



DEPARTMENT OF THE NAVY
NAVAL FACILITIES ENGINEERING COMMAND
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NAVFACINST 12410.3A
BD

NAVFAC INSTRUCTION 12410.3A

From: Commander, Naval Facilities Engineering Command

Subj: NAVAL FACILITIES ENGINEERING COMMAND COMMUNITY MANAGEMENT
FRAMEWORK

Ref: (a) Chief's Kilo-Gram K20/01, 15 Oct 2019

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 SYSCOM includes workforce planning, recruitment, shaping, 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, overall growth in all stages of workforce development, and workforce character development.

2. Cancellation. NAVFACINST 12410.3

3. Summary of Change. This change incorporates the development of character within the NAVFAC CM Framework pursuant to reference (a).

4. 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 & Communications Office (PAO), Public Works (PW), and Safety (SF).

b. Non-technical. Knowledge, skills, and abilities categorized into three competency groups (Foundational, Supervisory, and Management) that support the NAVFAC mission

and are depicted in the NAVFAC Workforce Development (WFD) Continuum.

c. **Technical.** Knowledge, skills, abilities, experiences, training, and certifications required for jobs specific to each NAVFAC Community.

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

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

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

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

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

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

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

b. Each 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 aligned with NAVFAC's strategic objectives, operational requirements, and with sections one through three of the CM Framework.

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

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

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

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

c. NAVFAC HQ Total Force Director (BD1) is responsible for establishing a schedule, in accordance with reference (a), to support monthly character professional development for Echelons II, III, and IV commands and maintaining a repository on the NAVFAC portal to provide resources related to building personal character.

d. NAVFAC HQ Total Force Development Director (BD17) leads CM governance on behalf of the CMO. In addition, the Director 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.

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

(4) Serving as NAVFAC's non-technical CM liaison with external organizations including DoD organizations, other SYSCOMS, 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.

(6) Establishing a schedule, in accordance with reference (a), to support monthly character professional development for Echelons II, III, and IV commands and maintaining a repository on the NAVFAC portal to provide resources related to building personal character.

e. NAVFAC Commanders/Commanding Officers are responsible for implementing CM within their Command, to include conducting personal character professional development no less than once per month in accordance with the schedule established by the Total Force Director.

f. Naval Facilities Institute (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 Account (DAWDA). NFI serves as the primary liaison with the Director, Acquisition Talent Management (DATM) for

acquisition workforce management and Defense Acquisition Workforce Improvement Act (DAWIA) policy implementation and compliance.

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

- (1) Familiarizing themselves with the community management 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 all direct-reporting employees with career planning.
- (4) Partnering with each of their direct-report 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.
- (7) Supporting monthly personal character professional development.

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

- (1) Familiarizing themselves with the community management framework elements associated with their current position.
- (2) Identifying the competencies required to successfully execute their work.
- (3) Consulting with mentors, coaches, and their leaders, managers, supervisors and peers to identify gaps between their competencies and those required by their current position and future career goals.
- (4) Preparing and updating their IDP annually 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.
- (6) Participating in monthly personal character professional development.

7. Records Management.

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

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

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

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Releasability and distribution:

This instruction is cleared for public release and is available electronically only via Department of the Navy Issuances Web site <http://www.secnav.navy.mil/doni>