



# **NAVFAC Leadership Development Program**

## **Communications Plan**

**For NAVFAC Leaders, Supervisors, and Public Affairs Officers**

**April 25, 2012**

# NAVFAC LDP Communications Plan

## Table of Contents

<u>Page</u>	<u>Section</u>
2	<b>Introduction</b> <b>Communications Goal</b> <b>Purpose</b> <b>Objectives</b> <b>Targeted Audiences</b>
3	<b>Themed Messages and Talking Points:</b> -- Mid-Senior Level Employees -- Leaders/Supervisors -- All Employees
5	<b>Measurement of Plan</b>
6	<b>Communication Tactics:</b> -- Rollout Activities -- Follow-on Activities
8	<b>Leadership/Supervisor Frequently Asked Questions</b>
11	<b>Employee Frequently Asked Questions</b>

# NAVFAC LDP Communications Plan

**1. Introduction:** One of the Chief of Naval Operations' strategic goals is to "attract, recruit and retain a diverse, high-performing, competency-based and mission-focused force."

Likewise included in NAVFAC's 2010-2017 Strategic Plan, under the focus area of "Readiness," two of NAVFAC's goals are to "realize the full potential of our workforce by implementing a leader-driven, systemic model for integrated, collaborative and results-oriented teams" and to "maintain a ready, equipped, trained and deployable military and civilian workforce that is willing and able to provide global humanitarian assistance, disaster relieve and contingency response."

To support Navy's and NAVFAC's vision for a high-performing workforce, NAVFAC created the Leadership Development Program to provide more robust developmental opportunities for its future civilian senior leaders. The LDP provides for the competitive selection and development of eligible personnel for future leadership positions throughout NAVFAC. The program is designed to provide deliberate development through progressive learning opportunities consisting of formal education and training, rotational assignments, and other developmental activities. Employees selected for the program will be challenged to perform outside their sphere of influence and "comfort zone." The LDP represents just one facet of NAVFAC's leadership development opportunities.

**2. Purpose:** The purpose of this communications plan is two-fold:

- to provide NAVFAC leaders and public affairs officers with a strategic approach and suggested actions/communication for the LDP; and
- to support sustained communication efforts annually.

**3. Communications Goal:** To motivate sufficient numbers of qualified employees to apply for the LDP program annually.

**4. Communications Objectives:**

- a. Provide on-going employee awareness and understanding of NAVFAC's LDP; and
- b. promote and build support for leaders and supervisors in promoting the program to potential candidates.

**5. Targeted Audiences:**

- a. Mid/Senior-Level Employees
- b. Leadership/Supervisors
- c. All Employees

## NAVFAC LDP Communications Plan

**6. Themed Messages/Talking Points:** The following key messages are targeted to the specific audiences listed below. Commands are encouraged to use the context of these messages, not necessarily verbatim, in communicating the LDP.

### **A. Mid/Senior Level Employees:**

***NAVFAC is seeking highly motivated, self-directed employees to shape NAVFAC's future.***

- The LDP will provide you a unique and challenging opportunity to broaden your performance and leadership skills.
- The LDP is very competitive; only serious, committed, self-directed employees should apply.
- If selected, you will be a member of a select cadre.
- During the two-year program, you will have:
  - Progressive training, education, and development opportunities, such as:
    - challenging projects;
    - Capitol Hill / White House Workshops;
    - Continuous Process Improvement (CPI) project/training: minimum requirement Yellow Belt training;
    - attendance at organizational strategic events (i.e., governance boards, conferences, seminars);
    - interviews with senior leadership; and
    - a network of peers and valuable contacts.
  - Selected cadre will be expected to develop a mentoring partnership.
    - Cadre will learn skills to enable them to mentor others.
- Cadre will create an Individual Leadership Development Plan (ILDP) and participate in a 360-degree assessment/workshop to gain awareness of developmental needs.
- Rotational assignments to higher/lower level commands will also be an important part of the program to gain in-depth knowledge of NAVFAC's operations at various organizational levels.

