



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

NAVFACINST 12410.3
BD
02 JUL 2019

NAVFAC INSTRUCTION 12410.3

From: Commander, Naval Facilities Engineering Command

Subj: NAVAL FACILITIES ENGINEERING COMMAND COMMUNITY MANAGEMENT
FRAMEWORK

Encl: (1) NAVFAC Community Management Framework

1. Purpose.

a. To establish, implement, and assign responsibilities for the management of Naval Facilities Engineering Command (NAVFAC) Community Management (CM) Framework. CM across the NAVFAC Systems Command (SYSCOM) includes workforce shaping, recruitment, development and training, mentoring, retention, and succession planning.

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

2. Definitions.

a. Communities. Inclusive of the following Business Lines/Support Lines/Commands: Acquisition (ACQ), Asset Management (AM), Business Directorate (BD), Capital Improvements (CI), Command Information Office (CIO), Environmental (EV), Expeditionary (EX), Financial Management (FM), Inspector General (IG), Navy Crane Center (NCC), Office of Counsel (OOC), Office of Small Business Programs (OSBP), Operations (OPS), Public Affairs and Communications Office (PAO), Public Works (PW), and Safety (SF).

b. Non-technical. Competencies, skills, experience, training, and certifications that cross NAVFAC Communities to include foundational, supervisory, and management competencies identified in the NAVFAC Workforce Development Continuum.

c. Technical. Competencies, skills, experience, training, and certifications required for jobs specific to each NAVFAC Community.

3. Applicability. This instruction applies to the NAVFAC civilian workforce. Additional guidance is forthcoming to address community management for the total force.

4. Responsibilities. Career planning is a continuous process defined and further advanced by a

02 JUL 2019

partnership between an organization and its employees. Responsibilities are as follows:

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

(1) Coordinating CM with Headquarters (HQ) Community Leaders (CLs) to ensure NAVFAC SYSCOM goals, objectives, and priorities are defined, understood, and executed;

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

(3) Ensuring enclosure (1) remains current, relevant, and in alignment with higher level guidance and NAVFAC's strategic intent and operational requirements.

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

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

(2) Allocating technical CM resources to NAVFAC commands, via Echelon III commands, utilizing the Resource Allocation Plan (RAP) process;

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

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

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

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

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

c. NAVFAC HQ Total Force Development Director (BD17) leads CM governance on behalf of the CMO. In addition, BD17 is the SYSCOM lead for non-technical CM. Specific responsibilities include:

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

(2) Allocating non-technical CM resources to NAVFAC commands, via Echelon III commands, utilizing the RAP process;

02 JUL 2019

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

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

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

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

e. Naval Facilities Institute (NFI). NFI is responsible for the execution of NAVFAC sponsored leadership development programs, leadership training, intern programs, and for the program management of the Defense Acquisition Workforce Development Fund. NFI serves as the primary liaison with the Director, Acquisition Career Management for acquisition workforce management and Defense Acquisition Workforce Improvement Act policy implementation and compliance.

f. Supervisors. Supervisors are responsible for:

(1) Familiarizing themselves with the CM framework elements associated with the positions they supervise;

(2) Identifying the competencies required to successfully execute the work unit's mission for each position they supervise;

(3) Assisting employees with career planning;

(4) Partnering with each of their employees to identify gaps between the individual's competencies and those required by their current position and future career goals;

(5) Facilitating the preparation and maintenance of Individual Development Plans (IDPs) designed to support employee development;

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

g. Individuals. Every workforce member, military and civilian, is responsible for managing their career development. Responsibilities specific to the individual workforce member are:

(1) Familiarizing themselves with the CM framework elements associated with their current position;

02 JUL 2019

- (2) Identifying the competencies required to successfully execute their work;
- (3) Consulting with mentors, coaches, and their supervisors to identify gaps between their competencies and those required by their current position and future career goals;
- (4) Preparing and updating their IDP to support their career development;
- (5) Initiating or working with their supervisor to initiate the execution of the IDPs, taking into consideration workload, available opportunities, and resources.

5. Records Management.

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

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

6. Review and Effective Date. Per Office of the Chief of Naval Operations (OPNAV) Instruction 5215.17A, NAVFAC Total Force Department will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, DoD, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 10 years, unless revised or cancelled in the interim, and will be reissued by the 10-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph nine. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.


