NAVFAC
ASPIRING LEADER DEVELOPMENT PROGRAM (ALDP)
HANDBOOK

MARCH 2025

(2026 Cadre)

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CHAPTER 1

NAVFAC ASPIRING LEADER DEVELOPMENT PROGRAM

1. INTRODUCTION:

    a. The Naval Facilities Engineering Systems Command (NAVFAC) firmly supports leadership development for all personnel, at all levels of the organization. Strengthening, enhancing, and accelerating workforce learning and performance is a Strategic Priority in the NAVFAC Strategic Design.

    b. The Aspiring Leader Development Program (ALDP) is a corporate-wide initiative to provide developmental training and opportunities for current and future leaders. Employees selected for the ALDP will participate in a structured program consisting of formal training and other developmental activities.

    c. Participation in the ALDP will provide employees with an opportunity to develop leadership competencies as identified in Entry and Journeyman career segments of the NAVFAC Workforce Development Continuum. These foundational competencies align to Navy core values and attributes and provide employees the greatest opportunity for career growth. ALDP participants will engage in activities to enhance individual leadership skills and learn how to work effectively with other leaders toward specific goals.

    d. Participants gain the knowledge, skills, ability and confidence to decide if they want to continue to pursue a leadership role at NAVFAC. The ALDP provides a baseline for competitive entry into subsequent leadership programs, such as the Leadership Development Program (LDP).

    e. Note: The ALDP is a developmental program and participants undertake all developmental efforts without any implied commitment of reward or promotion.

2. PROGRAM OVERVIEW:

    a. The ALDP is a centrally managed program and may have more than one cadre each year. Each cadre consists of about twenty-five employees. Participation is restricted to employees in the following performance pay plans and pay grades: GS-07 through GS-12 (and Demo equivalent positions), WG-07 through WG-15, WL-05 through WL-13, WD-01 through WD-10 and WS-01

through WS-12. Each training location will be determined based on the number of cadre members in a geographic area.

b. The program consists of examining employees' current level of competencies, identifying potential areas for personal and professional growth, participating in activities to enhance leadership skills and team building through assessment, engaging in developmental experiences, and training in a classroom setting. Emphasis is on developing the following key competencies:

    (1) Team Building

    (2) Communications

    (3) Conflict Management

    (4) Problem Solving and Decision Making

    (5) Interpersonal Skills

    (6) Customer Service

c. Each cadre will attend three (3) one-week training sessions and participate in experiential learning opportunities throughout the six-month program period. Each participant completes self-assessment instruments and works closely with the instructor to design a Leadership Development Action Plan, which will act as a blueprint and road map for their developmental needs throughout the program. The Leadership Development Action Plan is a development roadmap specifically designed for this program, similar to the Individual Development Plan (IDP).

3. <u>PROGRAM TIMEFRAME:</u>

a. The ALDP is a six-month program. For each cadre, the specific timeframe will be determined when class schedules and locations are finalized. Once initiated, cadre members are required to complete the program in its entirety.

4. <u>ELIGIBILITY REQUIREMENTS:</u>

a. The selection process for the ALDP is competitive. Individuals must meet all eligibility

requirements prior to the ALDP application closing date. Any employee within the NAVFAC Systems Commands (SYSCOM) who meets the following criteria is eligible and may apply for the ALDP when announced.

b. To be eligible, an applicant must:

    (1) Be permanently assigned to one of the following pay plans and occupy an effective grade level within the scope indicated below:

        i. GS-07 through GS-12 (or Demo equivalent positions)

        ii. WD-01 through WD-10

        iii. WG-07 through WG-15

        iv. WL-05 through WL-13

        v. WS-01 through WS-12

    (2) Must not be on a time-limited appointment

    (3) Be a NAVFAC employee for the past 12 months

    (4) Agree to and sign a Continued Service Agreement with NAVFAC

    (5) Be available to travel if required to the designated training location for all three one-week residential (classroom) sessions

    (6) Be fully compliant with mandatory certifications and training requirements

    (7) Have and maintain a performance rating of acceptable or equivalent

c. Note: Graduates of entry-level programs are not eligible to apply for the ALDP until one year after graduation.