## NAVFAC LDP Communications Plan

### B. Leaders/Supervisors:

***Your personal support of the Leadership Development Program will ensure that NAVFAC is ready with the next generation of superior leaders for the future.***

- As leaders, help identify individuals with the motivation and potential to complete this highly competitive program, and encourage employees to apply.
- The LDP will be an essential tool to ensure that NAVFAC has highly skilled, superior employees to lead NAVFAC into the future.
- The LDP also is intended to assist NAVFAC in recruiting and retaining high performers.
- With the skills and experiences gained in the rigorous, two-year program, LDP graduates will be instrumental in improving mission effectiveness and efficiency for the benefit of its Supported Commanders.
- The LDP supports Navy's and NAVFAC's goals to "attract, recruit and retain a diverse, high-performing, competency-based and mission-focused force."
  - The LDP supports NAVFAC's 2010-2017 Strategic Plan to ensure that "training and development opportunities are maximized throughout the workforce."
- The LDP is firmly rooted in the DoN's Leadership Competency Model.
- The Naval Facilities Institute (NFI) serves as the LDP Program Manager and administers the program.
- A Leadership Development Council (LDC), headed by a NAVFAC SES (rotational) will oversee the command-wide LDP effort and recommend highly qualified candidates for the program to NAVFAC's Executive Director, who will make the final selections.
- Command Business Officers / Managers (or equivalent) will serve as the focal point for all LDP implementation and administration issues. In addition, they will:
  - select and convene a Component Command Nomination Panel (CCNP) to review, rate, interview, and recommend component nominees; and
  - endorse applications of recommended component nominees to the LDC.

## NAVFAC LDP Communications Plan

### C. All Employees

***NAVFAC is committed to developing a high-performing workforce.***

- The LDP is but one of several developmental opportunities NAVFAC offers to reach its goal of developing a highly competent and diverse workforce.
- As the Navy and Marine Corps continue to seek our facilities-related and acquisition expertise in these challenging times, the demand for employees who are highly skilled and knowledgeable has never been so needed as now.
- All employees must seek avenues, such as the LDP, to improve their technical expertise.
- Regarding “Readiness,” NAVFAC’s Strategic Plan clearly states: “Develop comprehensive and systematic processes to hire, develop, retain and plan for succession of a diverse, technically competent and responsive workforce.”
- Programs such as the LDP provide our workforce the tools to innovate, improve and strengthen NAVFAC’s contribution to the Warfighter.

**7. Measurement of Plan:** Listed below are but a few ways in which to measure whether this plan is effective in reaching its communication goals:

- a. Establish baseline number of applicants and compare to subsequent years
- b. Employee focus groups/one-on-one interviews
- c. NAVFAC IG Focus Groups: Seek employees’ knowledge of LDP.
- d. Input from Leadership Development Council
- e. Input from Business/Support Lines

## NAVFAC LDP Communications Plan

### 8. Communication Tactics:

#### Activities:

Medium	Audience	Lead	Time Frame
<b>Portal Webpage:</b> <ul style="list-style-type: none"> <li>• One-stop shop for information and applying to program</li> </ul>	Supervisors and Employees	NFI/PAO	April
<b>Kick-Off Email from CMO/TF</b>	Commanders/Business and Support Lines/Command Staff/Supervisors		April
<b>Formal Announcement Soliciting Applicants</b>	Employees	Component Commands: BMs (LDP coordinators)	April
<b>News brief for command newsletters/Plans of the Week</b>	Total Force	PAO	TBD
<b>Short, Personal Video Message from Chief or ED</b>	Employees	NFI/PAO	TBD

# NAVFAC LDP Communications Plan

## Leadership/Supervisor Frequently Asked Questions

### **1. What is the Leadership Development Program?**

To support the Navy's and NAVFAC's vision for a high-performing workforce, NAVFAC created the Leadership Development Program to provide more robust developmental opportunities for its future civilian senior leaders.

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 for future leadership positions throughout NAVFAC.

The program is designed to provide deliberate development through progressive learning opportunities. Employees selected for the program will be challenged to perform outside their sphere of influence and "comfort zone."

Training is a crucial element in preparing the next generation of NAVFAC leaders. Therefore, employees selected for the LDP will participate in a structured program consisting of formal training, rotational assignments, and other developmental activities.

### **2. How much will it cost?**

The cost of the program will vary depending on the program level, employee location, and proximity to other NAVFAC components and/or training locations. The average estimated non-labor cost (travel and tuition) of a two-year program for Level 1 cadre is \$12,000, Level 2 cadre is \$19,000, and Level 3 cadre is \$21,000. This estimate does not include the cost of centrally funded training/tuition.