JENNIFER LATORRE
Executive Director

Releasability and distribution:

This instruction is cleared for public release and is available electronically only via the NAVFAC portal.



COMMUNITY MANAGEMENT FRAMEWORK

**Approved by:
Executive Director,
Naval Facilities Engineering Command**

July 2019

02 JUL 2019

NAVAL FACILITIES ENGINEERING COMMAND COMMUNITY MANAGEMENT FRAMEWORK

CONTENTS

	<u>Page</u>
1. Introduction	2
2. Overview – Community Management Framework	3
3. Understanding the Community Management Framework	
Career Roadmaps	6
70/20/10 Balanced Development	6
Career Segments	7
Competency Groups	7
Proficiency Scale	8
4. How to Guide - Using the Community Management Framework	
Employees	9
Manager/Supervisor	10
Community Managers	10
5. Roles and Responsibilities	
Chief Management Officer (CMO)	11
Community Leaders (CL)	11
NAVFAC Commands	12
Naval Facilities Institute (NFI)	12
Supervisors	12
Individuals	13
6. Conclusion	13
APPENDIX (A): Acronyms	14

FIGURES

Figure 1: Workforce Cycle of Life	2
Figure 2: NAVFAC Community Management Framework	3
Figure 3: NAVFAC Workforce Development Continuum	5
Figure 4: 70/20/10 Development Model	6
Figure 5: Headquarters, Total Force	11

02 JUL 2019

1. Introduction

The Naval Facilities Engineering Command (NAVFAC) is committed to building and maintaining an integrated military-civilian total force team with the best people in the right jobs at the right time; all with a clear understanding and focus on the mission of NAVFAC and the Navy. NAVFAC's desired outcome for the Community Management (CM) Framework is to ensure every NAVFAC civilian understands a path to their professional development. All levels of our workforce should recognize experiences they should seek to be promotionally competitive at any level, up to and including Senior Executive Service. Additionally, through the effective implementation of the CM Framework, NAVFAC leadership seeks to increase employee productivity. As a result, we provide an increased product output level and delivery speed of support to Naval and Marine Expeditionary Forces. The NAVFAC CM Framework is a consolidated resource that enables all NAVFAC employees to contribute to this strategic intent. NAVFAC is committed to succeeding through sustained leadership focus and investment in education, training, leadership and developmental opportunities that support career progression and growth in all stages of the workforce life cycle, outlined in Figure 1 below.

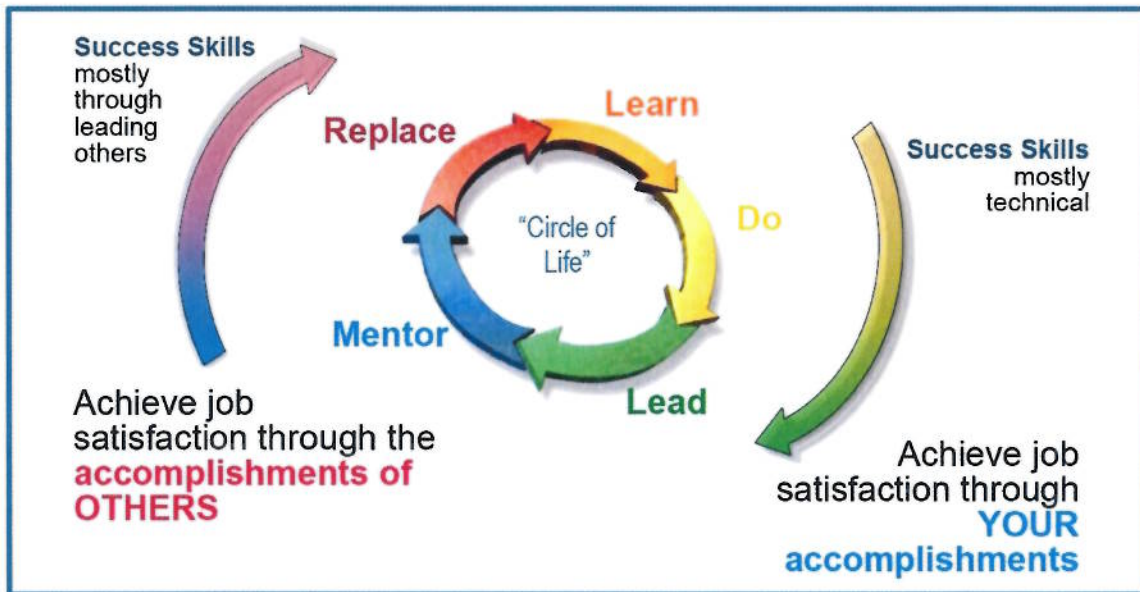


Figure 1: Workforce Life Cycle

NAVFAC is committed to developing our workforce and will allocate available resources and make appropriate investments to strengthen our capability and enthusiasm for our mission. To ensure the effective allocation of limited resources, development priorities are as follows:

1. Obtain/retain certifications and credentials required for an employee's current position.
2. Develop an employee's core competencies aligning with their current community.
3. Develop/enhance an employee's skills to bolster effectiveness in their current position.

02 JUL 2019

4. Support additional competencies that will enable an employee to advance their career or assist in a change in career fields, if desired.

2. Overview - NAVFAC Community Management (CM) Framework

Community Management (CM) across the NAVFAC SYSCOM focuses on workforce shaping, recruitment, development and training, mentoring, retention, and succession planning.

NAVFAC's CM Framework is located on the NAVFAC Portal, Business Directorate, Total Force page. The NAVFAC CM Framework is divided into four sections, summarized in Figure 2, and described below.

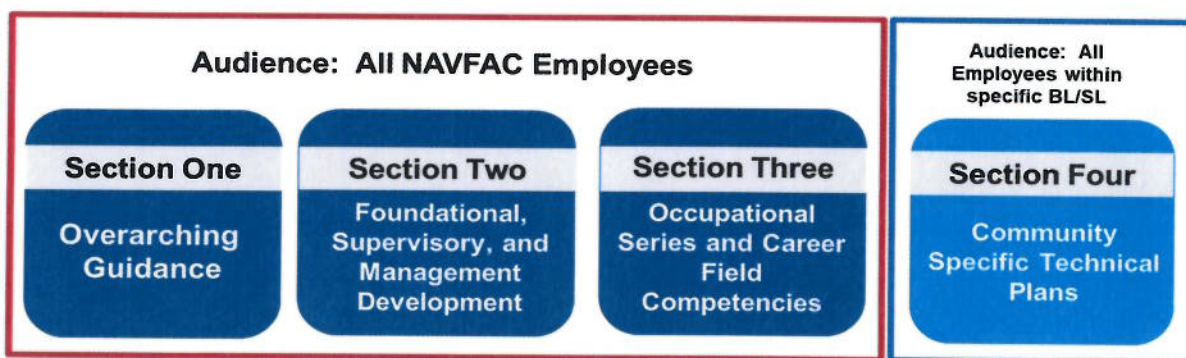


Figure 2: NAVFAC Community Management Framework

Sections One through Three. These sections provide guidance, information, and direction that applies to all NAVFAC civilian employees across all echelons, commands, and communities.

Section One - Overarching Guidance. This document serves as the overarching guidance for the CM Framework. This document outlines command roles and responsibilities and provides guidance for using the competency-based NAVFAC Workforce Development Continuum and the experiential learning model, referred to as the 70/20/10 development model. This section also provides corporate community management guidance and serves as a guide for using the framework.

Section Two - Foundational, Supervisory, and Management Development. This section outlines foundational developmental expectations and provides the:

- (1) NAVFAC Workforce Development Continuum
- (2) Competency Definitions and Proficiency Scales
- (3) NAVFAC Leadership Program Continuum
- (4) Current NAVFAC Mandatory Training Schedule (Notice)

02 JUL 2019

The NAVFAC Workforce Development Continuum is designed to promote a learning culture at NAVFAC. The Continuum outlines a workforce development system that allows employees to learn continuously, at their own pace, and through a variety of options. The Workforce Development Continuum is comprised of critical leadership competencies and is organized by career segments. Section Two also provides competency definitions and proficiency scales which add context to the Workforce Development Continuum. These tools are intended to help supervisors engage employees in career conversations and planning, while placing ultimate responsibility for learning and career fulfillment in the hands of employees themselves. The Continuum is designed to serve NAVFAC's civilian employees' career aspirations with detailed career roadmaps linked to learning opportunities, while meeting NAVFAC's operational requirements.

