NAVFAC
LEADERSHIP DEVELOPMENT
PROGRAM
HANDBOOK

March 2025
(2026 Cadre)

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CHAPTER 1
NAVFAC LEADERSHIP DEVELOPMENT PROGRAM

1. <u>INTRODUCTION</u>.

   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 priority in the NAVFAC Strategic Design. NAVFAC recognizes the essential need to provide developmental training and opportunities for current and future leaders. Leadership competencies are outlined in the NAVFAC Community Management Framework, and leadership development should be a part of each employee's development plan.

   b. The Leadership Development Program (LDP) represents one facet of NAVFAC's leadership development opportunities. The LDP provides for the competitive selection and development of eligible personnel to ensure a pool of qualified applicants exist for future leadership positions within NAVFAC. The LDP is a developmental program, and participants undertake all developmental efforts without any prior commitment of reward or promotion. The program is designed to provide deliberate development through progressive learning opportunities and provides an opportunity for candidates to perform outside their sphere of influence. Employees selected for the LDP will participate in a structured program consisting of formal training, rotational assignments, and other developmental activities. Cadre members will complete a pre-program assessment upon acceptance and post-program assessment upon graduation.

   c. While the LDP is highly encouraged as a means for developing leadership capability of eligible personnel, completion of the program is not required or is guaranteed a promotion within NAVFAC. It is recognized that some members of the NAVFAC workforce have prior military and/or civilian leadership experience and have achieved the developmental objectives of the LDP. For these employees, other developmental opportunities may be more beneficial and should be incorporated into their Individual Development Plan (IDP).

2. <u>PROGRAM OVERVIEW.</u>

    a. The LDP is a program consisting of three levels of development:

        (1)   Level 1 - GS-12/GS-13 Non-supervisory

        (2)   Level 2 - GS-12/GS-13 Supervisors, WS-12 and above

        (3)   Level 3 - GS-14/GS-15

    b. The program consists of a structured training plan which includes rotational assignments, education and training, a specific development project, mentoring assignments, and developmental activities designed to broaden the cadre member's corporate perspective. Each cadre member will have an ILDP that contains the elements outlined in the Leadership Development Training Plan for their program level. Additionally, each cadre member will participate in a 360-degree assessment to gain awareness of their developmental needs and focus areas during their LDP.

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

    a. The LDP Level 1 program is a one-year program and LDP Level 2 and Level 3 programs are two-years in length.

    b. Cadre assigned to NAVFAC EURAFCENT and NAVFAC Far East are eligible for a one-year extension at the discretion of their LDP Component Coordinator. This one-year program extension applies to cadre assigned to those OCONUS locations at the time of acceptance to the program and to cadre that accept an assignment at either location during their program. Cadre members not eligible for graduation after the authorized program length will be dropped from the LDP and they may reapply during a future announcement period.

    c. Cadre members will adhere to the LDP Handbook of their cadre year.

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

a. The LDP is a developmental privilege which uses a competitive process per the Merit System Principles. Individuals must meet all eligibility requirements prior to the LDP application closing date.

b. Any employee within the NAVFAC Systems Commands (SYSCOM) who meets the following criteria is eligible and may apply for the LDP when announced.

c. To be eligible, an applicant must:

    (1)   Be a full-time NAVFAC employee for the past 12 months;

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

    (3)   Occupy on a permanent basis at least a GS-12 or WS-12 level position;

    (4)   Have held the minimum GS-12 OR WS-12 level for one year;

    (5)   Have completed the first year of the supervisory probationary period, if applicable;

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

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

    (8)   Be able to attend the LDP Training Session; and

    (9)   Have familiarity of the NAVFAC organization, structure, and strategy

d. Graduates of entry-level intern programs are not eligible to apply for Level 2/3 of the LDP until two years after graduation – unless they have a minimum of five years private sector experience equivalent to the journey-level position. Entry-level graduates applying to Level 1 must wait for one year after graduation.

5. <u>APPLICATION PROCEDURES</u>:

a. The NAVFAC Application for Mid-Level Leadership Programs for LDP Level 1 and the NAVFAC Application for Senior-Level Leadership Programs for LDP Level 2 and 3 will be posted on the NAVFAC public page during the LDP announcement timeframe. Applications for the LDP will be accepted during the open notice period. Interested candidates MUST submit the appropriate application and a complete package consisting of the following:

    (1) Complete the FY26 NAVFAC Application for Mid-Level Leadership Programs or FY26 NAVFAC Application for Senior-Level Leadership Programs, as applicable

    (2) Resume – Resume must include job titles, series/grade levels, and start/end employment dates for each position; education and degree information; leadership and technical training courses with completion dates; and professional licenses and certifications.

b. NOTE: Applicants should present their qualifications concisely. Position descriptions, letters of appreciation, certificates of training, and prepared reports **should not** be included. Applicants should utilize the checklist provided on the Career Compass Resource Center webpage.

c. Late, incomplete, or oversized packages will not be considered.

6. <u>LEADERSHIP PROGRAM SELECTION CRITERIA.</u>

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 Business and Support Lines, 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 and resume 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) The applicant's ability to articulate their thoughts and respond coherently during the interview portion.

(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 LDP. The Commander designates management of Total Force Development programs, including the LDP, to the Chief Management Officer (CMO).

2. <u>NAVFAC EXECUTIVE DIRECTOR</u>: The NAVFAC Executive Director (ED) is the designated approving official for LDP selections. The ED approves final selections for LDP.