5. APPLICATION PROCEDURES:

a. The NAVFAC Application for Mid-Level Leadership Programs will be posted on the NAVFAC Career Compass Resource Center (CCRC) website during the leadership open season announcement timeframe. Applications for the ALDP will be accepted during the open notice period. Interested candidates MUST submit a complete NAVFAC Application for Mid-Level Leadership Programs package consisting of the following:

   (1) Applicant Information

   (2) Understanding of Program Requirements

   (3) Applicant's Statement of Purpose

   (4) Leadership Competency Assessment

   (5) Supervisor's Endorsement

   (6) Senior Management Endorsement

   (7) Resume

b. Notes: Applicants should present their qualifications concisely. Position descriptions, letters of appreciation, certificates of training, and prepared reports should not be included. Applications must use font size 10 point or larger. Total package may not exceed 12 single-sided pages. Late, incomplete, or oversized packages / pages will not be considered. Applicant can utilize the NAVFAC Mid-Level Application Checklist located on the Career Compass Resource Center to aide them in the application process. Applicants must provide a personal email address in their application for use by the ALDP Program Manager.

6. LEADERSHIP PROGRAM SELECTION CRITERIA:

a. The following are the primary considerations of Selection Boards when reviewing applications:

   (1) Complete and Compliant Application: Applicants must meet the program's grade-level eligibility requirements (on a permanent basis), must meet all program-specific

requirements, have and maintain a fully successful rating or equivalent, and have an approved Individual Development Plan. Incomplete applications will not be forwarded for consideration.

(2) Job History: A job history that may include experience across multiple Echelons, multiple Directorates/Divisions, career progression, length of time at NAVFAC, other commands, and other employment/military experience, and future plans will be taken into consideration.

(3) Preparation for Developmental Opportunity: Application should demonstrate appropriate progression of developmental opportunities. Completion of a NAVFAC Leadership Program or similar development/demonstration of leadership skill should proceed participation in a DoD/DON program.

(4) Supervisor and Command Endorsement: Strengths of the endorsement from the command and the individual's supervisor are considered. Reference check results where necessary are conducted to corroborate information provided.

(5) Candidate interviews are not part of the formal ALDP selection process.

(6) Community Engagement and Involvement: A well-rounded individual who is active in the community.

(7) Command Needs: Enterprise and local command development needs.

(8) Education and Professional Certifications: General education level and certification compliance. If a certification is required for the applicant's current portion, applicant must be fully compliant. If applicable, Defense Acquisition Workforce Improvement Act certification will be verified; non-compliant applicants will not be considered.

CHAPTER 2

RESPONSIBILITIES

1. <u>NAVFAC COMMANDER:</u> The NAVFAC Commander has overarching authority for the policy and direction of the ALDP. The Commander designates management of Total Force Development programs, <u>including</u> the ALDP, to the Chief Management Officer (CMO).

2. <u>NAVFAC EXECUTIVE DIRECTOR</u>: The NAVFAC Executive Director (ED) is the designated approving official for ALDP and approves final selections for the program. All field communications will be sent via the component command Commander/Commanding Officer, and communications for Headquarters cadre members will be sent via the appropriate Deputy/Assistant Commander level.

3. <u>NAVFAC HEADQUARTERS (HQ) CHIEF MANAGEMENT OFFICER (CMO):</u> The NAVFAC CMO provides direction for executive and management development. Programmatic authority to lead community management efforts across NAVFAC has been delegated by the NAVFAC Commander and Executive Director to the CMO who exercises this authority with support from the Total Force Director, Total Force Development Director, and the Naval Facilities Institute.