Section Three - Occupational Series and Career Field Competencies. This section provides:

- (1) A link to the Department of Navy (DON) Functional Community Site which covers a multitude of information about career management and contains useful tools to help manage each civilian career. The site includes information on competency-based career management and professional and technical competencies needed to perform work successfully. There are 21 DON Civilian Communities. When accessing the DoN Functional Community site, the specific Occupational Series is located in the resource titled "2017 Job Series by Functional Community" on the right side of the site, under the section titled "Resource Links." Occupational Series that have not been placed in a Functional Community will appear in the Functional Community titled "Miscellaneous Occupational SRS Holding Account."
- (2) A link to the Defense Acquisition Workforce Improvement Act (DAWIA) Career Field Guides which includes the most current career field certification standards required of Defense Acquisition Workforce personnel depending on the career field and required certification level (I, II, or III) assigned to the workforce member's acquisition position. The site outlines current recommendations for continuing training and education depending on the type of assignment within a career field.
- (3) NAVFAC specific competencies, recommended training and education, and productivity and achievement standards for specific career fields that cross NAVFAC Communities.

Section Four - Community Specific Technical Plans. This section contains specific plans for each NAVFAC Community. These plans, which follow the prescribed

02 JUL 2019

NAVFAC Section Four template and located on the CM portal website, contain community specific information on technical competencies, skills, experience, training, and certifications required for jobs within the Community.

3. Understanding the Community Management Framework

The CM Framework and the associated tools provide career development guidance to NAVFAC civilian employees through a common developmental approach to serve the entire organization; including General Schedule (GS) and Wage Grade (WG) employees, from entry-level to senior executive positions. Included to support this goal is the competency-based NAVFAC Civilian Workforce Development Continuum shown in Figure (3) below. The NAVFAC Civilian Workforce Development Continuum is a set of competency-based requirements developed for NAVFAC civilian employees to manage their own career development and for use by managers to help guide the careers of those they supervise and mentor.

This section provides guidance on using the Community Management Framework, the Workforce Development Continuum, and a balanced experiential developmental approach. The following concepts are integral to NAVFAC's approach to workforce development.

Competency Group	Career Segments			
	Lead Self Entry GS1-GS10, WT, WG1-WG7	Lead Team / Projects / People Journeyman GS11-GS12, WG8-WG10, WD, WL	Lead Organizations / Programs Expert GS13-GS15, WG11-WG16, WS	Lead the Institution Executive SES, SL, ST
Senior Executive				Executive Core Qualifications + DoD/DON
Management			20. Technology & Data Management 19. Financial Management 18. Human Capital Management 17. Project & Program Management 16. Influencing & Negotiating 15. Strategic Thinking	
Supervisory			14. Evidence-Based Decision-Making 13. Decisiveness 12. Conflict Management 11. Developing Others 10. Building Diverse Teams	
Foundational	9. Service Motivation 8. Continual Learning 7. Problem Solving 6. Communicating for Results 5. Interpersonal Skills 4. Integrity 3. Resilience 2. Initiative 1. Accountability			
Technical	As determined by Navy Occupational and Career Fields, ICW NAVFAC BL/SL SMEs			
Local	Geographic-based requirements determined by the local Command			

Figure 3 – NAVFAC Workforce Development Continuum

02 JUL 2019

Career Roadmaps: Career roadmaps are visual representations of an organized approach to career management. Each career roadmap at the NAVFAC, Community, and major job series levels, includes the comprehensive development required and recommended for employees, supervisors, and managers to engage in meaningful career development conversations. Career roadmaps include knowledge, skills, and abilities recommended to progress through a career. Hypothetical scenarios are given as examples for promotions or transfers to different jobs. The career roadmaps are not directly tied to the formal performance assessment process; however, they should be used by supervisors to guide developmental discussions with employees. Career roadmap elements include:

1. Definitions for the critical competencies
2. A proficiency scale that serves as a guide to measure one's ability to demonstrate competency on the job
3. A proficiency map or table that defines expected standards for specific career segments and roles within NAVFAC

70/20/10 Balanced Development: Effective adult learning occurs continuously at work through interactions with colleagues and coaches, by reading and taking courses, and through experiences that stretch one's abilities. NAVFAC's Workforce Development system adopts the proven "three methods" approach to employee development, which includes formal, informal, and social learning. Figure 4 below summarizes the 70/20/10 developmental approach, which recognizes that approximately 70% of adult learning occurs on-the-job (i.e., experiential assignments, self-directed/guided learning and exploration, etc.), an estimated 20% of learning is from others (i.e., coaching, mentoring, peer-learning), while the smallest amount of adult learning, roughly 10%, occurs through formal training (i.e., traditional classroom, mandatory online courses, etc.) (Arets, Jennings, & Heijnen, 2016). Utilization of the 70/20/10 approach increases employee learning to continuous workplace learning.