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 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: The 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 DEPARTMENT (TFD)</u>: The TFD shall be responsible for program policy and oversight. The TFD will also designate the HQ Component Coordinator

and provide appropriate demographics.

6. <u>NAVAL FACILITIES INSTITUTE (NFI)</u>: The NFI serves as the LDP Program Manager, administers the program, and acts as the liaison between the HQ and local LDP Component Coordinators. Releases the Leadership Development Program Announcement (Appendix A-1). In this capacity, NFI will make final eligibility or removal determinations in coordination with the local LDP Component Coordinator as requested. This includes determination of eligible developmental assignments, such as rotations, projects, and training. NFI is responsible for procurement and management of centrally funded training and competency assessment tools with coordination of TFD.

7. <u>NAVFAC HQ TOTAL FORCE DEVELOPMENT DIVISION (TFDD)</u>: The TFDD oversees the command-wide LDP effort. The TFDD will:

    a. Provide policy and guidance.

    b. Annually assess and determine the appropriate number of cadre members.

    c. Provide for the evaluation of program nominations and appointments of selection board members.

    d. Submit recommended selections to the ED.

    e. Provide periodic status briefings to the CMO and HQ TFD, as required.

8. <u>ECHELON (ECH) III AND IV COMMANDERS/COMMANDING OFFICERS</u>: ECH III and IV Commanders/Commanding officers shall:

    a. Designate ECH III / IV Business Directors as Component Coordinators to serve as focal point for all LDP implementation and administration.

    b. Endorse applications of recommended component nominees.

9. <u>COMPONENT COORDINATORS</u>: The Component Coordinator will be responsible for local management of the program and act as the focal point for all matters relating to LDP

administration. The Component Coordinator may designate a Component Representative to manage the day-to-day operations of the LDP. Component Coordinator will:

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

b. Manage the LDP locally by:

   (1) Providing guidance and assistance to cadre members.

   (2) Conducting periodic briefings.

   (3) Networking with other Component Coordinators as appropriate.

c. Fully publicize and distribute the Leadership Development Program announcement and notices.

   (1) Oversee receipt and processing of candidate applications.

   (2) Review the applications received from eligible candidates to ensure applications are complete and in compliance with the LDP notice.

d. Forward the following to LDP Program Manager for action:

   (1) The command endorsement letter for selection. The endorsement letter must include the names of the nominees and LDP level.

   (2) 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.

e. Serve as Chairperson of the Component Command Nomination Panel (CCNP).

f. Select and convene the CCNP to review, rate, interview, and recommend component nominees.

NAVFACINST 12410.1A

g. Send notifications to those applicants not selected.

h. Review and approve each Individual Leadership Development Plan (ILDP).

i. Oversee the developmental process by conducting quarterly reviews of the cadre member's progress.

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

k. Ensure that each cadre member selects a mentor.

l. Utilize Waypoints to track and monitor the progress of cadre members.

m. If a cadre member transfers to another NAVFAC command, ensure completion dates and information for all required LDP activities are in Waypoints. LDP requirements completed at the cadre member's current command must be approved by the LDP Component Coordinator in the ILDP prior to transferring to another NAVFAC command. Immediately notify the LDP Program Manager of the cadre member's transfer.

n. Inform the LDP Program Manager regarding any eligibility or progress determinations resulting in removal from the program.

o. Inform the LDP Program Manager if a nominated candidate or a cadre member is leaving NAVFAC.

10. <u>COMPONENT COMMAND NOMINATION PANEL (CCNP)</u>: The CCNP must be configured per Merit System Principles. Panel members should be at an appropriate grade level. It is recommended that commands have an HR/personnel specialist as the Equal Employment Opportunity (EEO) representative on the panel (non-voting member). The Component Command Nomination Panel will:

a. Sign Non-Disclosure Agreements.

b. Rate applicants' self-nomination packages using the approved crediting plan.

c. Conduct candidate interviews and recommends command nominations to the Commander/Commanding Officer.

d. Partner with the local Senior Managers to determine the priority order of Command nominations to ensure succession planning efforts are considered.

e. Complete the LDP Level 1 Command Nomination sheet.

f. Notify applicants whose names were not forwarded to the Component Coordinator.

11. <u>MENTORS:</u> A mentor is someone outside of the direct chain of command and preferably outside the cadre member's community. Use of a supervisor as a mentor is discouraged but not prohibited. Mentors will:

a. Complete a training course in mentoring, if not previously trained.

b. Establish a Mentoring Partnership Agreement (Appendix C-1) between themselves and an LDP cadre member.

c. Provide individual counseling, developmental guidance, and advice required of their respective LDP cadre member.

d. Review and approve Individual Leadership Development Plan (ILDP).

e. Prepare to be a catalyst in the cadre member's development by gathering the information needed about the cadre member and his/her developmental needs. In gathering and using the information, mentors should make use of the tools available (interviews, observations, and surveys). A specific survey tool available to the mentor is a 360-degree assessment.

f. Assist the cadre member in his/her developmental planning and the design of their ILDP.

g. Partner with the cadre member's supervisor, LDP coordinator, and other management officials as required in the execution of the cadre member's ILDP.

h. Constructively evaluate developmental progress toward increased skill in leadership competencies and partner with cadre member's supervisor to identify additional developmental opportunities when needed.

i. Communicate areas of needed improvement with suggestions for further development.

j. Assess ILDP completion and make a recommendation for graduation.

k. NOTE: The mentor must be sensitive to the employee/supervisor relationship throughout the cadre member's developmental period. The mentor and supervisor must work closely together to ensure that each is fully aware of the cadre member's developmental needs, plans and progress.

