NAVPERSCOM INSTRUCTION 12410.1A

From: Commander, Navy Personnel Command

Subj: NAVY PERSONNEL COMMAND MANAGEMENT AND LEADERSHIP DEVELOPMENT PROGRAM

Ref: (a) DoD Instruction 1430.16 of 19 November 2009
(b) BUPERSINST 12410.25

Encl: (1) Level 1 - Management Leadership Development Training Plan
(2) Level 2 – Management Leadership Development Training Plan

1. **Purpose.** To issue guidance for the Navy Personnel Command (NAVPERSCOM) Management and Leadership Development Program (MLDP). Major revision includes removal of the requirement to have 1 year of service with Bureau of Naval Personnel Millington or NAVPERSCOM; requirement for a performance rating of “fully successful” has been changed from the past three cycles to the current and past two cycles; removes the requirement for the council of deputies to review applications; and the training plans have been updated. This instruction is a complete revision and should be read in its entirety.

2. **Cancellation.** NAVPERSCOMINST 12410.1.

3. **Scope and Applicability.** The NAVPERSCOM MLDP is available to all permanent and career conditional Bureau of Naval Personnel (BUPERS) and NAVPERSCOM civilian personnel in pay grades GS-9 through GS-14 who have at least 1 year of service with BUPERS or NAVPERSCOM. Participation in the program is determined by a competitive selection process. The program consists of two levels:

   a. Level 1: GS-9 through GS-11
   
   b. Level 2: GS-12 through GS-14

4. **Discussion**

   a. Per references (a) and (b), a diverse cadre of highly capable, high-performing, and results-oriented civilian leaders must be developed and sustained to lead effectively in increasingly complex environments, ensure continuity of leadership, and maintain a learning organization that drives transformation and continuous improvement across the enterprise. The NAVPERSCOM MLDP aligns with references (a) and (b), and supports Commander, Navy
Personnel Command’s vision for a high-performing workforce by providing robust educational and developmental opportunities for future civilian senior leaders.

b. The program is designed to provide for 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 normal sphere of influence and “comfort zone.” Participation in the MLDP will be for 3 years; extensions are not authorized.

5. **Eligibility Requirements.** Employees must meet the following MLDP eligibility requirements by the application closing date:

   a. Be a permanent or career conditional employee who has completed the probationary period.

   b. Must have been a permanent employee for the past 12 months prior to application. Time spent in any Department of Defense-sponsored intern program is creditable.

   c. Occupy a permanent position at the position’s full performance level.

   d. Employees in designated positions must be certified to the level required of those positions and meet those programs’ continuous learning requirements (e.g., Defense Acquisition Workforce Improvement Act, Information Assurance Workforce, and financial management, etc.)

   e. Have a performance rating of “fully successful” or higher for the current and past two performance cycles.

   f. Applicants must not have any disciplinary actions in their record for the past 3 years.

6. **Application Process**

   a. Announcements soliciting MLDP applications will be issued every October; the program will begin the following January. Enclosures (1) and (2) contain the MLDP training plans.

   b. Each BUPERS and NAVPERSCOM department may nominate only one employee per year, per level. The MLDP program director and program manager will then determine the best use of any unused quota (e.g., reassign the quota to another department as appropriate).

   c. Employees must use NAVPERSCOM 12410/1 Management and Leadership Development Program Application to apply for the program. The form consists of abbreviated resumé responses to essay questions, supervisor’s recommendation and endorsement, and department head or department director endorsement.
7. **Program Requirements**

   a. MLDP selectees must ensure their individual development plans reflect the MLDP milestones and are approved by their supervisors and the MLDP manager, NAVPERSCOM Organizational Performance Office (PERS-5C).

   b. To document progress, participants must submit NAVPERSCOM 12410/3 Management Leadership Development Program Quarterly Assessment each quarter to the MLDP manager (PERS-5C) via their supervisor and Deputy Assistant Commander, Navy Personnel Command (ACNPC) or equivalent.