### **3. How much time will it take employees to finish the program?**

The LDP is a two-year program and will be completed within two years of the program start date. Cadre members not eligible for graduation after two years will be dropped from the LDP and may reapply during a future announcement period. The LDP may be completed early (minimum one year), so long as all required program elements have been met.

### **4. How is this program funded?**

The following courses will be centrally funded by NAVFAC and coordinated by the Naval Facilities Institute (NFI):

- NAVFAC Executive Institute courses I, II, and III
- The Capitol Hill Workshop
- The White House Workshop
- The 360 degree competency assessment/workshop

The following courses will be funded by the local component commands:

- All other required training courses

Note: All travel to be funded by the local component commands.



## NAVFAC LDP Communications Plan

### 5. How do we bill for employees funded through the NWCF?

Cadre member time and training will be charged to normal training accounts.

### 6. Who selects the employees for the program? Do I have a say?

The Executive Director, NAVFAC, is the designated approving official for LDP. Each NAVFAC component will establish a Component Command Nomination Panel (CCNP) to evaluate and determine the command's nominations. Nominations are evaluated by the Leadership Development Council and selection recommendations are submitted to the Executive Director.

### 7. Will there be any provisions to include Foreign Nationals in the LDP? Can they apply and be accepted to the program?

To be eligible for the LDP one must be a Permanent Career or Career Conditional employee of NAVFAC who has completed their probationary period. Foreign Nationals by definition do not meet this criterion.

### 8. Is there a set quota of candidates per year? For each FEC?

Each year the Leadership Development Council will assess and determine the appropriate number of cadre members based on affordability and availability of high potential candidates. There is no pre-determined limit on the number of application submittals from each FEC and no set number of selectees per FEC.

### 9. How can I afford to let an employee spend time away from their job?

Success of the Leadership Development Program depends on management's commitment to developing future leaders. To minimize impact to execution, time away from the job will be planned by supervisors and cadre members in the Individual Leadership Development Plan over the course of two years. Additionally, there may be opportunities for cadre members to swap jobs while fulfilling some rotational assignment requirements.

### 10. How much travel is involved?

The travel requirements vary depending on the program level, employee location, and proximity to other NAVFAC Components. Level 1 cadre may not require any travel for rotational assignments, while Level 2 and Level 3 cadre may require approximately nine weeks travel over the course of two years.

The program is structured to broaden corporate perspective and promote the adoption of best business practices across the corporation. A well tailored ILDP is critical to the successful development of NAVFAC's future leaders.

## NAVFAC LDP Communications Plan

### **11. What benefit is there to me as a commander or supervisor?**

The program is intended to enhance the performance level of the workforce and promote adoption of best business practices across the corporation.

The program is intended to ensure the availability of competent and skilled candidates to meet future staffing requirements.

Commands may benefit from the opportunity to host the rotations of cadre members from outside their command.

### **12. Do I have to promote an employee after they complete the program?**

No. The LDP is developmental, not a merit promotion opportunity. Participants undertake all developmental efforts without any prior commitment of reward or promotion. The program is intended to enhance performance skills and ensure availability of competent and skilled candidates to meet future staffing requirements.

### **13. What if an employee quits the program, what happens to them? Do they refund NAVFAC for what we've spent on them?**

An employee may choose to voluntarily withdraw from the program with no consequences.

Service agreements normally apply to training provided in non-Government facilities. Under a service agreement, each period of training may obligate an individual for three times the length of the training period for continued service. Because most of the training provided in the LDP is government sponsored, the LDP does not lend itself to establishing service agreements.

### **14. What happens when an employee is selected for the program then gets promoted?**

The LDP Component Coordinator shall complete a thorough review of the cadre member's progress and potential to complete the requirements of the higher level within the time remaining of the program. The Component Coordinator will make a recommendation to the LDP Program Manager if the participant should remain in their current level or be moved to a higher level. No program extensions will be granted to complete any additional requirements of a higher program level.

### **15. Are the education and training courses listed in each LDP training plan the only courses we can offer? Can we offer training classes that have similar course outlines and structure?**

Courses listed in the training plan of each level are required for cadre members. A command may offer additional courses that cadre members may take with their supervisor's approval and mentor's concurrence to further develop their competencies.

