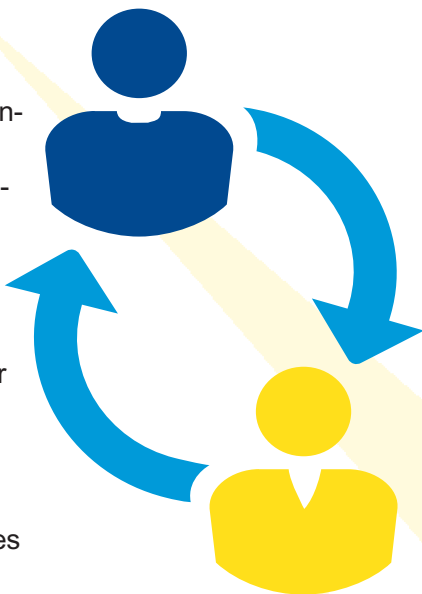*Links and videos within the Navigator are best viewed and experienced using a non-NMCI device. If you are using an NMCI machine, full links are provided on page 4. Copy and paste the full links into the URL bar of a new browser window to view the content.*

COMPETENCY CORNER

This month, we're diving into **Developing Others:** Developing the ability of others to perform and contribute to the organization by providing constructive feedback and opportunities to learn through experiential, social, and formal methods.

Review these five descriptions to determine your proficiency level in Developing Others:

- **Awareness:** Establishes an effective, professional, and positive relationship with one's team. Clarifies responsibilities and expectations.

- **Basic:** Provides direct, timely, and constructive feedback. Is able to describe the impact of actions and check for understanding. Provides guidance in how to strengthen knowledge, skills, and abilities to improve personal and team performance.

- **Intermediate:** Collaboratively works with team members to set meaningful performance objectives. Provides new assignments and experiences to develop one's employees' capabilities and competencies. Increases others' confidence to execute their Individual Development Plans (IDPs).

- **Advanced:** Coaches and mentors others. Recognizes and reinforces developmental efforts and improvements. Identifies developmental opportunities for direct reports that align with their IDPs.

- **Expert:** Is able to make tough decisions when necessary to ensure current and future success. Fosters a culture of learning and actively prioritizes learning and development to support the mission of the organization.

READY TO BUILD YOUR SKILLS?
Opportunities Include. . .

Awareness/Basic:

- Practical exercise: Participate in regularly scheduled staff/team meetings to share information, ask for feedback, and clarify any areas of uncertainty. Encourage your team members to participate equally in the meeting.

- Practical exercise: When asked for information by a staff or team member, don't stop at simply providing the answer, also explain the basis for it and direct them to any resources that contain the information so that they will be able to independently resolve similar situations in the future.

Intermediate:

- Complete the Independent Study program, **Developing Others to Lead a Strong Tomorrow**, to learn the power of delegation, how to set clear objectives, and create a culture of accountability – at your own pace and at your convenience.

- Practical exercise: Conduct conversations with direct reports around their career goals. Work with them to develop IDPs focused on strengthening competencies that will accomplish the goals of their position, as well as enhance their development and steer them toward future goals.

- Find many more podcasts, infographics, and on-demand webinars on the **Developing Others competency page!**

Advanced/Expert:

- NEW this month:

  › Effective leaders understand the need for ongoing employee development, and make it a priority. In the white paper, **Building Learning Assignments**, you can learn how to work with your team to identify and create a variety of learning options. This will walk you through extending learning into on-the-job impact, as well as ensure your team gets the most out of each opportunity.

  › In the on-demand webinar, **Don't Just Manage Employees – Develop Them!**, learn how to help your employees align their career aspirations with your team's needs and the overall NAVFAC mission.

  › Don't miss the upcoming webinar, Making People Decisions, to improve your skills in hiring, developing, and promoting your team! Live sessions will be held 17 and 19 May.