   c. To develop knowledge of total command operations, participants will be required to rotate among BUPERS/NAVPERSCOM departments as outlined in enclosures (1) and (2). NAVPERSCOM 12410/5 Management Leadership Development Program Rotation and Evaluation will be used to document and assess rotational assignments.

   d. Participants will be required to perform a minimum of 20 hours of job shadowing with a member of the BUPERS/NAVPERSCOM workforce and must use NAVPERSCOM 12410/5 Management Leadership Development Program Job Shadowing for this effort. Job shadowing provides an opportunity for MLDP participants to shadow with an organization professional in a specific occupation or career of interest. Participants will observe responsibilities and tasks associated with the career of the person they select to shadow and have the opportunity to ask questions about the knowledge, skills, talents, and other factors required for the job. Job shadowing also allows opportunities to build interviewing skills, awareness of trends in the field, and to see workforce technologies in action.

   e. Participants may voluntarily withdraw from the program; however, reentry will be through re-competition during open notice period. Selection will not be guaranteed.

   f. Participants may be dismissed from the program for reasons to include (list is not all inclusive):

      (1) Failing to meet all program deadlines.

      (2) Not progressing in their development or are determined to be unlikely or unable to complete the program requirements within 3 years.

      (3) Primary job performance falls below acceptable.

      (4) Disciplinary infractions.
g. Under certain circumstances, MLDP participants may request a leave of absence (LOA) from the program. An LOA is defined as a temporary break from the MLDP with a clear intent to return. The LOA must be submitted in writing to the MLDP coordinator (PERS-5C).

(1) Deputy, ACNPC Business Operations (PERS-5B), the MLDP program manager, will consider granting an LOA for participants who are experiencing hardships that make effective progress in the program difficult.

(2) The length of each LOA period is evaluated and determined on a case-by-case basis and will generally be for a maximum of 90 days.

(3) Time spent on LOA does not count towards program length and is not included when determining if a participant can complete the MLDP within the maximum time limits.

(4) MLDP total periods of LOA are restricted to no more than 180 days.

8. Responsibility

a. Deputy ACNPC for Business Operations (PERS-5B) is designated as the MLDP program director and will review, assess, and update the program as necessary.

b. PERS-5C is designated as the MLDP manager and will:

(1) Measure effectiveness of the MLDP.

(2) Develop instructional and performance support materials to support successful leader-led development.

(3) Deliver programs and facilitate learning in live classroom settings.

(4) Keep stakeholders informed of MLDP plans, work in progress, and results.

(5) Present semi-annual program update to Deputy, COMNAVPERSCOM.

c. ACNPCs, special assistants, and department heads must:

(1) Ensure widest dissemination of MLDP information and this instruction in order to provide for maximum participation.

(2) Endorse annual nominations for program application.

(3) Submit nominations to PERS-5C no later than the date published in the announcement.
d. Supervisors

   (1) Must meet with interested employees to discuss and agree to the employees’ participation and associated time commitment.

   (2) Respond to information requests for monitoring employee progress.

9. 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 (SSIC) 1000, 2000, and 4000 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. For SSIC 3000 series dispositions, please refer to part III, chapter 3, of Secretary of the Navy (SECNAV) Manual 5210.1 of January 2012.

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

10. Review and Effective Date. Per OPNAVINST 5215.17A, PERS-5B will review this instruction annually around the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, Department of Defense, 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 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.