12. SUPERVISORS: The Supervisor will:

a. Help identify individuals with the motivation and potential to complete the program; engage in critical conversations up front. For those individuals not endorsed, discuss reasons for non-endorsement as well as developmental opportunities available to help their development. Supervisor must acknowledge and agree to the time commitment necessary to complete the program.

b. Familiarize themselves with the LDP process including program deadlines cadre will be expected to meet.

c. Partner with the cadre member's mentor, LDP coordinator, and other management officials as required in the execution of the cadre member's ILDP.

d. Actively work with the cadre member to ensure that assigned work responsibilities support and do not hinder ILDP completion.

e. Ensure completion dates and information for all required LDP activities are in Waypoints. In the event a cadre member transfers to another NAVFAC command, all LDP requirements completed at the current command must be added to Waypoints prior to transferring to another NAVFAC command.

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

g.   Provide frequent feedback on the success of the cadre member to demonstrate mastery of developmental competencies identified in the ILDP and partner with the mentor to create additional developmental opportunities when needed.

13. <u>LOCAL SENIOR MANAGERS</u>: Local Senior Managers will:

a.   Endorse applications of candidates.

b.   Provide input to the CCNP and participate in determining the priority order of command nominations.

14. <u>CADRE MEMBERS</u>: The Cadre Member will:

a.   Maintain their work responsibilities and fulfill mission requirements throughout their LDP experience. Participation in the program does not exempt members from their current duties. Effectively balancing program and position requirements is a key component of the LDP.

b.   In partnership with the mentor, supervisor, and/or LDP coordinator, complete an intensive competency-based development effort that will include a mix of developmental assignments. Appendices B-1 through B-4 provides a listing of competencies and definitions. Assignments shall include formal classroom and on-the job training, special assignments and tasks, rotational assignments, specific- developmental projects, and may include relevant off-duty activities.

c.   Establish a Mentoring Partnership Agreement between themselves and a mentor (Appendix C-1).

d.   In partnership with the mentor, supervisor, and/or LDP coordinator, develop an ILDP, the basic building block used to plan and organize the individual cadre member's development efforts.

(1)　The ILDP will be based on existing requirements at the time of selection.

(2)　The due date for the signed Level 1 ILDP is no later than 30 days.

(3)　The due date for the signed Level 2 and 3 ILDP is no later than three months after the program start date.

(4)　In developing the ILDP, a 360-degree assessment tool will be one method used to evaluate specific leadership competency needs. As they design the ILDP, cadre members should consult with their mentor, supervisor, local senior manager, LDP component coordinator, and local TFD Specialist to determine developmental needs.

e. Meet all program deadlines, regardless of TDY or leave, including those requested by the LDP Program Manager for information, training schedules, and other action by cadre members. Failure to respond may result in a recommendation for dismissal from the program.

f. Complete all competency-based development outlined in the ILDP within the established timeframe.

g. Enter completion dates and information for all required LDP activities in Waypoints, which is used to track and monitor the progress of all LDP cadre members.

(1)　In the event a cadre member transfers to another NAVFAC command, all LDP requirements completed at the cadre member's current command must be entered in Waypoints and approved by the supervisor and the LDP Component Coordinator in the ILDP prior to transferring to another NAVFAC command.

(2)　ILDP and other required LDP documents should be transferred to the new command upon arrival. An updated ILDP will have to be reviewed and signed by new chain of command.

h. Cadre members will maintain status of their progress using Waypoints throughout their tenure in the LDP.

CHAPTER 3

PROCEDURES

1. GENERAL ANNOUNCEMENT: As a first step in the application process, NFI publishes a general announcement outlining the basic aspects of the LDP in the spring. This general announcement provides explanatory information about this initiative and application procedures. It serves as the specific recruiting bulletin by which candidates are alerted to an open period to apply for leadership program opportunities.

2. ELIGIBILITY:

    a. The LDP is a developmental privilege which uses the competitive process per Merit System Principles. Individuals must meet all eligibility requirements prior to the LDP application closing date.

    b. Any employee within the NAVFAC SYSCOM who meets the eligibility criteria may apply for the LDP when announced.

3. APPLICATION:

    a. Prior to the Leadership Development Opportunity announcement release, each local Component Coordinator should include the following information on the announcement:

        (1) Fill in all local application procedures

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

        (3) Provide local Point of Contact information including address and phone number

    b. Applications for the LDP will be accepted during the open notice period. Applicants will apply in accordance with the procedures listed in Chapter 1 Section 5.

4. REVIEW OF NOMINATIONS: As defined in Chapter 2, the Component Command Nomination Panel (CCNP) will make nominee recommendations to the Commander/Commanding Officer. The Commander/Commanding Officer will endorse the

nominees. The endorsement will include certification of proper panel composition and the Level 1 Command Nomination sheet and will be sent to the LDP Program Manager via email for action by the TFDD.

5. <u>SELECTION OF LDP CADRE MEMBERS</u>:

    a. The Selection Boards will review component-submitted nominations and recommend nominees to the ED for selection.

    b. The ED will:

        (1) Approve the final LDP selections.

    c. Commanding Officers and/or LDP coordinators will:

        (1) Prepare notification selection letter using template provided by NFI and arrange for official announcement and/or ceremony at the local command level to acknowledge selectees.