4. <u>NAVFAC COMMUNITY LEADERS/SENIOR MANAGEMENT:</u> The Community Leaders and Senior Management have primary responsibility for community management. The Community Leaders are responsible for promoting leadership development opportunities within their Communities. Note: Community Leader and Senior Management are the generic terms chosen for this instruction. Current NAVFAC command classifications will be defined by the most recent guidance and instructions. In general, the Echelon II, III, or IV Community Leader has previously been known as the Business Line or Support Line Leader, Directorate Leaders, or equivalent); other Community Leaders and Senior Management include: Public Works Officers (PWO), Deputy Public Works Officers (DPWO), Facilities Engineering and Acquisition Division Director (FEAD), and Resident Officer in Charge of Construction (ROICC).

5. <u>NAVFAC HQ TOTAL FORCE DEVELOPMENT DIVISION (TFDD):</u> The Total Force Development Division provides overarching guidance, policy, and oversight for the ALDP. TFDD oversees the Command-wide ALDP effort and submits recommended selections to the Executive Director.

6. <u>NAVAL FACILITIES INSTITUTE (NFI):</u> NFI serves as the ALDP Program Manager, administers the program, and acts as the liaison between HQ and the ALDP Component Chairperson. NFI will make final eligibility or removal determinations in coordination with the local ALDP Component Coordinator as requested. NFI is responsible for procurement and management of centrally funded training and competency assessment tools with coordination of TFD.

7. <u>ECHELON III AND IV COMMANDS:</u> Commanders/Commanding Officers designate Echelon III / IV Component Chairperson to serve as focal point for all ALDP implementation and administration issues and sign the endorsement letter including the ALDP Command nominees.

8. <u>ALDP COMPONENT CHAIRPERSON:</u> The ALDP Component Chairperson is responsible for local management of the program and coordinates with the Local ALDP Coordinator to manage the day-to-day operations.

    a. The ALDP Component Chairperson will:

        (1) Serve as Chairperson of the Nomination Panel or Selecting Official or designate a Selecting Official.

        (2) Select and convene the Nomination Panel to review, rate, and recommend nominees.

        (3) Ensure the application packages received from eligible candidates have been reviewed to ensure applications are complete and in compliance with the ALDP notice.

        (4) Certify proper Nomination Panel composition. The panel is composed of designated management/supervisory personnel and/or senior experts, and merit systems principles are upheld in deciding upon final recommendations.

        (5) Send notifications to those applicants not selected.

        (6) Ensure there is a process in place to verify completion of program requirements and any local criteria.

        (7) Provide guidance and assistance to cadre members.

9. <u>NOMINATION PANEL OR SELECTING OFFICIAL:</u> The Nomination Panel must be configured in accordance with Merit System Principles. Panel members should be at an appropriate grade level and representative of the various communities, minority groups, and genders. It is recommended that commands have a Human Resources/personnel specialist as the Equal Employment Opportunity (EEO) representative on the panel (non-voting member). If a Command has limited number of applicants, the ALDP Component Chairperson may serve as or designate a Selecting Official.

    a. The Nomination Panel will:

        (1) Rate applicants' self-nomination packages using the approved crediting plan.

        (2) Make nominee recommendations to the Commander/Commanding Officer.

        (3) Notify the Local ALDP Coordinator of candidates whose names were not selected to participate in the ALDP.

10. <u>LOCAL ALDP COORDINATOR:</u> The Local ALDP Coordinator will:

    a. Serve as the local component point of contact for the ALDP and coordinate with the ALDP Program Manager.

    b. Manage the ALDP locally:

        (1) Provide guidance and assistance to cadre members

        (2) Conduct periodic briefings

    c. Fully publicize and distribute the ALDP announcement and notices:

        (1) Oversee receipt and processing of candidate applications

        (2) Review the self-nomination forms received from eligible candidates to ensure applications are complete and in compliance with the ALDP notice

        (3) Forward the following to ALDP Program Manager for action:

            i. The command endorsement letter for selection. The endorsement letter must

include, in priority order, the names of the nominees in priority order and the rationale for priority order of nominations.

ii.   Certification of proper component nomination panel composition: The panel was composed of designated management/supervisory personnel and/or senior experts, and Merit System Principles were upheld in deciding upon final recommendations.