- Practical exercise: Motivate others by being a positive force – through encouragement, positive feedback, and acknowledging their value and contributions. Recognize employees formally and/or informally for achieving new levels of skills, competency, and knowledge.

You can find more learning and development opportunities in the **Career Compass Catalog**.

Find us on [Facebook] [Twitter] [Instagram] [LinkedIn]
www.navfac.navy.mil/ccrc
May 2022

CAREER COMPASS
Steer Your Career. Accelerate Our Mission.

Dear Navi,

Navi is your trustworthy confidant with sound advice for matters related to workforce development. As always, please consult with your local HR/LER/EEO/IG as appropriate on workplace issues.

> *Dear Navi,*
>
> *I have a pretty good team. We all get along well, do a good job, and senior leadership recognizes it. So, lately we've been asked to do more and take on more complex projects. I'm nervous that we can't meet their expectations, or that we might fail. Any suggestions?*
>
> *Sincerely,*
> *Losing Sleep*

Dear Losing Sleep,

Congratulations! Senior leadership wouldn't be tasking you with more if they didn't think you and your team could handle it. So, before you take on these new assignments, let's see how we can make sure your team is ready for new challenges!

Harvey Firestone, the 20th century inventor and businessman said it best, "It's only as we develop others that we permanently succeed." Yep, it's that simple. To meet new challenges, you need to grow your whole team's capabilities. Get one person to perform at a higher level and your team will function a little better. Get two, it improves even more. Get three or four, well, now you're cooking. Imagine if you got most of your team to work better!

How do you do that? Your first step is by promoting an aspirational culture to develop and use improved skills. Start with increasing their capabilities in their current roles. Help each of them become subject matter experts (SMEs) and help them make the most of their contribution to the team. Can you imagine how productive you would be if you had a room full of SMEs? So, start by setting benchmarks, milestones, and timelines for gauging their development progress. You don't have to do this all on your own. Here's where the **ECA**, Community Management Plans (CMP), and **IDP** come in. Using your employee's ECA Report and the requirements outlined in the CMP, help your employee identify skill gaps and the means in which to close them. Sit down with each employee and dig into it. You'll find a variety of approaches to development, including training courses, webinars, and self-learning options.

To ensure your team is ready to take on more assignments, first make sure your team is clear on what you expect from them. The podcast, **Setting Clear Expectations**, can provide guidance to help. You'll also likely need to start delegating more tasks since you can't be everywhere at once, and the handout **Nine Steps of Delegation** walks you through the process of delegating effectively. And because the way you communicate with your team throughout your work will play a big role not only in clarity of understanding but also in team morale, I suggest you listen to the podcast, **Interpersonal Communication**. Finally, like all who conquer great challenges, you're likely to experience some difficult times along the way. Keep this on-demand webinar – **Succeeding Through Setbacks** – in your back pocket.

There are two more critical components to building a high performing team – coaching and mentoring! Help employees figure out agile approaches to difficult challenges, learn more advanced techniques, and manage their time more efficiently. Build their confidence by helping them build their skills and assign new challenges that allow them to apply what they learn. And lastly, listen empathetically. Hear them when they come to you with their problems and concerns and be thoughtful in your response. To quote from Colin Powell, "One of the greatest talents is the talent to recognize and to develop talent in others."

–Navi

Do you have a question for Navi? Send your questions to NAVFACHQDearNavi@us.navy.mil, and you may be featured in an upcoming column of *Dear Navi*. All questions will remain anonymous.

LEADERSHIP PROGRAMS: FY22 CALL FOR NOMINATIONS

NAVFAC's annual Leadership Programs application period is still open! Complete application packages are due to your Command's BD17 by COB 27 May 2022. More information on the specific leadership programs and the application instructions are available **here**.

Find us on [Facebook] [Twitter] [Instagram] [LinkedIn]
www.navfac.navy.mil/ccrc

May 2022

CAREER COMPASS
Steer Your Career. Accelerate Our Mission.

