DEPARTMENT OF THE NAVY
NAVAL FACILITIES ENGINEERING SYSTEMS COMMAND
1322 PATTERSON AVENUE, SE SUITE 1000
WASHINGTON NAVY YARD DC 20374-5065

NAVFACINST 12410.3A
CMO

NAVFAC INSTRUCTION 12410.3A

From: Commander, Naval Facilities Engineering Systems Command

Subj: NAVAL FACILITIES ENGINEERING SYSTEMS COMMAND COMMUNITY
MANAGEMENT FRAMEWORK

Ref: (a) DoD Instruction 1430.16
       (b) DoD Instruction 1400.25
       (c) SECNAV Instruction 12410.25B

Encl: (1) NAVFAC Community Management Framework

1. Purpose.

    a. To establish, implement, and assign responsibilities for the management of Naval
Facilities Engineering Systems Command (NAVFAC) Community Management (CM)
Framework. For the purposes of this instruction, CM across the NAVFAC enterprise includes
career planning, education, development, training, mentoring, and succession planning.

    b. Enclosure (1) outlines specific roles and responsibilities and serves as a guide to ensure
sustained leadership focus and investment in education, training, and leadership and
development opportunities that support career progression, overall growth in all stages of
workforce development, and workforce character development.

2. Cancellation. NAVFACINST 12410.3

3. Summary of Change. This change incorporates the updated Department of Defense
(DoD) Civilian Leader Competency Model in reference (a), use of Waypoints as
NAVFAC's designated Learning Management System for developmental records and
activities, and the intentional development of character traits in personnel within the
NAVFAC CM Framework.

4. Definitions. These terms and their definitions are for the purpose of understanding
within this instruction and enclosure.

    a. Communities. Inclusive of the following Directorates, Divisions, and Specialty Centers:
Planning, Design & Construction (PDC), Public Works (PW), Expeditionary (EX), Business
(BD), Command Information Office (CIO), Contracting (CON), Office of Counsel (OOC),

Environmental (EV), Financial Management (FM), Inspector General (OIG), Navy Crane Center (NCC), Operations (OPS), Public Affairs Office (PAO), Public Private Ventures (PPV), Real Estate (RE), Safety (SF), Small Business (OSBP).

b. Competency. Pursuant to reference (a), refers to an observable, measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to successfully perform work roles or occupational functions.

(1) Non-technical. Related to the knowledge, skills, and abilities categorized into five DoD Civilian Leader Competency groups (Lead Self, Lead Teams/Projects, Lead People, Lead Organizations/Programs, Lead the Institution) that support the NAVFAC and DoD mission. They are depicted in the DoD Civilian Leader Competency Model, consisting of the DoD Civilian Leader Development Framework, NAVFAC Continuum (adopted from the DoD CLD Continuum), and DoD civilian leader competency descriptions.

(2) Fundamental. Pursuant to reference (a), related to an observable, measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that is foundational for success in core DoD Leader competencies.

(3) Technical. Related to the knowledge, skills, abilities, experiences, training, and certifications required for jobs specific to each NAVFAC Community or occupational series.

c. Character Virtue. Conduct or quality considered morally good or desirable in a person.

5. Applicability. This instruction applies to the NAVFAC civilian workforce. The Character Development Framework discussed herein is applicable to all members of the NAVFAC workforce, including military.

6. Responsibilities. Career planning is a continuous process defined and created in partnership between an organization, leaders, managers, supervisors, and employees. Responsibilities are as follows:

a. Chief Management Officer (CMO) leads CM governance across NAVFAC. Specific responsibilities include:

(1) Coordinating CM with Echelon II NAVFAC HQ Community Leaders (CLs) to ensure NAVFAC Systems Command (SYSCOM) goals, objectives, and priorities are defined, understood, and executed.

(2) Serving as NAVFAC's liaison (on programmatic CM issues) with external organizations including the Department of Defense (DoD), Department of the Navy (DON), other SYSCOMs, and the private sector.

(3) Ensuring Enclosure (1) remains current, relevant, and aligned with higher-level

guidance and NAVFAC's strategic intent and operational requirements.

b. Each Echelon II NAVFAC HQ CL is responsible for CM for their Community throughout the SYSCOM. Specific responsibilities include:

(1) Program management of technical CM resources for their community across NAVFAC.

(2) Allocating technical CM resources to NAVFAC Commands, via Echelon III Commands, utilizing the Budget Allocation (BA) process.

(3) Establishing technical training and development priorities, goals, and objectives for their community; and ensuring they are aligned with NAVFAC's strategic objectives, operational requirements, and with sections one through three of the CM Framework.

(4) Communicating CM information and updates to their Echelon III and IV CLs.