11. SUPERVISORS: The Supervisor will:

a. Help identify individuals with the motivation and potential to complete the program.

b. Discuss reasons for non-endorsement with applicants as required and identify developmental opportunities as appropriate.

c. Acknowledge and agree to the time commitment necessary for the employee to complete the program.

d. Familiarize themselves with the ALDP process including program deadlines and cadre expectations.

e. Complete Supervisor Endorsement and Leadership Development Assessment Tool (LDAT) on behalf of the applicant if selected.

f. Actively work with the cadre member to ensure that assigned work responsibilities support and do not hinder development plan completion.

g. Provide support for the cadre member with sufficient funds and time away from assigned duties to complete their training and development.

h. Provide frequent feedback on the success of the cadre member to demonstrate mastery of developmental competencies.

12. CADRE MEMBERS: The Cadre Member will:

a. In partnership with the instructor, supervisor, and/or mentor create a Leadership Development

Action Plan, the basic building block used to plan and organize the individual cadre member's development efforts.

b. Meet all program deadlines, regardless of TDY or leave, including those requested by the ALDP Program Manager. Failure to respond may result in a recommendation for dismissal from the program.

c. Attend all three one-week sessions as identified in the Program Overview.

d. Complete all assignments, including assessments and experiential learning opportunities.

CHAPTER 3

ANNOUNCEMENT AND APPLICATION PROCEDURES

1. GENERAL ANNOUNCEMENT: As a first step in the application process, the ALDP Program Manager publishes a general announcement outlining the basic aspects of the ALDP. This general announcement provides explanatory information about the ALDP and application procedures.

2. ELIGIBILITY: The ALDP uses a competitive process per Merit System Principles. Individuals must meet all eligibility requirements prior to the ALDP application closing date. Any employee at NAVFAC who meets the eligibility criteria may apply for the ALDP during the announcement period.

3. APPLICATION:

   a. Prior to the announcement release, each Local ALDP Coordinator shall include the following information on the announcement:

      (1) Provide local instructions on how to submit application packages

      (2) Provide local POC information including email address and phone number

   b. The NAVFAC Application for Mid-Level Leadership Programs will be posted on the local NAVFAC Portal page during the ALDP announcement timeframe. Applicants will submit their applications in accordance with the application procedures listed in Chapter 1, Section 5.

4. INTERVIEWS: Candidate interviews are not part of the formal ALDP selection process.

5. REVIEW OF NOMINATIONS: As defined in Chapter 2, the Nomination Panel will make nominee recommendations to the Commander/Commanding Officer who will endorse the nominees to be forwarded, together with certification of proper panel composition to the ALDP Program Manager via email for action by the TFDD. The TFDD will convene a Selection Review Board to review the Command ALDP applications and recommend nominees to the NAVFAC Executive Director for final approval.

6. EQUAL EMPLOYMENT OPPORTUNITY/ MERIT PRINCIPLES:

   a. The ALDP is designed to provide developmental opportunities for eligible permanent career or

career-conditional employees of the NAVFAC claimancy.

b. The selection and development of cadre members will be in accordance with merit staffing and equal employment opportunity principles and requirements.

c. An employee who believes they have been discriminated against because of their race, sex, age, national origin, color, sexual orientation, handicapping condition, or in reprisal for prior Equal Employment Opportunity (EEO) activity may contact their servicing EEO Office to initiate a discrimination complaint.

7. <u>GRIEVANCE PROCEDURES:</u> An employee who is dissatisfied with non-selection or other component action pertaining to completion of the ALDP may file a grievance. Grievances must be filed through the employee's component in accordance with local negotiated grievance procedures or established Component Administrative Grievance Procedures.