NEXT STEP IN THE ECA TO IDP CYCLE: COMPLETE YOUR IDP!

Complete your IDP by 01 July!

The NAVFAC Career Compass IDP is the SYSCOM's tool for IDP completion. Completing your IDP will help you define your career goals and identify your best development opportunities. The IDP is completed using resources such as your ECA Report, CMP, and supervisor feedback.

Let's get started!

► Start your **IDP**

► Use your ECA Report, the requirements outlined in the CMP, and supervisor feedback to help you identify skills gaps and set goals

► Check out activities in the **Career Compass Resource Center (CCRC)** and **Career Compass Catalog**

► Meet with your Supervisor

► Finalize your IDP with your Supervisor's signature

► Check your progress regularly against your IDP to make sure you are on track, and update your IDP throughout the year
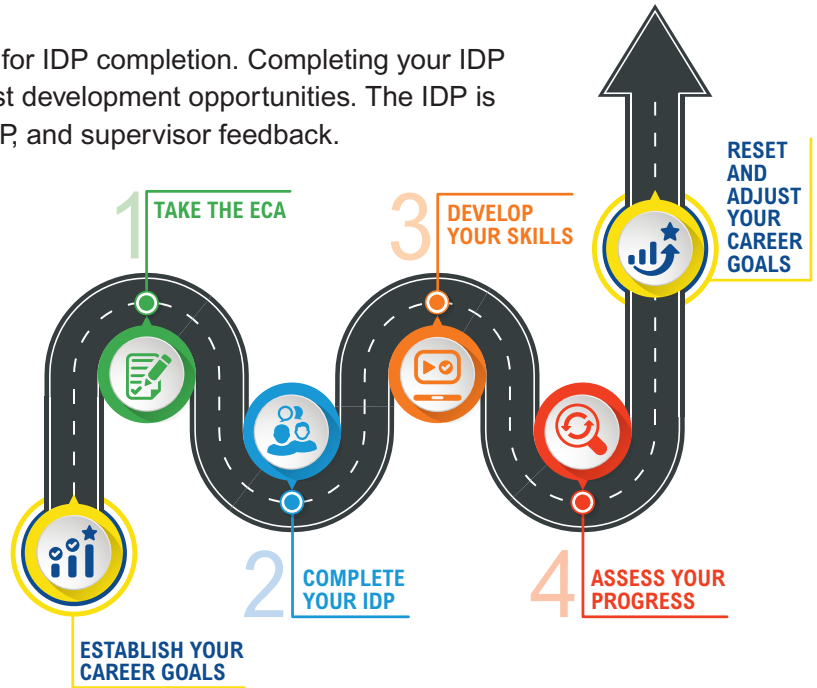
Have questions? You can find more resources to help you complete your IDP, including an instructional video, checklist, and how-to guides, **here**. Still have questions? Your local Civilian Training Advocate (BD17) can provide answers and guidance!

1 TAKE THE ECA
2 COMPLETE YOUR IDP
ESTABLISH YOUR CAREER GOALS
3 DEVELOP YOUR SKILLS
4 ASSESS YOUR PROGRESS
RESET AND ADJUST YOUR CAREER GOALS

If you haven't taken your ECA, it's not too late! Take it here.

Reminder: Links works best on a non-NMCI device.

CAREER COMPASS SPOTLIGHT

Live Webinar Coming This Month: Making People Decisions

As a manager, you're responsible for making people decisions, such as hiring, developing, and promoting. Join this webinar to learn how to approach these decisions to find the right people for each opportunity. Investing in your own ability to assess opportunities, identify candidates, and make selections will set you and your team up for long-term success!

Two options are available:

➤ **Tue, 17 May 22: 1000-1100 EST**
➤ **Thu, 19 May 22: 1500-1600 EST**
Proficiency Level: Advanced/Expert

No need to register – mark your calendar and look for the emails from your local Civilian Training Advocate (BD17) for more details.