## NAVFAC LDP Communications Plan

**16. The handbook notes that individuals selected for the program must complete a 360° Assessment. When should that be completed?**

The 360° Assessment will be completed prior to the LDP Indoctrination session. NFI will coordinate the 360° assessment with each selected cadre member. Selected cadre members can begin developing their training plan prior to receiving the results of their assessment.

**17. Where can I get more information about the Leadership Development Program?**

Your local LDP Coordinator is your first line of information. You may also visit the LDP webpage on the NAVFAC Portal under “Total Force Directorate.” There you’ll find the LDP Handbook, program application forms, and other helpful information.

# NAVFAC LDP Communications Plan

## Employee Frequently Asked Questions

### **1. What is the Leadership Development Program?**

To support the Navy's and NAVFAC's vision for a high-performing workforce, NAVFAC created the Leadership Development Program to provide more robust developmental opportunities for its future civilian senior leaders.

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 for future leadership positions throughout NAVFAC.

The program is designed to provide deliberate development through progressive learning opportunities. Employees selected for the program will be challenged to perform outside their sphere of influence and "comfort zone."

Training is a crucial element in preparing the next generation of NAVFAC leaders. Therefore, employees selected for the LDP will participate in a structured program consisting of formal training, rotational assignments, and other developmental activities.

### **2. Why should I apply?**

The LDP provides a variety of developmental opportunities designed to enhance performance and leadership skills, as well as broaden corporate perspective. Through structured rotational and developmental assignments, program participants will develop a network of peers and contacts across the corporation.

Successful completion of the LDP will increase your competitiveness for higher level positions, and provide you an opportunity to contribute to shaping NAVFAC's future.

### **3. How much time will this take me?**

The LDP is a two-year program and will be completed within two years of the program start date. Cadre members not eligible for graduation after two years will be dropped from the LDP and may reapply during a future announcement period. The LDP may be completed early (minimum one year), so long as all required program elements have been met.

### **4. How do I apply?**

There will be an annual announcement for applications for the Leadership Development Program. The announcement will be distributed by your local Business Director and will include local command instructions for submitting your application.

Employees can download the LDP Handbook, all required application forms (Self-Nomination Form, Abbreviated Work History, and Community Manager and Supervisor Endorsement/Recommendation Form), and access other helpful information by visiting the LDP webpage on the NAVFAC Portal under "Total Force Directorate." In addition, a list of command LDP coordinators is available.

## NAVFAC LDP Communications Plan

Supervisors and Community Managers are required to complete the Community Manager and Supervisory Endorsement/Recommendation form as part of a potential candidate's LDP application package. Individuals should complete and submit their application to their supervisor promptly to allow enough time for review and approval by their supervisor and community manager.

### 5. What are the criteria for the LDP?

Any employee within the NAVFAC claimancy (with the exception of foreign nationals) who meets the following criteria is eligible and may apply for LDP opportunities when announced.

To be eligible, an applicant must:

- be a Permanent Career or Career Conditional employee, who have completed their probationary period (host nationals/local nationals by definition do not meet this criterion);
- occupy on a permanent basis at least a GS-12/13 level or WS-12 level position;
- have held the minimum GS-12 target level for one year, if graduated from an intern program;
- be a NAVFAC employee for the past 12 months
  - Time spent as a NAIP or FMTP Intern at NAVFAC is creditable;
- if occupying a position covered by DAWIA, must be certified at the level required by the position and meet DON Continuous Learning requirements;
- have and maintain a performance rating of record of "Pass" or "acceptable;" and
- have no formal or informal disciplinary action current or pending.

### 6. Do I really have a good chance of being selected? How are selections made?

The LDP has been designed as a highly competitive program. Each NAVFAC component will establish a Component Command Nomination Panel (CCNP) to rate, interview, and nominate its highest potential candidates. Community managers will provide input and recommendations on their community nominations to the CCNP. Nominations are forwarded to the Leadership Development Council (LDC) for evaluation and selection recommendations are submitted to the designated approving official for the LDP, the Executive Director, NAVFAC, for final selection.

### 7. What's the "payback" for applying?

The LDP will enhance your performance and provide opportunities which will broaden your work experience, and ultimately prepare you for leadership roles.

