

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

In this issue we are focusing on **Integrity**: Behaving in an honest, fair, and ethical manner; showing consistency in words and actions; and modeling high standards of ethics.

Review these five descriptions to determine your proficiency level in Integrity:

- 1. Awareness:** You behave and express yourself in an open and honest manner. You treat others fairly and with respect.
- 2. Basic:** You share information accurately, completely, and appropriately.
- 3. Intermediate:** You use applicable professional standards and established procedures and policies when taking action and making decisions. You instill a climate of trust by admitting your own mistakes and taking responsibility for your actions.
- 4. Advanced:** You promote a climate of openness and honesty and do not penalize reasonable dissent. You identify ethical dilemmas and conflicts of interest and act to avoid and prevent them.
- 5. Expert:** You display courage to support ethical actions that may negatively impact yourself or stakeholders. You anticipate and prevent breaches in confidentiality and/or security.



READY TO BUILD YOUR SKILLS?

Opportunities include:

Awareness/Basic:

- NEW this month:
 - Use the infographic, [7 Qualities to Model Integrity](#), as a reference for how to demonstrate behaviors that will elevate your own integrity and set an example for your peers.
 - In the on-demand webinar, [Why Integrity Can Be Challenging](#), explore how cultivating integrity can be difficult and learn ways to simplify the challenges to help maintain or increase your integrity.
- Practical exercise: From the infographic above, choose one behavior to focus on at a time and seek out

opportunities to demonstrate that behavior. For example, if one of your team members is running behind on a deadline, is there an extra task you can take on that will ease their workload, demonstrating loyalty to the success of the team as a whole?

Intermediate:

- NEW this month:
 - The podcast, [How to Be Proactive with Integrity](#), will help you consider and develop your personal code of ethics, which will guide you to the right course of action when faced with an ethical dilemma.
 - Join the live webinar later this month, **Advance with Integrity!** See more details on page 3.
- Practical exercise: Integrity is often defined as matching your actions to your values. Take some time to consider your top 3-5 core values in life and work. What is most important to you? What kind of person do you want to be? For several days, consciously consider the values your key decisions are revealing, and compare them to the core values you identified. Do they match? If not, what values are you living by as you move through your day? If you experience dissatisfaction with your choices, you may not be living up to your values or you may need to re-evaluate what is most important to you.

Advanced/Expert:

- Maintaining integrity in a work setting is crucial for employees at all levels, but especially as you continue to advance to positions of leadership and greater responsibility. Setting an example of integrity helps foster an open and positive work environment and ensures you're employing an ethical approach to decision-making. Holding yourself to a high standard and maintaining professional conduct with your colleagues encourages others to follow suit.
- Practical exercise: Use the following questions to regularly self-assess your integrity as a leader:
 - Do I take responsibility for my actions?
 - Do I hold myself accountable for my decisions?
 - Am I a good role model for my team?
 - Do I follow through on commitments?

If the answer to any of these questions is other than "yes," dig deeper into the challenges that caused you to answer "maybe" or "no." This will reveal areas in which you can improve your integrity. Revisit the resources on the [Accountability competency page](#) for advice on developing strong, accountable habits.

You can find more learning and development opportunities on the [Integrity competency page](#) of the Career Compass Resource Center (CCRC), and in the [Career Compass Catalog](#).



Dear Navi,

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

Dear Navi,

I lead a high-functioning team that has always held and met high standards. We've recently had some team members leave for other jobs and have had a hard time filling those gaps, which means more work for everyone. I've recently noticed examples of staff cutting corners to save time. They've been minor incidents, but I'm concerned that if that mindset persists, it could lead to major issues in the future. How can I motivate my team to be more thorough when everyone is stretched thin?

— Proactively Concerned

Dear Proactively Concerned,

It's great that you've identified potential issues within your team and want to proactively take action to address them! That's a huge part of being a leader of character and integrity. It's always difficult to do more with less, but I do have some advice that I think will help you and your team refocus and manage the workload while maintaining your usual high standard of work.

First, take a step back and assess yourself as the team lead. Part of demonstrating integrity in the workplace is holding yourself accountable. Your team may be feeling increased pressure to get things done if their leader is exhibiting stress. Make sure you are clearly communicating expectations and helping the team prioritize the extra work. Set realistic deadlines and encourage your team to communicate openly if they think a deadline won't be met so you can figure out a solution together. Listen to the podcast, [4 Time Management Tips for Managers](#), for further ideas on how to help your team manage their work most effectively.

Secondly, if your team members are taking on extra tasks to fill the gaps, they may be feeling overworked and undervalued. The handout, [The Winning Team Formula](#), provides ideas on how to encourage commitment in your team during difficult times. Help them understand how the work they're doing is supporting the team as a whole so that they feel a greater sense of ownership about new tasks. Sometimes, simply acknowledging that the situation

is difficult and letting them know that you value their extra effort on behalf of the team can ease that burden.

Thirdly, encourage your team to speak openly and honestly about the challenges they're facing. What looks on the surface like "cutting corners" to you may be good ideas for streamlining processes that can benefit the whole team. Bring the team together to discuss how they're managing the extra work, and genuinely consider their ideas. Recognize that you may need to delegate and reprioritize some tasks to keep the team from suffering burnout. Collaborate with them to find the best solution.