11. Forms. The following forms are available at http://www.public.navy.mil/bupers-npc/reference/forms/Pages/NAVPERSCOMForms.aspx:

   a. NAVPERSCOM 12410/1 Management Leadership Development Program (MLDP) Application

   b. NAVPERSCOM 12410/3 MLDP Quarterly Assessment

   c. NAVPERSCOM 12410/4 MLDP Rotation Assignment and Evaluation

   d. NAVPERSCOM 12410/5 MLDP Job Shadow Participant Permission
e. NAVPERSCOM 12410/6 MLDP Job Shadow Supervisor Feedback

f. NAVPERSCOM 12410/7 MLDP Job Shadow Participant Reflection

g. NAVPERSCOM 12410/8 MLDP Job Shadow Participant Time Sheet

Releasability and distribution:
This instruction is cleared for public release and is available electronically only via NAVPERS Web site, http://www.npc.navy.mil/
# LEVEL 1 MANAGEMENT LEADERSHIP DEVELOPMENT TRAINING PLAN

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<thead>
<tr>
<th>AREA</th>
<th>CHARACTERISTICS/ACTION</th>
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<tbody>
<tr>
<td>Length of Program</td>
<td>3 Years</td>
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<tr>
<td>Rotational Assignments</td>
<td>Four rotations (1 week each)</td>
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<td></td>
<td>1. Internal operations (financial management (FM)/information technology (IT)/enlisted distribution/command support services (CSS))</td>
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<td></td>
<td>2. Supervisory shadowing of mission/function outside current position and department (1 week).</td>
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<tr>
<td>Specific Development Project</td>
<td>Support a continuous process improvement (CPI) project or a barrier analysis project that is approved by the MLDP coordinator.</td>
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<tr>
<td>Personal Assessment</td>
<td>Take the Myers-Briggs Type Indicator (MBTI) assessment. Results will also provide insight on developmental needs and provide focus areas for developmental activities.</td>
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<tr>
<td>Education and Training</td>
<td>Curriculum/Development Areas Include:</td>
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<td></td>
<td>• Leadership</td>
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<td>• Management</td>
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<td>• Analysis</td>
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<td>• Communications</td>
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<td>• Project Management</td>
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<td>• CPI Training: Minimum requirement is Yellow Belt Course (online)</td>
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<tr>
<td>Corporate Perspective</td>
<td>• Interview four division/branch heads on roles &amp; responsibilities (R&amp;R)</td>
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<td>• Attend a Financial Improvement and Audit Readiness (FIAR), Manager’s Internal Control Program (MICP), and Business Development Owner (BDO) meeting</td>
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<td>• Prepare and deliver a brief to a panel (minimum of two members)</td>
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<tr>
<td>Mentoring</td>
<td>• Be mentored by a senior leader</td>
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# LEVEL 2 MANAGEMENT LEADERSHIP DEVELOPMENT TRAINING PLAN

<table>
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<tr>
<th>AREA</th>
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<tbody>
<tr>
<td>Length of Program</td>
<td>3 Years</td>
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</table>
| Rotational Assignments              | Six rotations (1 week each)  
1. Internal operations (financial management (FM)/information technology (IT)/human resources (HR)/command support services (CSS)) plus two rotations in departments of choice  
2. Supervisory shadowing of mission/function outside current position and department (1 week).                                                                 |
| Specific Development Project        | Support a continuous process improvement (CPI) project or a barrier analysis project that is approved by the MLDP coordinator                                                                                         |
| Personal Assessment                 | Take the Myers-Briggs Type Indicator (MBTI) assessment. Results will also provide insight on developmental needs and provide focus areas for developmental activities.                                                        |
| Education and Training              | Curriculum/Development Areas Include:  
- Leadership  
- Management  
- Analysis  
- Communications  
- Project Management  
- CPI Training: Minimum requirement is Yellow Belt Course (online)                                                                                       |
| Corporate Perspective               |  
- Interview two ACNPCs/department heads on mission roles and responsibilities (R&R)  
- Attend a Financial Improvement and Audit Readiness (FIAR), Manager’s Internal Control Program (MICP), Business Development Owner (BDO) meeting, and a T-CUB. |
| Mentoring                           |  
- Mentor a junior member of the civilian workforce  
- Be mentored by a senior leader                                                                                                                               |