## NAVFAC LDP Communications Plan

### **8. When I graduate from the program, do I get promoted? What's next?**

The LDP program is developmental, not a merit promotion opportunity. 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. Successful completion of the LDP will increase your competitiveness for higher level positions and will provide you an opportunity to contribute to shaping NAVFAC's future.

### **10. What if my supervisor won't let me apply?**

If your supervisor is not supportive of your application, it is important to discuss the reasons and determine if you need further development to prepare yourself for future opportunities.

### **11. If I don't get selected, can I apply again?**

Yes. Since the number of people selected for the program each year is partially based on affordability, employees are encouraged to reapply if not selected. Employees should continue their development based on the guidance provided in their Community Management Plans.

### **12. Is there an age limit?**

No. The selection and development of cadre members will be in accordance with merit staffing and equal employment opportunity principles and requirements. All eligible employees are encouraged to apply.

### **13. How is this program structured?**

The LDP program is structured to ensure developmental activities are consistent for each program level participant. The program has specific developmental activities to ensure each participant receives meaningful training, and graduates from the program with a broad corporate perspective and enhanced leadership competencies. Other program enhancements:

- a. To focus on the development of leadership competencies in high potential candidates, program cadre size will be small (between 1-100 members).
- b. Program length is two years to enhance the focus of the effort and maximize the graduation rate.
- c. For accountability and program consistency, Business Directors will be designated as LDP Component Coordinators.

NAVFAC has adopted the DON Leadership Competency Model for the entire workforce. Foundational and leadership competencies appropriate to an employee's grade and position will continue to be developed as part of their Individual Development Plans.

## NAVFAC LDP Communications Plan

### **14. I'm not eligible to apply yet. How I can prepare myself for when I am?**

GS-11 and below should be focused on developing technical and foundational competencies and attributes listed in Appendix D of the LDP Handbook. The Community Management Plan for each workforce group will provide specific information on development of technical and leadership competencies for career progression. Additionally, the DoN Leadership Competency Model (see Appendix C of the NAVFAC Leadership Development Program Handbook) can help one focus training and developmental efforts on the foundational competencies and enabling attributes.

Other opportunities that should be encouraged and supported include local leadership and/or supervisory training, rotational assignments, specific job tasks or projects (e.g., assignment as a team leader), the NAVFAC Executive Institute courses (NEI I, II, III), and courses offered by other services and government agencies as deemed appropriate.

### **15. Is this the only professional development program available?**

The LDP is one of NAVFAC's leadership development programs. There are other DoD sponsored leadership development programs in which NAVFAC personnel are eligible to apply. More information on these programs can be found at the DoD Joint Leader Development Division webpage at: <http://www.cpm.s.osd.mil/lpdd/>

### **16. Once selected for the program, can you choose your own mentor?**

Yes. Cadre members will search for a mentor that can provide individual counseling, developmental guidance, and assistance with developmental planning and design of the cadre member's Individual Leadership Development Plan (ILDP).

If you are having difficulty finding a mentor, request assistance from your LDP Coordinator to pair you with a compatible mentor.

### **17. Will extensions be given to complete the program?**

No. NAVFAC considers 2 years to be adequate time to complete the program.

### **18. Does LDP have a project? Where does it come from?**

Yes. LDP cadre members will be required to complete a project at their Command. The project may or may not be a Continuous Process Improvement (CPI). The type of project will be determined by the LDP Component Coordinator. Projects should be challenging assignments and stretch the cadre member's capability and analytical skills. Projects that would normally be assigned as part of the cadre member's regular job do not fulfill the project requirement. At a minimum, cadre members are required to complete Yellow Belt Training. Cadre members that are assigned to a CPI project will require appropriate Lean Six Sigma Training. Cadre members in Level III may have the opportunity to participate in a Black Belt project.

## NAVFAC LDP Communications Plan

Cadre members may also complete a specific development project assigned to them as an additional developmental opportunity. This project would be in addition to the LSS project and is not a mandatory requirement for the LDP.

**19. When completing the self-nomination form section of the application package, is it best to talk about the outcome/result of a situation where I demonstrated leadership potential?**

Yes. Applicants should provide examples that showcase their leadership skills and potential. However, please remember that the entire application package (Self-nomination form, abbreviated work history, and community manager and supervisory recommendation form) may not be more than 10 single-sided pages, or your application will be disqualified.