Figure 4 – 70/20/10 Model

02 JUL 2019

Career Segments: Career Segments apply to both General Schedule (GS) positions and Wage Grade (WG) positions. The NAVFAC Workforce Development Continuum adopts the existing DON construct for career segments, i.e., Entry, Journeyman, Expert, and Executive.

- **Entry level** positions include those in grades GS-1 through GS-10, representing approximately 15% of NAVFAC's workforce, that are primarily oriented toward the technical performance of their jobs and "leading self."
- **Journeyman level** positions include those in grades GS-11 through GS-12, about 53% of the workforce, where initial leadership and supervisory skills may be applied in leading people, projects, and small teams.
- **Expert level** positions include grades GS-13 through GS-15, approximately 32% of the workforce, that begin to take on more significant responsibilities for leading and managing programs and organizations.
- **Executive level** positions encompass those in the Senior Executive Service (SES) that have demonstrated satisfactory achievement of Executive Core Qualifications (ECQs).

The applicable career segment for WG positions will be determined by their level of supervision; responsibility; required knowledge and skills; and position complexity. Utilizing the same construct defined above.

- **Entry level** covers positions for which no specific skill or training is required (e.g., apprentice (WT) and semi-skilled positions).
- **Journeyman level** positions include skilled positions, Wage Leader (WL) positions, and Production Facilitating (WD) positions.
- **Expert level** positions include Wage Supervisor (WS) positions.

Competency Groups: The NAVFAC Civilian Workforce Development Continuum is grounded by the OPM and DoD/DON competency frameworks, military best practices, the Navy's mission and character attributes, and NAVFAC's mission and core values. The NAVFAC Civilian Workforce Development Continuum also aligns with the fundamental competencies, core leader competencies, and executive core qualifications identified by OPM and DoD. These competencies form the overarching entry-level to executive leadership competencies and career path guidance. The Continuum supports six main categories of competencies (Local, Technical, Foundational, Supervisory, Management, and Senior Executive) across Entry, Journeyman, Expert, and Executive career segments.

- **Local Competencies:** Requirements that are determined by the local Command due to differences between geographic regions.
- **Technical Competencies:** Technical development is a key category of learning. Technical development includes the skills individuals need to perform their jobs well. Technical competencies in NAVFAC are determined by the Occupational Series and Career Fields in coordination with NAVFAC Community Leaders, who consider the technical knowledge, skills, and abilities (KSAs) required by community and job series.

02 JUL 2019

- **Foundational Competencies:** Regardless of whether employees choose a technical expertise career ladder (i.e., subject matter expert) or supervisory, management, and leadership career paths, they must develop and exhibit Navy values and character attributes, along with the foundational “soft” skills and competencies required. The foundational competencies include non-technical competencies that every NAVFAC employee should develop throughout each career segment.
- **Supervisory Competencies:** Supervisors accomplish work through their efforts and the direction of others. As such, they need to develop the early leadership skills required to coach, advise, and engage employees on a one-to-one and team basis, with the primary purpose of inspiring performance throughout their team. These skills are essential for leading teams, projects, and people and become the foundation for developing management competencies.
- **Management Competencies:** A distinction is drawn between supervisory and management competencies. While managers continue to develop their leadership skills beyond team leadership and front-line supervision (e.g., as they learn to lead through other leaders), they also take on unique and critical responsibilities for controlling key business aspects of an operation, whether financial, people, processes, technology, or otherwise. Managers consider the people and material resources available and plan their deployment to ensure operations continue on a day-to-day basis (Hayes, 2000). In other words, managers continue to coach and engage the supervisors reporting to them, but their primary value shifts to the strategic thinking and effective management of human, financial, technology, and other organizational resources to implement the vision and policy guidance of senior leaders.
- **Senior Executive Competencies:** NAVFAC distinguishes executive leadership from management by emphasizing two key elements. First, the overarching ability of the leader to drive results through others. This captures an enormous range of skills, including the ability to inspire through a wide range of behaviors, communication styles, empathy, ethics/values, and vision. At the senior executive level, these set of competencies must extend so that senior leaders motivate without always having the benefit of one-to-one or small team interactions with the people they inspire. Second, senior leaders differ from supervisory and manager-level leaders in their ability to strategize, make farsighted decisions, and think at the enterprise-level, while continuing to put the organization’s success ahead of their own. The Navy emphasizes the parallel development of character, competence, and connections in leader development, which acknowledges that the best leaders lead by example, largely by living the values of the organization (Department of Navy, 2019).

