency Page – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Evidence-Based-Decision-Making/>

What the Experts Say

Read the full article – <https://hbr.org/1998/09/the-hidden-traps-in-decision-making-2>

SYSCOM Training Summary

CCRC Event Calendar – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Event-Calendar/>

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<https://navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center>