8. <u>PRIVACY ACT:</u> The provisions of the Privacy Act of 1974 (Public Law 93-579) must be followed throughout the administration of ALDP processes. Title 5 USC 4103, 4115, and 4118 authorizes the maintenance of a record system for Navy Employee Training and Development, which includes ALDP.

CHAPTER 4

CADRE MEMBER INFORMATION

1. <u>TRAINING AND EDUCATION</u>:

a. Classroom Overview

  (1) Week 1 - Holistic - Know Yourself and Seek Improvement

    i. Learn personality preferences and leadership style through completing various assessment tools such as Change Style Indicator (CSI), Myers-Briggs Type Indicator (MBTI), Decision Style Profile, Thomas-Kilmann Conflict Mode Instrument (TKI), Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B), Work Engagement Profile (WEP) and Influence Style Indicator. Participants become aware of their own personality preferences and leadership styles through practice exercises.

  (2) Week 2 - Teaming - Come together as a team to achieve a common goal.

    i. Learn how to come together as a team to achieve a common goal through using topics and tools covered in identified assessments.

  (3) Week 3 – Transformation

    i. Utilize assessment results to identify strategies, encourage team building, enhance communications, identify solutions to problems, manage stress levels and work more cohesively in the best interest of NAVFAC organization as a whole.

b. Experiential Learning:

  (1) Experiential Learning Activities shall be incorporated into the curriculum to address each terminal learning objective as appropriate for the content.

    i. Strengthen leadership and interpersonal skills

ii. Stimulate commitment to personal development

iii. Provide a forum to explore current issues facing leaders in the federal workplace

c. Note: Experiential Learning Activities should enhance leadership and team building curriculum designed for NAVFAC ALDP. There are no established timeframes for completion of experiential learning activities. Ongoing support of experiential learning activities (outside of the three (3) one-week sessions) may be supported virtually.

2. <u>FUNDING</u>: ALDP is supported with central training funds. This support includes funding travel for participants. Central funding is available for members and is managed through NAVFAC HQ TFDD; however, if central funding is not available, the local command must be willing to fund all associated costs of their cadre members.

3. <u>WITHDRAWAL / DISMISSAL</u>: Any employee who exits after the purchase of the assessments will be held to the terms and conditions of the signed Continued Service Agreement (CSA). The employee will be ineligible for the ALDP for 2 years, and ineligible for any NAVFAC sponsored or supported leadership program for 1 year.

4. <u>CHANGE OF COMMAND</u>: If a cadre member changes commands within NAVFAC, they will need to request and send their new supervisor's concurrence to the ALDP Program Manager to continue with the program.

5. <u>PROMOTIONS</u>: Cadre members who have started the program and are promoted outside of the target grade level may continue and complete the ALDP.

6. <u>WITHDRAWAL</u>: In accordance with the CSA, cadre members who drop out of the program will be held accountable to the CSA terms and conditions to include reimbursement of the tuition. Cadre members may voluntarily withdraw from the ALDP without penalty prior to purchase of the assessments.

7. <u>LEAVING THE COMMAND</u>: Cadre members leaving NAVFAC will be dropped from the program. In accordance with the CSA, cadre members who drop out of the program will be held accountable to

the CSA terms and conditions to include reimbursement of the tuition. If the cadre member returns to a NAVFAC command, re-entry is by re-competition during an open notice period and selection is not guaranteed.

8. <u>DISMISSAL</u>:

    a) Cadre members may be dismissed from the program if:

        (1)   They fail to attend any of the residential classroom sessions

        (2)   They fail to meet all program deadlines, regardless of TDY or leave. Failure to respond may result in a recommendation for dismissal from the program.

        (3)   They are not progressing in their development or are determined to be unlikely or unable to complete the ALDP

        (4)   Their performance level falls below "acceptable"

    b) In accordance with the CSA, cadre members who are dismissed from the program will be held accountable to the CSA terms and conditions to include reimbursement of the tuition.