Finally, I suggest you review the handout, [Creating a Culture of Accountability](#), to better understand and create accountability within your team. Most people want to do well at their job. It may be that your team is so deeply involved in the work itself, they don't even realize they've started to take short cuts. Hold them accountable early and empower them to take action to change.

Bravo Zulu to you for recognizing early that a change is needed and investing the time and effort to help your team succeed. Best of luck!

-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.





WHAT THE EXPERTS SAY...

The Importance of Integrity in the Workplace

Integrity is about being open and honest and treating your colleagues with respect. It involves admitting your mistakes and taking responsibility for your decisions and actions. It's a skill that can be developed and honed at any level within an organization, and it can help advance your career. So why is it so important to demonstrate integrity in the workplace? A culture of integrity creates a more productive organization and a better working environment for all employees. It's a win-win. Here are six benefits of cultivating integrity in the workplace:

PROMOTES
BETTER
LEADERS



FOSTERS
AN OPEN
AND POSITIVE WORK
ENVIRONMENT



PROMOTES AN
ETHICAL
APPROACH TO
DECISION-MAKING



ENCOURAGES
DIVERSITY,
EQUITY AND
INCLUSION



PROMOTES
STRONG AND
RESILIENT
TEAMS



ACTIVELY
BUILDS AND
MAINTAINS
TRUST



Read the full article [here](#).

CAREER COMPASS SPOTLIGHT

Live Webinar Coming This Month: Advance with Integrity!

In this webinar, you'll learn the values and components that collectively showcase integrity, and how these elements play a role in your professional behavior and career advancement.



Two options are available:

- Tue, 17 Jan: 1000-1100 ET
- Thu, 19 Jan: 1500-1600 ET

Proficiency Level: Awareness Basic / Intermediate

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

SYSCOM TRAINING SUMMARY

Below is a list of all SYSCOM trainings being held in January and trainings in February that are now open for registration. Find more details and registration links on the [CCRC Event Calendar](#).



JANUARY TRAININGS

START DATE	EVENT
Mon, 09 Jan	New Supervisor Workshop (East)
Tue, 17 Jan	Basic HR for Supervisors (East)
Tue, 17 Jan	Live Webinar: Advance with Integrity
Thu, 19 Jan	Live Webinar: Advance with Integrity
Mon, 23 Jan	Current Supervisor Training II (East)
Mon, 23 Jan	Basic HR for Supervisors (East)
Mon, 30 Jan	Basic HR for Supervisors (West)

FEBRUARY TRAININGS OPEN FOR REGISTRATION

START DATE	EVENT
Mon, 06 Feb	Basic HR for Supervisors (East)
Mon, 06 Feb	Current Supervisor Training I (East)
Tue, 21 Feb	Basic HR for Supervisors (East)
Mon, 27 Feb	Current Supervisor Training II (West)

Stay tuned for details on additional SYSCOM offerings.



If you are unable to access the links on pages 1–3, copy and paste the full links below into the URL bar of a new browser window to view the content.

Competency Corner

7 Qualities to Model Integrity (Infographic) – [https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20\(WFD\)/CCRC/CDC/Integrity/Infographics/Qualities That Model Integrity Infographic Final.pdf](https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20(WFD)/CCRC/CDC/Integrity/Infographics/Qualities That Model Integrity Infographic Final.pdf)

Why Integrity Can Be Challenging (On-Demand Webinar) – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Integrity/>

How to Be Proactive with Integrity (Podcast) – [https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20\(WFD\)/CCRC/CDC/Integrity/Podcasts/How to Be Proactive with Integrity Podcast Final.mp3](https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20(WFD)/CCRC/CDC/Integrity/Podcasts/How to Be Proactive with Integrity Podcast Final.mp3)

Accountability Competency Page – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Accountability/>

Integrity Competency Page – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Competency-Development-Content/Integrity/>

Career Compass Catalog – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Career-Compass-Catalog/>

Dear Navi

4 Time Management Tips for Managers (Podcast – Accountability) – [https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20\(WFD\)/CCRC/CDC/Accountability/Podcasts/4%20Time%20Management%20Tips%20for%20Managers.mp3](https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20(WFD)/CCRC/CDC/Accountability/Podcasts/4%20Time%20Management%20Tips%20for%20Managers.mp3)

The Winning Team Formula (Handout – Developing Others) – [https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20\(WFD\)/CCRC/CDC/Developing%20Others/Handouts/The-Winning-Team-Formula.pdf](https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20(WFD)/CCRC/CDC/Developing%20Others/Handouts/The-Winning-Team-Formula.pdf)

Creating a Culture of Accountability (Infographic – Developing Others) – [https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20\(WFD\)/CCRC/CDC/Developing%20Others/Infographics/Creating-A-Culture-Of-Accountability.pdf](https://www.navfac.navy.mil/Portals/68/NAVFAC/Careers/CC%20(WFD)/CCRC/CDC/Developing%20Others/Infographics/Creating-A-Culture-Of-Accountability.pdf)

What the Experts Say

Read the full article – <https://www.betterup.com/blog/integrity-in-the-workplace>

SYSCOM Training Summary

CCRC Event Calendar – <https://www.navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center/Event-Calendar/>

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<https://navfac.navy.mil/Careers/Career-Compass-Workforce-Development/Career-Compass-Resource-Center>