WHAT THE EXPERTS SAY...
14 Tips for Developing Your Employees

A high-performing team will continually strive to improve, both as a collective and as individuals. This enhances the quality of their products while also demonstrating their dedication to excellence. Leaders of these high-performing teams deploy a variety of strategies and tactics to maintain that forward motion. **In this article**, you'll find 14 steps leaders can take to help develop others.

SYSCOM TRAINING SUMMARY

Below is a list of all SYSCOM trainings being held in May and trainings in June that are now open for registration. Find more details and registration links on the **CCRC Event Calendar**.

MAY TRAININGS

START DATE	EVENT
Mon, 09 May	Supervisor Academy: New Supervisor Workshop, Cadre 3
Tue, 17 May	Live Webinar: Making People Decisions
Thu, 19 May	Live Webinar: Making People Decisions

JUNE TRAININGS OPEN FOR REGISTRATION

START DATE	EVENT
Mon, 06 Jun	Supervisor Academy: New Supervisor Workshop, Cadre 4

Find us on [Facebook] [Twitter] [Instagram] [LinkedIn]
www.navfac.navy.mil/ccrc
May 2022

CAREER COMPASS
Steer Your Career. Accelerate Our Mission.

If you are unable to access the links in the previous pages, copy and paste the full links below into the URL bar of a new browser window to view the content.

Competency Corner

Independent Study Program: Developing Others to Lead a Strong Tomorrow – https://www.navfac.navy.mil/jobs/work-force-development/ccrc/emp_resources/comp_dev_content/developing_others/dev_others_lead_strong_tmrw.html

All other resources below on the Developing Others Competency Page – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/developing_others.html

• White Paper: Building Learning Assignments
• On-Demand Webinar: Don't Just Manage Employees – Develop Them!
• And many more podcasts, infographics, and on-demand webinars

Career Compass Catalog – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/ccc.html

Dear Navi

ECA – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/eca.html

IDP – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/idp.html

Podcast: Setting Clear Expectations – https://www.navfac.navy.mil/content/dam/navfac/career-compass-resource-center/employee_resources/competency-development-content/developing-others/podcasts/Setting%20Clear%20Exp%20podcast_20201206_v2.0.mp3

Handout: Nine Steps of Delegation – https://www.navfac.navy.mil/content/dam/navfac/career-compass-resource-center/employee_resources/competency-development-content/developing-others/handouts/Nine-Steps-of-Delegation.pdf

Podcast: Interpersonal Communication – https://www.navfac.navy.mil/content/dam/navfac/career-compass-resource-center/employee_resources/competency-development-content/communicating-for-results/Interpersonal%20Communications_20201027_v2.0.mp3

On-Demand Webinar: Succeeding through Setbacks – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/comp_dev_content/initiative.html

Leadership Programs: FY22 Call for Nominations

More information – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/leadership_dev_programs.html

Next Step in the ECA To IDP Cycle: Complete Your IDP!

Start your IDP – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/idp.html

Career Compass Resource Center (CCRC) – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources.html

Career Compass Catalog – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/ccc.html

Resources to complete your IDP – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/emp_resources/idp.html

Take your ECA – https://chci-survey.com/ECA/

What the Experts Say: 14 Tips for Developing Your Employees

Read the full article – https://www.indeed.com/career-advice/career-development/developing-employee

SYSCOM Training Summary

CCRC Event Calendar – https://www.navfac.navy.mil/jobs/workforce-development/ccrc/event-calendar.html

Find us on…

Facebook — https://www.facebook.com/navfac/

Twitter — https://twitter.com/NAVFAC

Instagram — https://www.instagram.com/navfacworldwide/

LinkedIn — https://www.linkedin.com/company/navfac/

https://www.navfac.navy.mil/jobs/workforce-development/ccrc.html

Find us on
www.navfac.navy.mil/ccrc

May 2022

CAREER COMPASS
Steer Your Career. Accelerate Our Mission.