9. <u>QUARTERLY PROGRESS ASSESSMENT/EVALUATION</u>:

    a) ALDP cadre members are required to complete career development assessment tools to learn their personality preferences and leadership styles. These tools will be completed prior to the start of each weekly training session.

    b) All cadre members are also required to complete program evaluations to assess the ALDP. These will include assessments prior to the start of the program, at the end of the program, and approximately six months after the program has completed.

CHAPTER 5

GRADUATION

1. <u>GRADUATION:</u> Upon completion of the 6-month program, the cadre member graduates from the ALDP.

2. <u>OTHER LEADERSHIP OPPORTUNITIES:</u> While the ALDP is highly encouraged as a means for developing leadership capability of eligible personnel, completion of the program is not required for promotion within NAVFAC. Some members of the NAVFAC workforce have prior military and/or civilian leadership experience and have achieved the developmental objectives of the ALDP. For these employees, other developmental opportunities may be more beneficial and should be incorporated into their IDP.

NAVFAC NON-TECHNICAL WORKFORCE DEVELOPMENT COMPETENCY DEFINITIONS	
LEAD SELF COMPETENCY GROUP	
COMPETENCY	**DEFINITION**
Agility	Anticipates and adapts to change, new ideas, new information, and new conditions. Embraces complex and ambiguous situations, changing conditions, adaptive strategy, or unexpected obstacles, processes, and requirements.
Ethical Behavior	Exhibits moral character through honesty, fairness, and integrity. Demonstrates selflessness and independence of thought and action by doing the right thing regardless of personal and professional consequences. Evaluates potential dilemmas and makes moral decisions. Cultivates ethically minded organizations by instilling trust and confidence.
Resilience	Deals effectively with pressure, ambiguity, and emerging conditions; remains optimistic and persistent, even under adversity or uncertainty. Recovers quickly from setbacks. Overcomes obstacles and learns from experience.
Digital Fluency	Identifies, evaluates, interprets, and uses information and data to drive sound solutions. Develops strategies and anticipates implications of new computational and information technologies. Ensures access to and security of digital systems.
Interpersonal Skills	Builds and maintains relationships through trust and commitment. Engages, inspires, and works well with others. Treats others with dignity and respect. Actively solicits and considers feedback. Exemplifies professionalism, tact, and empathy. Demonstrates the aspects of emotional intelligence including the ability to regulate and apply one's emotions and help others do the same.
Communication	Demonstrates ability to clearly and effectively articulate, present, and promote varied ideas and issues through active dialogue, storytelling, listening, etc., before a wide range of audiences. Utilizes various communication methods (e.g. oral, written, digital, briefings, etc.). Actively receives information and clarifies as needed by encouraging and engaging in active listening.
Problem Solving	Identifies, analyzes, and weighs, the relevance, risk, and accuracy of data driven information to identify the causes of problems. Employs critical thinking to seek, generate, and evaluate alternative perspectives/solutions by asking new questions. Recommends and/or chooses courses of action that balance the interests of the mission and stakeholders. Assesses unintended consequences.

Lifelong Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development. Continually commits to developing expertise and breadth of knowledge in self and others. Pursues opportunities to expand competencies and further professional growth. Learns from others.
Service Motivated	Demonstrates a commitment to serve others with honor through actions and outcomes that meet public needs. Aligns organizational objectives and practices to optimize internal and external customer service by creating value, loyalty, and trust for the public good.