Proficiency Scale: The proficiency scale is an instrument used to measure one’s ability to demonstrate a competency on the job. The scale captures a wide range of ability levels and organizes them into five levels, from Level 1 (baseline) to Level 5 (expert). Each competency

02 JUL 2019

has a proficiency scale which serves as the guide to understanding the expected behaviors and skills that top performers will have at each grade and proficiency level. An individual can compare their current level of proficiency to expected proficiency standards established for specific career segments. These defined standards create a “proficiency map” for a specific occupation.

4. “How to Guide” - Using the Community Management Framework

This portion of the document describes how the Workforce Development Continuum is integrated into the Community Management Framework, the related Community Management Plans, and how it serves as the “How-to Guide.” As such, the Workforce Development Continuum serves as a planning tool for employees, supervisors, and community leaders.

Employees: Employees are directly responsible for managing their careers and should use this Continuum to bolster effectiveness in their current position, advance their career, or if desired, assist in a change in career fields. To bolster their effectiveness in their current position, employees should follow these steps:

Step 1. Identify the competencies and proficiency levels necessary to be successful in their current position.

Step 2. Identify any gaps in knowledge, skills, and abilities (KSAs) within those competencies. This step should include self- and peer-assessments, discussions with mentors, and input from supervisors.

Step 3. Use the Workforce Development Continuum to consider and determine their career aspirations. This step should include assessments and exploration tools that assess interests, strengths, existing weaknesses, and values.

Step 4. In coordination with supervisors and mentors, identify experiential, social, and formal learning opportunities that address their competency gaps. Note: A primary source of developmental opportunities will be the NAVFAC Development Catalog of development opportunities. The preliminary catalog will be posted on the NAVFAC portal in FY20. This catalog will serve as a resource for identifying learning content, rotational opportunities, and developmental projects, and activities.

Step 5. Use the information collected to construct an individual development plan (IDP) in coordination with their supervisor.

Step 6. Develop a portfolio that keeps track of competencies, skills, experiences, and knowledge gained.

Step 7. Maintain routine communications with supervisors regarding competency assessments and development opportunities, while continually updating the IDP.

02 JUL 2019

Managers/Supervisors: Managers and supervisors must be knowledgeable of the current and future needs of NAVFAC and use the Workforce Development Continuum to identify the competencies and capabilities needed for their work unit to successfully support the mission. They should utilize the Continuum and related tools to have regular career conversations with their subordinates. Supervisors can utilize the following steps:

Step 1. Understand the competency levels that each team member needs to be successful based on their experience and background.

Step 2. Become a resource to each employee on Workforce Development options available for improving current competencies and obtaining new competencies. Supervisors should be able to recommend professional development activities based on knowledge of other employees' reviews and comments, and their own observations of each employee.

Step 3. Assess the current proficiency level and work with their employees to develop an individual development plan. Supervisors should provide feedback on proficiency levels, track progress regarding the plans, and provide feedback regarding attainment of the identified competencies.

Step 4. Schedule regular career conversations with direct reports to identify career aspirations and development opportunities.

Step 5. Track overall team development hours and opportunities based on competencies and development type (e.g., experiential, social, and formal). This will encourage accountability to promote a culture of learning and encourage the 70/20/10 approach to development.

Step 6. Identify team competencies and gaps aligned with objectives and support of the overall mission.

Step 7. Use IDPs, the Continuum, and related tools to identify ways to improve individual and team productivity and achievement.

Community Managers: NAVFAC Community Managers will use the Workforce Development Continuum, Occupational Series, and Career Field competencies to establish goals, objectives, training, and development priorities specific to their communities. It is within the Community Management Plans that Community-based needs are captured. Using the Continuum, Community Managers will be able to define which competencies are most important for various levels of responsibility in their specific communities.