        (2) Advise and out-brief non-selectees.

6. <u>EQUAL EMPLOYMENT OPPORTUNITY / MERIT SYSTEM PRINCIPLES</u>:

    a. The LDP is designed to provide developmental opportunities for eligible permanent career or career-conditional employees of the NAVFAC SYSCOM.

    b. The selection and development of cadre members will be per Merit System Principles and Equal Employment Opportunity (EEO) principles and requirements.

    c. An employee who believes they have been discriminated against in a protected covered class, 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 LDP may file a grievance. Grievances must be filed through the employee's component per 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 LDP processes. Title 5 USC 4103, 4115, and 4118, authorizes the maintenance of a record system for Navy Employee Training and Development, which includes LDP.

CHAPTER 4

CADRE MEMBER INFORMATION:

1. GENERAL:

   a. Cadre members are expected to maintain their work responsibilities and fulfill mission requirements throughout their LDP experience. Participation in the program does not exempt members from their current duties. Effectively balancing program and position requirements is a key component of the LDP.

   b. Individuals selected into the LDP cadre will complete a series of development activities, as outlined on the Leadership Development Training Plans, for the appropriate program level. Each cadre member will work with their mentor, supervisor, and/or LDP Coordinator to develop an ILDP which will contain the elements listed in the Leadership Development Training Plan. The ILDP satisfies the requirement for each employee to have an Individual Development Plan and cadre members are not required to maintain an IDP in addition to the ILDP.

   c. A planned and competency-based developmental effort for each cadre member is critical to the successful development of the organization's future leaders. Developmental activities are planned to maintain and enhance a high level of performance within a dynamic social, economic, and political environment.

2. 360 DEGREE ASSESSMENT AND PROGRAM ASSESSMENT/FEEDBACK:

   a. The 360 degree assessment will be used to collect feedback for individual competency development needs. The cadre member receives helpful and relevant feedback from peers, managers/executives, subordinate staff, team members, other staff, customers or anyone whose views are considered relevant. Feedback is presented using a scoring or value judgment system, and typically reflects job skills, abilities, attitudes, and behavioral criteria. Cadre members will assess themselves using the same feedback instrument and will receive coaching upon completion of the process.

   b. The results of the 360 degree assessment will help cadre gain awareness of developmental needs and provide them with specific focus areas for the developmental activities they will experience during the program.

c. Each cadre member and their supervisor will be required to complete all assessments from the Leadership Development Assessment Tool (LDAT).

3. <u>LEADERSHIP DEVELOPMENT TRAINING PLANS:</u> The tables on the following pages provide minimum requirements of the Leadership Development Training Plan for each level.

LEADERSHIP DEVELOPMENT TRAINING PLANS

Level 1 Leadership Development Training Plan	
Length of Program	One year (up to two years for NAVFAC EURAFCENT and Far East at the discretion of the Component Coordinator).

Rotational Assignments	Minimum of **two rotations**:
	1. Business Line/Production Support Division, preferably with:
	   • Public Works Department rotation (minimum of two consecutive weeks). See description on pages 4-8 for further details.
	     Objective: Increase experience and awareness of providing service to our Supported Commands; **OR**
	   • Financial Management or Business Directorate (minimum of two consecutive weeks).
	     Objective: Develop knowledge of total business operations.
	2. Supervisory Rotation (mandatory 2-4 consecutive weeks) after completion of supervisory training.
	     Objective: Obtain some level of supervisory experience.

Development Project	Cadre members will be required to complete a group or individual project that ideally crosses business lines or is a cross functional project.
Personal Assessment	The results of a 360 degree as well as pre/post proficiency assessments will provide insight on developmental needs and provide cadre members with specific focus areas for developmental activities that should be included in the Individual Leadership Development Plan (ILDP).
Education/ Training	Coordinated by Cadre/local Command: • LinkedIn Learning courses to meet learning goals and requirements. • Mandatory Basic HR Training for New Supervisors (provided by local command HRO).
Leadership Development Assessment Toolbox (LDAT)	The LDAT is required to be completed at the following times: 1. Within 1 month of the start of the program by the cadre member and their supervisor 2. At time of completion of the LDP by the cadre member 3. Six months after the completion of the LDP by the cadre member and their supervisor
Corporate Perspective	• Interviews with five Community Leaders, Business or Support Line Leaders, Business Managers (BM) or equivalent within Command. • Attend local governance board meetings and local activities as determined appropriate by the LDP Coordinator.
Mentoring	Cadre member will be mentored by a person senior to them
Funding	Centralized funding is available for developmental activities including rotations, training courses and associated travel for LDP cadre members. Local Command must be willing to fund members if central funding is not available.