NAVFAC NON-TECHNICAL WORKFORCE DEVELOPMENT COMPETENCY DEFINITIONS	
LEAD TEAMS/PROJECTS COMPETENCY GROUP	
COMPETENCY	**DEFINITION**
Team Building	Inspires and fosters team trust, commitment, and unity. Promotes and facilitates cooperation and communication to motivate team members to accomplish group and organizational goals. Models and endorses collaboration.
Accountability	Holds self and others accountable and fosters an environment that administers all resources in a manner that instills public trust. Ensures integrity, responsibility, and transparency in all actions.
Decisiveness	Makes well-informed, data driven, effective, and timely decisions; perceives the risk, impact, and implications of those decisions. Uses sound judgment to simultaneously integrate and weigh situational constraints, risks, and rewards.
Influencing	Builds coalitions and persuades others to achieve common goals or outcomes through one's words and actions. Manages conflicting interests by addressing stakeholder concerns. Negotiates with stakeholders to ensure agreement is mutually acceptable to all parties. Uses persuasion to gain support and cooperation; explores positions and alternatives to reach outcomes that gain acceptance of all parties.
NAVFAC NON-TECHNICAL WORKFORCE DEVELOPMENT COMPETENCY DEFINITIONS	
LEAD PEOPLE COMPETENCY GROUP	
COMPETENCY	**DEFINITION**
Human Capital Management	Builds, develops, and manages workforce based on current and projected organizational goals, skills, budget considerations, and staffing needs. Ensures applicants and employees are appropriately recruited, selected, developed (appraised, awarded, trained), and retained; initiates action to enhance individual strengths and address performance-based deficiencies. Manages a multi-sector workforce and a variety of work situations in a

	constantly evolving environment. Incorporates succession planning as part of developmental initiatives.
Managing Conflict	Handles and resolves organizational discord in a timely manner through assessing stakeholder perspectives and facilitating constructive dialogue. Identifies and defuses conflicts including those that have the greatest potential for damage to the organization
Developing Others	Enables, encourages, and inspires individual growth by teaching, coaching, guiding, and mentoring others.

NAVFAC NON-TECHNICAL WORKFORCE DEVELOPMENT COMPETENCY DEFINITIONS	
LEAD ORGANIZATIONS/PROGRAMS COMPETENCY GROUP	
COMPETENCY	**DEFINITION**
Partnering:	Develops networks and builds alliances; collaborates across boundaries, both internal and external to DoD, to build strategic relationships and achieve common goals.
Financial Management	Manages, allocates and monitors financial resources in compliance with laws, regulations, and policies. Ensures transparency and appropriate internal controls (e.g. audit activities) and resources are efficiently applied to meet strategy and objectives, while considering the DoD's fiduciary responsibilities to the Nation.
Innovation	Develops new insights, challenges conventional approaches, encourages new ideas and innovations, and designs and implements new or cutting-edge programs/processes/solutions. Establishes agile and creative methods to rapidly incorporate innovation. Fosters a culture of experimentation and calculated risk taking.

NAVFAC NON-TECHNICAL WORKFORCE DEVELOPMENT COMPETENCY DEFINITIONS	
LEAD THE INSTITUTION COMPETENCY GROUP	
COMPETENCY	**DEFINITION**
Political Savvy	Identifies and assesses the internal and external politics that impact the organization. Perceives organizational and political realities and acts accordingly. Uses diplomacy to relate with others at all levels. Acts responsibly to promote trust.
External Awareness	Integrates national and international considerations into strategic and operational planning. Maintains currency on local, national, and international policies and trends and evaluates and prioritizes how they affect the Nation and

	shape stakeholders' views; is aware of the Nation's impact on the external environment.
Systems Thinking	Understands how all facets of the enterprise interrelate and change over time. Thinks critically and synthesizes information to identify emerging patterns, key linkages, and interdependencies. Applies understanding of the enterprise to solve complex challenges and drive integration.
Strategic Thinking	Formulates objectives and priorities and implements plans consistent 8 with the long-term interests of the organization in a global environment by evaluating conditions, resources, capabilities, constraints, and organizational goals and values. Capitalizes on opportunities and manages risks and contingencies, recognizing the implications for the organization and stakeholders.
Vision	Establishes and articulates a long-term view that moves the organization toward national strategic objectives and informs resource decisions. Motivates and inspires others to commit to and execute the vision.