(5) Serving as NAVFAC's technical CM liaison with external organizations including DoD organizations, other SYSCOMS, and the private sector.

(6) Ensuring the Community specific technical plans (see Figure 2 of Enclosure (1)) remain current, relevant, and in alignment with NAVFAC's strategic objectives and operational requirements.

(7) Coordinating their CM efforts with other CLs and the BD organization.

c. NAVFAC HQ Total Force Development Director (BD17) leads CM governance on behalf of the CMO. In addition, the Director BD17 is the SYSCOM executive agent for CM and facilitates processes for defining, implementing, and certifying technical requirements in support of technical CM. Specific responsibilities include:

(1) Program management of non-technical CM resources across NAVFAC.

(2) Allocating non-technical CM resources to NAVFAC Commands, via Echelon III Commands, utilizing the BA and Centrally Managed Non-Technical (CMNT) Training allocation process.

(3) Establishing non-technical training and development priorities, goals, and objectives for the SYSCOM; and ensuring they are aligned with NAVFAC's strategic objectives, operational requirements, and with sections one and two of the CM Framework (see Figure 2 of Enclosure (1)).

(4) Facilitating processes for establishing and maintaining technical competencies in coordination with subject matter experts (SMEs) provided by each NAVFAC community to identify and document technical and functional capabilities, development priorities, and objectives for the SYSCOM.

(5) Serving as NAVFAC's non-technical CM liaison with external organizations including DoD organizations, other SYSCOMS, and the private sector.

(6) Ensuring sections one through three of the CM Framework (see Figure 2 of Enclosure (1)) remain current, relevant, and in alignment with NAVFAC's strategic objectives and operational requirements.

d. NAVFAC Commanders/Commanding Officers are responsible for implementing CM within their Command.

e. Naval Facilities Institute (NFI) is responsible for the execution of NAVFAC-sponsored leadership development programs, leadership training, entry level developmental employee programs, and for the program management of the Defense Acquisition Workforce Development Account (DAWDA). Additionally, NFI serves as the primary liaison with the Director, Acquisition Talent Management (DATM) for acquisition workforce management and Defense Acquisition Workforce Improvement Act (DAWIA) policy implementation and compliance.

f. Leaders, Managers, and Supervisors are responsible for:

(1) Familiarizing themselves with the CM Framework elements associated with the positions they supervise.

(2) Supporting, participating in, and encouraging workforce participation in the SYSCOM-level data gathering processes to define and document competencies required to successfully execute the work unit's mission for each position they supervise per reference (c), when engaged by their Community's Echelon II NAVFAC HQ CL.

(3) Assisting all direct-reporting employees with career planning, per reference (c).

(4) Partnering with each of their direct-report employees to identify and mitigate gaps between the individual's competencies and those required by their current position and future career goals, per reference (c), utilizing the Employee Competency Assessment (ECA), Community specific technical plans, and other available resources.

(5) Facilitating the preparation and maintenance of individual development plans (IDPs) aligned with NAVFAC's competency focuses and designed to support employee development, per reference (c).

(6) Supporting employees in the execution of the IDPs, taking into consideration workload, available opportunities, resources, and merit principles, per references (b) and (c).

(7) Supporting personal character professional development.

g. Every individual member of the workforce, military and civilian, is responsible for managing their career development. Specific responsibilities for civilian employees are:

(1) Familiarizing themselves with the CM Framework elements associated with their current position.

(2) Identifying the competencies required to successfully execute their work, per references (b) and (c).

(3) Consulting with mentors, coaches, and their leaders, managers, supervisors, and peers to identify gaps between their current competencies and proficiency levels and those required by their current position and future career goals, per reference (b), utilizing the ECA, IDP, Community specific technical plans, and other available resources.

(4) Preparing and updating their IDP via Waypoints no less than annually to support their career development, per reference (c).

(5) Initiating or working with their supervisor to initiate the execution of the IDPs, taking into consideration workload, available opportunities, and resources, per reference (c).

(6) Participating in personal character professional development.

7. Records Management.

a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned for the standard subject identification codes 1000 through 13000 series per the records disposition schedules located on the Department of the Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx .

b. For questions concerning the management of records related to this instruction or the records disposition schedules, please contact the local records manager or the DON/AA DRMD program office.

8. Review and Effective Date. Per OPNAVINST 5215.17A, the NAVFAC Total Force Department will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, DoD, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 5 years, unless revised or cancelled in the interim, and will be reissued by the 5-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17 A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.

XXXXXXXX

Releasability and distribution:

This instruction is cleared for public release and is available electronically is available electronically via the NAVFAC Enterprise Document Library (EDL).