Level 2 Leadership Development Training Plan	
Length of Program	Two years (three years for NAVFAC EURAFCENT and Far East at the discretion of the Component Coordinator)
Rotational Assignments	Minimum of **three rotations**: • Two rotations will be a minimum of four consecutive weeks each • One rotation will be a one week shadowing (cadre member decides) Rotations will be within the BL/SL/DAWIA Functional Area. 1. ECH II Cadre: ECH III, ECH IV, and one TBD by cadre member. 2. ECH III Cadre: ECH IV, NAVFAC HQ ECH II, and lateral Echelon counterpart. 3. ECH IV Cadre: ECH III, NAVFAC HQ ECH II, and lateral Echelon counterpart. <u>Objectives</u>: Rotation outside your immediate organization; Adoption and transfer of business practices; and Develop network access across corporation.
Development Project	Cadre members will be required to complete a group or individual project that ideally crosses business lines or is a cross functional project.
Personal Assessment	The results of a 360 degree as well as a pre/post proficiency assessment will provide insight on developmental needs and provide cadre members with specific focus areas for developmental activities that should be included in the Individual Leadership Development Plan (ILDP).
Education/ Training	Coordinated by Cadre/local Command: • One elective course on leadership, based on the 360 assessment • Mentoring Skills • Presentation Skills (i.e. constructing and delivering executive level briefs) • Additional training may be required, depending on requirements of the project Coordinated/scheduled by NFI: • Capitol Hill Workshop or equivalent
Leadership Development Assessment Toolbox (LDAT)	The LDAT is required to be completed at the following times: 1. Within 1 month of the start of the program by the cadre member and their supervisor 2. At time of completion of the LDP by the cadre member 3. Six months after the completion of the LDP by the cadre member and their supervisor

Corporate Perspective	• Interviews with five Community Leaders, Business or Support Line Leaders, Business Managers (BM) or equivalent within Command.
	• Attend local command leadership meetings:
	   - Business Management Board (BMB)
	   - Executive Steering Group (ESG), **and**
	   - Position Management Board (PMB) meeting
	• Attend local activities as determined by the LDP Component Coordinator

Mentoring	Cadre member will mentor an intern or junior member of workforce; and Cadre member will be mentored by a person senior to them
Funding	Centralized funding is available for developmental activities including rotations, training courses and associated travel for LDP cadre members. Local Command must be willing to fund members if central funding is not available.

Level 3 Leadership Development Training Plan	
Length of Program	Two years (three years for NAVFAC EURAFCENT and Far East at the discretion of the Component Coordinator)

Rotational Assignments	Minimum of **two rotations**:
	• Each rotation will be no less than 4 consecutive weeks, outside of the DAWIA Functional Area, BL/SL, and external to current command.
	1. Rotation outside of current echelon
	   • ECH II Cadre: One rotation will be to NAVFAC ECH III or IV, and one external rotation to NAVFAC HQ. Objective: Adoption and transfer of business practices and develop network access across corporation.
	   • ECH III and IV Cadre: One rotation to NAVFAC HQ – Washington DC, and one rotation external to cadre member's current command.
	Objectives: Adoption and transfer of business practices; develop network access across corporation and develop a NAVFAC HQ perspective of business operations and corporate management issues.
	2. Supervisory rotation
	   • Level 3 cadre who do not have recent and/or substantial supervisory experience will be required to complete a Supervisory rotation
	   • The supervisory rotation will be substituted for the external rotation rather than the NAVFAC HQ rotation. The TFDD and/or LDP Coordinator have the option of imposing this requirement.

Development Project	Cadre members will be required to complete a group or individual project that ideally crosses business lines or is a cross functional project.
Personal Assessment	The results of a 360 degree as well as a pre/post proficiency assessment will provide insight on developmental needs and provide cadre members with specific focus areas for developmental activities that should be included in the Individual Leadership Development Plan (ILDP).
Education/ Training	Coordinated by Cadre/local Command: 1. One elective course on leadership, based on the 360 assessment 2. Mentoring Skills 3. Additional training may be required, depending on requirements of the project Coordinated/scheduled by NFI: 4. Capitol Hill Workshop or equivalent
Leadership Development Assessment Toolbox (LDAT)	The LDAT is required to be completed at the following times: 1. Within 1 month of the start of the program by the cadre member and their supervisor 2. At time of completion of the LDP by the cadre member 3. Six months after the completion of the LDP by the cadre member and their supervisor

Corporate Perspective	• Interviews with 5 Senior Executive Service (SES) personnel, (Cadre member debriefs the LDP Component Coordinator).
	• Attend local command leadership meetings:
	  - Business Management Board (BMB)
	  - Executive Steering Group (ESG), **and**
	  - Position Management Board (PMB) meeting

	• Attend local activities as determined appropriate by the LDP Component Coordinator
Mentoring	Cadre member will mentor an intern or junior member of workforce; and Cadre member will be mentored by a person senior to them
Management Coaching	Management coaching sessions (Optional)
Funding	Centralized funding is available for developmental activities including rotations, training courses and associated travel for LDP cadre members. Local Command must be willing to fund members if central funding is not available.

4. <u>ROTATIONAL ASSIGNMENTS</u>:

a. Rotational assignments are a critical element of the ILDP and are intended to provide cadre members with experience outside of their area of expertise, as well as outside of their organization. The rotational assignments require a substantial investment of time and considerable effort should be made in planning the assignment in order to achieve maximum benefit to the development of cadre members. The hosting organization, as well as the cadre member, is responsible for ensuring the experience contributes to the achievement of leadership competencies. At the end of each rotation, the cadre must meet with the rotation sponsor to review objectives and evaluate the learning experience. Completed rotational assignments must be documented in the Quarterly Assessment (Appendix E-1).

b. Requirements of the rotational assignments:

    (1) Level 1 Cadre:

        i. Level 1 cadre will complete a minimum of two rotations: A required supervisory rotation, and either a rotation at a PWD or FEC Business Directorate or Financial Management Department, dependent upon development needs.