5. Roles and Responsibilities

An organization chart of Headquarters, Total Force is provided in Figure 5, followed by a description of roles and responsibilities that relate to workforce development within NAVFAC.

02 JUL 2019

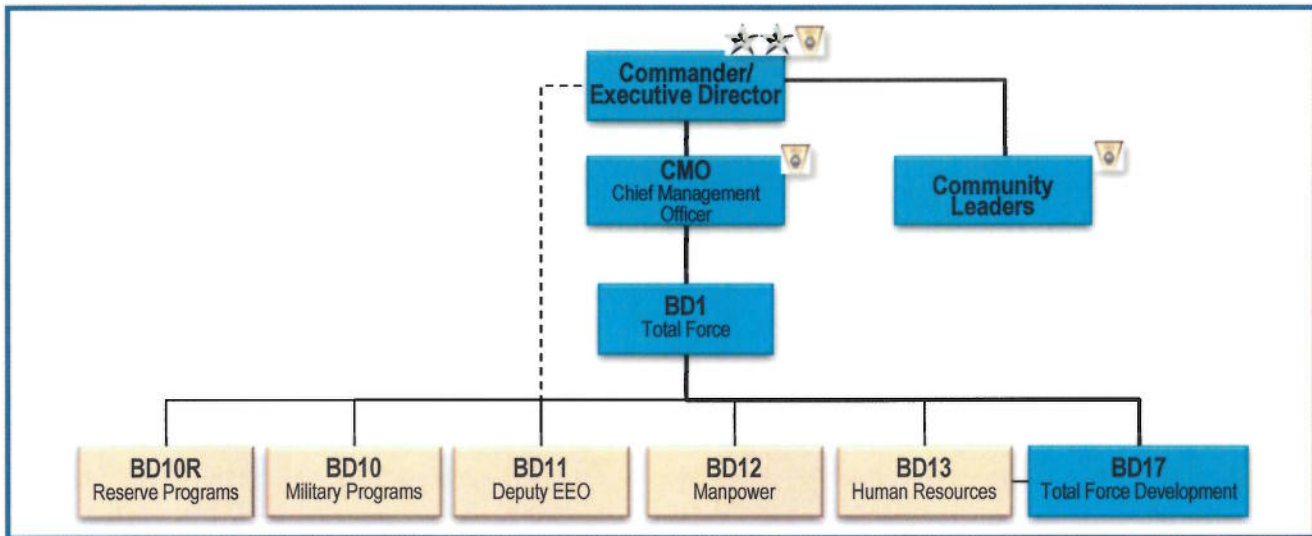


Figure 5: Headquarters, Total Force

NAVFAC HQ Chief Management Officer (CMO). Programmatic authority to lead CM across NAVFAC has been delegated by the NAVFAC Commander and Executive Director to the Chief Management Officer (CMO) who exercises this authority with support from the Directors of Total Force and Total Force Development. Specific responsibilities include:

- Coordination of CM with HQ Community Leaders (CLs) to ensure NAVFAC Systems Command (SYSCOM) goals, objectives, and priorities are defined, understood, and executed.
- Serves as NAVFAC's programmatic CM liaison with external organizations including other SYSCOM, Department of Defense (DoD) organizations, and the private sector.
- Ensures the CM Framework remains current, relevant, and in alignment with higher level guidance and NAVFAC's strategic intent and operational requirements.

NAVFAC HQ Community Leaders (CL). Each NAVFAC HQ CL is responsible for CM for their Community throughout the SYSCOM. Specific responsibilities include:

- Program, obtain, and dedicate appropriate financial resources for their community across NAVFAC.
- Allocate CM resources to NAVFAC Commands, via Echelon III Commands, utilizing the Resource Allocation Plan (RAP) process.
- Establish technical training and development priorities, goals, and objectives for their community, ensuring they are in alignment with NAVFAC's Strategic Objectives, operational requirements, and Sections One through Three of the CM Framework.
- Communicate Community Management Plan information and updates to their Echelon III and IV CLs.

02 JUL 2019

- Serve as NAVFAC's technical CM liaison with external organizations including other SYSCOM, DoD organizations, and the private sector.
- Ensure their portion of Section Four of this framework remains current, relevant, and in alignment with NAVFAC's strategic objectives and operational requirements.
- Coordinate their CM efforts with other CLs and the HQ BD organization.