        ii. Mandatory: One rotation into a supervisory position within the immediate command for a minimum of two weeks is required. This rotation should occur after completion of supervisory training listed in the Level 1 Leadership Development Training Plan. If a determination is made by the local Component Coordinator that a rotation into a supervisory position is not practical, an alternate rotational assignment for two weeks will be identified, which must include a supervisory shadowing assignment outside the immediate organizational unit. <u>Objective:</u> Obtain a level of supervisory experience to include workload planning, time management, and leadership skills.

        iii. One rotation within cadre member's immediate command (within AOR

for ECH II and III Commands) to a Public Works Department. Rotations will be coordinated via the PWO/DPWO and will expose the cadre member to the day-to-day operations of the PWD. <u>Objective</u>: PWD's are the service delivery platform to installations and their tenant commands. The objective of this rotation is to experience the wide range of responsibilities within a PWD (FMD, FEAD, and Production).

- For cadre members currently within a PWD, the LDP Coordinator will assign another rotation.

- If practical, the rotational assignment will be as a Deputy Public Works Officer (DPWO), which would fulfill both the supervisory and PWD rotation requirements.

iv.   One rotation within cadre member's immediate command to Financial Management or Business Directorate for two weeks. Objective: Develop knowledge of total business operations.

(2)   Level 2 Cadre:

i.   Level 2 cadre will complete three rotations total. Two rotations will be a minimum of four weeks each, and one rotation will be a one-week shadow. Objective: Rotation outside cadre member's immediate organization to develop network across the corporation, transfer knowledge of business practices, and gain appreciation for the variety of management issues across the corporation.

ii.   Rotations will be within the Business Line, Support Line, or DAWIA Functional Area.

iii.   The cadre member, mentor, and supervisor will decide which rotational assignment is best suited to the one-week shadowing, and which two assignments are best accomplished with the four week rotational assignments.

     iv.   Cadre from ECH II will perform one rotation at an ECH III command, one rotation at a FEC (ECH IV), and one rotation to be determined by supervisor, mentor, and cadre member.

     v.   Cadre from an ECH III command will perform one rotation at FEC (ECH IV), one rotation at NAVFAC HQ (ECH II), and one rotation with their counterpart at a lateral Echelon.

     vi.   Cadre from an ECH IV command will perform one rotation at an ECH III command, one rotation at NAVFAC HQ (ECH II) and one rotation with their counterpart at a lateral Echelon.

(3)   Level 3 Cadre:

     i.   Two rotations total. Each rotation will be no less than four weeks, and will be outside cadre member's DAWIA Functional Area and BL/SL.

     ii.   One rotation will be external to cadre member's current command. Objective: Adoption and transfer of business practices; develop network access across corporation.

     iii.   One rotation will be to NAVFAC HQ – in Washington DC, with the exception of ECH II cadre members, who will perform one rotation to a NAVFAC ECH III or IV and one rotation external to NAVFAC HQ. Objective: Develop a NAVFAC HQ perspective of business operations and corporate management issues.

     iv.   Cadre members who do not have recent and/or substantial supervisory experience will be required to complete a supervisory rotation. The supervisory rotation will be substituted for the external rotation rather than the NAVFAC HQ rotation. The TFDD and/or LDP Coordinator have the option of imposing this requirement.

     v.   The hosting organization will assign a rotation sponsor and a co-sponsor to cadre members at their activity.

(4) The Rotation Sponsor shall:

i. Develop a rotation plan with the rotating cadre member.

ii. Provide a work space with computer and telephone (prior to start of rotation).

iii. Meet periodically to assess if the rotation is on track and following the rotation plan.

iv. Anticipate for pre-planned events and schedule changes by having alternate activities identified.

v. Conduct an "in-brief" to have the cadre member introduced to the host's functional unit.

vi. Conduct an "out brief" to assess the rotation and accomplishments

vii. Coordinate rotations to coincide with strategy collaboration sessions, leadership board and strategic leadership board meetings, Board of Directors meetings, etc. Cadre member should be present in each of these meetings.

viii. Develop and collaborate on the rotation plan with the Component Coordinator to ensure rotation objectives are specific, measurable, attainable and relevant.

(5) Recommended Rotational Experiences:

i. Attendance and participation in periodic strategic events (e.g., Leadership Boards, Board of Directors meetings, OPS/BD conferences, etc.).

ii. Attend governance meetings (Community meetings, BMB, Operations Assessment Board, ESG, etc.).

iii. Attend other meetings of significance (e.g., briefs to other Navy/CMC

senior leaders, etc.).

    iv.   Participate in a budget development event (Resource Allocation Plan, Program Objective Memorandum, etc.).

    v.   Courtesy call with appropriate senior leaders (including Supported Commanders, if possible).

5. <u>SPECIFIC DEVELOPMENT PROJECT</u>

a. LDP cadre members will be required to complete a project. The project provides an opportunity for cadre to work across business/support lines on issues that will broaden experience in program management, business analytics, policy development, and/or identification and implementation of efficiencies.

    (1)   Projects assigned by Community Leaders should also be considered, as they provide the opportunity to gain corporate wide exposure and experience.

    (2)   Projects should be challenging assignments and stretch the cadre member's capability and analytical skills.

    (3)   Projects that would normally be assigned as part of the cadre member's regular job do not fulfill the project requirement.

    (4)   Projects cannot be completed in conjunction with LDP rotations.

    (5)   Specific Development Projects should have broad implications and ideally cross NAVFAC Directorates/Divisions.

    (6)   The project will be approved by the LDP Component Coordinator/Business Director and may be a group project or an individual project.

b. LDP Project Statement:

    (1)   An LDP Project Statement will be prepared using the format provided in Appendix F-1.

(2) The LDP Project Statement is initially prepared when the project is identified and is updated once the project is complete.

(3) The LDP Project Statements will be posted on a common site in order to provide corporate-wide visibility of current and completed LDP Projects with the purpose of expanding opportunities for LDP cadre to collaborate and identify follow-on projects that capitalize on innovative ideas.

6. TRAINING AND EDUCATION:

a. Required courses are listed on each Leadership Development Training Plan.

(1) Level 1 cadre will utilize LinkedIn Learning courses to meet development goals and requirements.

(2) Level 2 and 3 cadre training requirements are listed on the training plan. The categories of training are intentionally broad to accommodate individual developmental needs, ranging from journey level to executive level development.

b. Management coaching is optional for Level 2 and Level 3 cadre members. Cadre members should consult with their LDP Coordinator, supervisor, and/or mentor to determine if management coaching should be pursued. If so, management coaching should be included in the cadre member's ILDP.

(1) The Civilian Employees Assistance Program (CEAP) provides up to six sessions to managers/supervisors to address/resolve a specific issue at no cost.

(2) External coaching services are also available on a limited basis.

(3) Interested cadre members should see their local TFD Specialist for additional information.

(4) Level 3 non-supervisors pursuing management coaching should contact NFI for further information.

(5) If management coaching is pursued, a one-page overview of the management

coaching experience is part of the LDP graduation package.

c. Cadre members who have completed a course listed on the Training Plans within the last five years will not be required to retake the course, as noted in the above section. Cadre members may choose to repeat a course if deemed appropriate for continued leadership development or as a refresher based on conversations with their supervisor, mentor, and/or LDP Coordinator/Business Director.

7. <u>LDP TRAINING SESSION:</u> An LDP training session is held at the beginning of each year for newly selected LDP cadre members. It provides vital information to assist LDP participants in navigating the LDP program and includes required training. Due to the importance of this session, it is a requirement for participation in the LDP. With the exception of medical reasons, no requests for non-participation will be granted. Non-participation will result in the removal of a cadre member from the LDP.

8. <u>FUNDING:</u> Centralized funding is available for developmental activities including rotations, training courses, and associated travel LDP cadre members; however, if central funding is not available, the local command must be willing to fund all associated costs of their cadre members.

9. <u>QUARTERLY PROGRESS ASSESSMENT/EVALUATION:</u> The cadre member, working with the mentor, is required to document progress on their ILDP. Throughout the developmental period, the cadre member is required to complete quarterly assessments/evaluations on Waypoints. Elements of the quarterly assessments/evaluations are in Appendix D-1. These assessments/evaluations, plus all supervisory, mentor, and cadre member evaluations of individual assignments are to be included in the cadre member's ILDP file. Additionally, mentors should include in the file any recorded interviews and/or observations and surveys. Failure to provide required documentation could impact graduation from the program.

10. <u>WITHDRAWAL/DISMISSAL/PROGRAM LEVEL CHANGES:</u>

a. Cadre members may voluntarily withdraw from the LDP. Reentry is by re-competition during an open notice period and selection is not guaranteed.

b. Cadre members may be dismissed from the program if any of the below occur:

    (1) 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.

    (2) They are not progressing in their development or are determined to be unlikely or unable to complete the ILDP within required program length.

    (3) Their performance level falls below acceptable.

    (4) They are not exhibiting one or more of the leadership attributes contained in (Appendix B-1).

c. If, throughout the course of participation in the LDP, the cadre member voluntarily takes a position which would otherwise disqualify from applying for the LDP (i.e., accepting a position within NAVFAC at a grade lower than that which is required to apply for the LDP), the member will be required to withdraw from the program.

d. Cadre members that cannot complete the requirements within the established program timeframe for personal or professional reasons are encouraged to withdraw from the LDP and re-compete for the program during a future open announcement.

    (1) If a Level 2 member receives a promotion making him/her eligible for Level 3, the member may consult with the LDP Coordinator to determine if he/she should be considered for Level 3. The LDP Coordinator may submit a request to the LDP Program Manager to change the member's level. No program extensions will be granted to complete additional requirements of a higher program level.

    (2) If a Level 1 cadre member becomes eligible and is interested in participating in Level 2 or 3, the cadre member will need to apply during an open announcement period. Level 1 is a one-year program and is substantially different from Level 2 and 3.

    (3) If a former cadre member does not complete the program and is selected again in a subsequent announcement cycle, they will not be required to repeat activities that were completed within the past five years and will not repeat the LDP

Training Session. The local LDP Coordinator and the LDP Program Manager will determine ILDP requirements.

11. <u>PROGRAM EXTENSIONS:</u>

   a.   Extension to the program timeframes will only be considered in the case of a documented medical condition or cadre members that are activated from the Military Reserve to Active Duty during their program.

   b.   Requests for a program extension must be endorsed by the Senior Manager and LDP Coordinator and forwarded to NFI for consideration of the TFDD.

12. <u>LEAVING THE COMMAND:</u> Cadre members leaving NAVFAC will be dropped from the program. 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.