NAVFAC Commands. Commands are primarily focused on *mission execution*, ensuring efforts are aligned to efficiently and effectively support delivery of NAVFAC's products and services. Commands are singularly positioned to rapidly respond to emerging events, prioritizing efforts and leveraging community expertise where needed to execute NAVFAC's mission. In coordination with HQ Total Force, each Command is responsible for oversight and execution of CM within their Command, including the execution of required training aligned to IDPs and CM plans, and for providing leadership, policy, resources, and support to their subordinate Commands.

- NAVFAC Atlantic and NAVFAC Pacific are responsible for exercising these responsibilities in support of their subordinate Facility Engineering Commands (FECs)
- FECs are responsible for CM for their subordinate Public Works Departments (PWDs), United States Marine Corps Facilities Engineering and Acquisition Divisions (USMC FEADs), Resident Officer in Charge of Construction (ROICCs), and detachments within the parameters set by higher echelons. The structure for Total Force and CM oversight and execution is similar at each echelon.

Naval Facilities Institute. In alignment with HQ Total Force, NFI is responsible for management of corporate-wide programs including total force development and the Defense Acquisition Workforce Improvement Act (DAWIA). This support includes the management and execution of NAVFAC sponsored leadership development programs, leadership training, intern programs, and management of the Defense Acquisition Workforce Development Fund (DAWDF). NFI serves as the primary liaison with Director, Acquisition Career Management (DACM) for acquisition workforce management and DAWIA policy implementation and compliance.

Supervisors. Supervisors are responsible for:

- Familiarizing themselves with the community management framework elements associated with the positions they supervise.
- Identifying the competencies required to successfully execute the work unit's mission for each position they supervise.
- Assisting employees with career planning.

02 JUL 2019

- Partnering with each of their employees to identify gaps between the employee's competencies and those required by their current position and future career goals.
- Facilitating the preparation and maintenance of IDPs designed to support employee development.
- Supporting employees in the execution of IDPs, taking into consideration workload, available opportunities, resources, and merit principles.

Individuals. Every employee is responsible for managing their career development. Responsibilities specific to the civilian workforce are:

- Familiarizing themselves with the community management framework elements associated with their current position.
- Identifying the competencies required to successfully execute their work in support of their unit's mission.
- Consulting with mentors, coaches, and their supervisors to identify gaps between their competencies and those required by their current position and future career goals.
- Preparing, designing, and updating their IDP to support their career development.
- Initiating or working with their supervisor to initiate, the execution of the IDPs, taking into consideration workload, available opportunities, and resources.

6. Conclusion

The NAVFAC Community Management Framework is designed to inform the civilian workforce of the competencies and experiences recommended to be successful at various levels of responsibility and leadership. The framework provides recommended competencies, skills, and experiences for various career levels and is a useful tool for career mapping, as well as a resource for mentors, supervisors, and managers when providing advice, guidance and support to employees. The Framework is essential to meeting the objectives of the NAVFAC Strategic Design and ensuring the workforce has the necessary knowledge, skills, and abilities to provide critical services and expeditionary support to Fleet, Marine Corps, and Combatant Commanders.

02 JUL 2019

APPENDIX (A)**Acronyms**

BD	Business Directorate
BL	Business Line
BMB	Business Management Board
CM	Community Management
CMO	Chief Management Officer
CO	Commanding Officer
CONOPS	Concept of Operations
DAWDF	Defense Acquisition Workforce Development Fund
DAWIA	Defense Acquisition Workforce Improvement Act
DACM	Director, Acquisition Career Management
DoD	Department of Defense
DON	Department of Navy
ECH	Echelon
ED	Executive Director
EXWC	NAVFAC Engineering and Expeditionary Warfare Center
FEC	Facilities Engineering Commands
IDP	Individual Development Plan
LANT	NAVFAC Atlantic
NAVFAC	Naval Facilities Engineering Command
NCC	Navy Crane Center
NKO	Navy Knowledge On Line
NFI	Naval Facilities Institute
PAC	NAVFAC Pacific
PWD	Public Works Department
RAP	Resource Allocation Plan
ROICCs	Resident Officer in Charge of Construction
SL	Support Line
SRS	Series
SYSKOM	Systems Command
USMC FEADs	United States Marine Corps Facilities Engineering and Acquisition Divisions
XO	Executive Officer