CHAPTER 5

GRADUATION

1. <u>GRADUATION REQUEST</u>:

a. Upon completion of all the elements of the ILDP, the cadre member will schedule a graduation interview with the Component Coordinator and initiate a "Graduation Request" form (Appendix E- 1). The form is to be completed and submitted to the local component coordinator prior to the interview using the local criteria and graduation policy as part of the submittal package.

b. Local components, using their respective graduate approval process, will determine when cadre members have completed the ILDP and demonstrated mastery of all developmental competencies.

c. The submittal package will include as a minimum, but is not restricted to:

   (1)   Graduation Request form

   (2)   Completed and signed ILDP

   (3)   Self-Assessment questionnaire which includes the Program Assessment completed by the cadre member and the supervisor

   (4)   One-to-five page summary of developmental accomplishments while in the program

   (5)   Career Development Plan or ILDP outlining career goals for the next two years and a plan of developmental activities to achieve those goals.

   (6)   Completed LDP Project Statement

   (7)   One page overview of the Management Coaching experience for Level 2 and 3 cadre members (if applicable)

   (8)   Digital photo and a brief testimonial for virtual LDP Graduation portal page

(9) Graduation packages will be submitted to the local Component Coordinator, who will endorse and forward them to the NAVFAC Program Manager.

2. <u>GRADUATION:</u> Final approval for graduation of LDP cadre resides with the local command with the review and concurrence of the NAVFAC Program Manager.

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 & Negotiating	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

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	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.

Mentoring Partnership Agreement

The Mentoring Partnership Agreement is a tool to be used to foster fluid communication and understanding of each other's expectations. Each party should keep a copy of this agreement; make every effort to fulfill the terms of the agreement and to document partnership, assignments, and accomplishments in applicable individual development plan.

We are voluntarily entering into a mentoring relationship. We want this to be a rich, rewarding experience with most of our time together spent in professional development activities. To this end, we have mutually agreed upon the terms and conditions of our relationship as outlined in this agreement.

Initially, we will establish specific and reasonable expectations and set ground rules for our mentoring sessions. Going forward, we will set timelines, e.g., specific deadlines for skills assessment, drafting the IDP, identifying areas for improvement and appropriate strategies, based on the mentee's particular needs.

We agree that information about our personal or private lives shared in the course of our mentoring partnership shall not be disclosed to any other person, unless required by federal, state, or local laws and regulations.

Relationship Expectations follow:
Mentor will help, support, and encourage mentee in managing and mastering work responsibilities. Mentor will share with mentee professional work experiences and proven development practices. We will learn from and with each other.

We will work together to solve problems that are important to the mentee and issues that are important to mentor for your career development. Although the mentor may not have all the answers for the mentee, the mentor will help the mentee frame the questions that will lead to development of answers.

We will treat each other with respect and keep our commitments to each other (e.g., appointments, assignments, and agreed-upon expectations).

We will treat everything that transpires in our mentoring relationship with confidentiality, within the reasonable bounds upon which we have agreed.

Frequency of Meetings:
We will attempt to meet at least [XX] time(s) each week/month (circle one) in person or by phone. We will meet for at least minutes for each session. If we cannot attend a scheduled meeting, we agree to notify one another in advance via our agreed upon method of communication.

Duration of Agreement:
We agree to abide by this agreement for [XX] months and review in 3-month increments. If circumstances change and/or the mentoring relationship is no longer desired, it may be ended at any time. If possible, the closure of a mentoring partnership should be done in a face-to-face session.

Miscellaneous Rules of Engagement:
We agree on dedicating our scheduled time to work on identified areas. Should there be a need to have access to telephone, email or other interruptions during our sessions, we will mutually set up our rules of engagement to provide for the most effective use of our session without compromise to the effort.

_____   _____

Mentee Signature & Date   Mentor Signature & Date

NAVFAC LEADERSHIP DEVELOPMENT PROGRAM
QUARTERLY ASSESSMENT / EVALUATION ELEMENTS

Date Completed: _____

Training (List dates, competencies enhanced, what the benefit was)
(1)

(2)

Work Experiences (List dates, competencies enhanced, what the benefit was)
(1)

(2)

Readings this period (List competencies that were enhanced, what the benefit was)
(1)

(2)

Rotational Assignment (List dates, location, assignment sponsor, objective, and description of what was accomplished; include competencies that were enhanced)

(1)

(2)

Assessment on status of completing the ILDP (i.e. on track or not and what help is needed, if any)

Other

NAVFAC LEADERSHIP DEVELOPMENT PROGRAM

GRADUATION REQUEST		
Cadre Member:	Level: ☐ ☐ ☐ GS-12/13 (Non-Supv) GS-12/13 (Supv) GS-14/15	
E-mail Address:	Telephone Number:	
Title:	Date Entered:	Completion Date:
Organization:	Code:	Current Series / Grade Level:
Cadre Member's Comments:	Signature and Date:	
Supervisor's Comments:	Signature and Date:	
Component Coordinator's Comments:	Signature and Date:	
Mentor's Comments:	Signature and Date:	
Commander/Commanding Officer's Comments:	Signature and Date:	

Products & Service Delivery
Infrastructure Readiness
Energy Security
People
Financial Trust
Analytical Decision Making

NAVFAC LDP Project Statement

Project title: _____

Cadre Member Name(s) and email(s): _____

NAVFAC

Purpose of LDP Project

Problem Statement and Background

| PS | IR | ES | P | FT | AD |

Reccommendation

Assessment