



DEPARTMENT OF THE NAVY  
NAVY PERSONNEL COMMAND  
5720 INTEGRITY DRIVE  
MILLINGTON, TN 38055-0000

NAVPERSCOMINST 12410.1  
PERS-5B  
15 Dec 2015

NAVPERSCOM INSTRUCTION 12410.1

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) NAVPERSCOM M-5000.1, NAVPERSCOM Administrative Manual  
(ADMINMAN)

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).

2. Discussion

a. Per reference (a), a diverse cadre of highly capable, high-performing, and results-oriented civilian leaders shall 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) (ADMINMAN 0150-040), and supports the 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.

3. Scope. The program is available to all permanent Bureau of Naval Personnel (BUPERS) Millington (BPM) and NAVPERSCOM civilian personnel in pay grades GS-9 through GS-14 who have at

least 1 year of service with BPM or NAVPERSCOM. Participation in the program is determined by a competitive selection process. The program consists of two levels:

- Level 1: GS-9 through GS-11
- Level 2: GS-12 through GS-14

4. 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. Occupy a permanent position at the position's full performance level.
- c. 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.)
- d. Have a performance rating of "acceptable" for the current and past three performance cycles.
- e. 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.
- f. Applicants must not have any disciplinary actions in their record for the past 3 years.

5. Application Process

- a. An announcement 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 BPM/NAVPERSCOM department may nominate only one employee per year, per level. The MLDP coordinator shall then meet with the council of deputies (COD) to determine the best use of the unused quota (e.g., reassign the quota to another department as appropriate).

c. Employees shall use NAVPERSCOM 12410/1 Management and Leadership Development Program Application to apply for the program. The form consists of an abbreviated resume', responses to essay questions, supervisor's recommendation and endorsement, and Assistant Commander or department director endorsement.

## 6. Selection Process

a. BUPERS, Total Force Human Resources Office (BUPER-05), shall screen applications to ensure eligibility requirements are met.

b. The COD shall review the applications and evaluate question responses, employee accomplishments, and potential for increased management and leadership responsibilities in order to select 10 participants per level.

## 7. Program Requirements

a. Each MLDP selectee shall ensure his or her individual development plan reflects the MLDP milestones and is approved by his or her supervisor and the MLDP coordinator.

b. To document progress, each participant shall submit NAVPERSCOM 12410/3 Management Leadership Development Program Quarterly Assessment each quarter to the MLDP coordinator (PERS-5C) via his or her supervisor and deputy Assistant Commander, Navy Personnel Command (ACNPC) or equivalent.

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

d. Participants will be required to perform a minimum of 20 hours job shadowing with a member of the BPM/NAVPERSCOM workforce and shall 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 mentor's career 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). An LOA is defined as a temporary break from the MLDP with a clear intent to return. The LOA shall be submitted in writing to the MLDP coordinator.

(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 is evaluated and determined on a case-by-case basis and will generally be 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, Business Operations (PERS-5B) is designated as the MLDP program manager and shall review, assess, and update the program as necessary.

b. NAVPERSCOM (PERS-5C) is designated as the MLDP coordinator and shall:

(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 plans, work in progress, and results.

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

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

(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

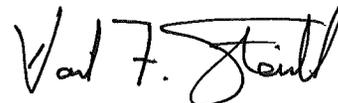
(1) Must meet with interested employees to discuss and agree to the employees' participation and associated time commitment.

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

9. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed per Secretary of the Navy Manual 5210.1 of January 2012.

10. 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

  
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Distribution:  
Electronic only, via NAVPERS Web site  
<http://www.npc.navy.mil/>

LEVEL 1 MANAGEMENT LEADERSHIP DEVELOPMENT TRAINING PLAN

AREA	CHARACTERISTICS/ACTION
Length of Program	3 Years
Rotational Assignments  (Link to Development Assignment Catalog)	Four rotations (1 week each) 1. Internal operations (financial management (FM)/information technology (IT)/human resources (HR)/command support services (CSS)) <ul style="list-style-type: none"> <li>• Develop knowledge of total business operations</li> </ul> 2. Supervisory Job Shadow (1 week) <ul style="list-style-type: none"> <li>• Obtain close supervisory exposure</li> </ul>
Specific Development Project	Support a continuous process improvement (CPI) project or a business case analysis project that is approved by the MLDP coordinator.
Personal Assessment	Take the Navy Computer Adaptive Personality Scales (NCAPS). Results will provide insight on behavioral style and how to maximize potential.
Education and Training  (Link to training matrix)	Augmented Management and Program Analyst Certificate curriculum <ul style="list-style-type: none"> <li>• Leadership Module</li> <li>• Supervisor Module</li> <li>• Analytical Module</li> <li>• Communications Module</li> <li>• Mentor/Protégé course</li> <li>• CPI Training: Minimum requirement is Yellow Belt course (online)</li> </ul>
Corporate Perspective	<ul style="list-style-type: none"> <li>• Interview four division/branch heads on roles &amp; responsibilities (R&amp;R)</li> <li>• Attend a Focus Area 3 update at a Council of Deputies (COD) meeting; a departmental plan of action (DPOA) update; and a virtual town hall preparatory meeting</li> <li>• Prepare and deliver a brief to a COD panel (minimum of two COD members)</li> </ul>
Mentoring	<ul style="list-style-type: none"> <li>• Be mentored by a senior leader</li> </ul>

**LEVEL 2 MANAGEMENT LEADERSHIP DEVELOPMENT TRAINING PLAN**

AREA	CHARACTERISTICS/ACTION
Length of Program	3 Years
Rotational Assignments  (Link to Development Assignment Catalog)	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 department of choosing. 2. Supervisory Shadowing of mission/function outside current supervisory position (1 week).
Specific Development Project	Support a continuous process improvement (CPI) project or a business case analysis project that is approved by the MLDP coordinator.  Prepare and deliver a brief to the COD on final outcome of project.
Personal Assessment	Take the Navy Computer Adaptive Personality Scales (NCAPS). Results will also provide insight on developmental needs and provide focus areas for developmental activities.
Education and Training  (Link to training matrix)	Augmented Management and Program Analyst Certificate curriculum <ul style="list-style-type: none"> <li>• Leadership Module</li> <li>• Supervisor Module</li> <li>• Analytical Module</li> <li>• Communications Module</li> <li>• Mentor Certification</li> <li>• CPI Training: LSS Champion course</li> </ul>
Corporate Perspective	<ul style="list-style-type: none"> <li>• Interview three ACNPCs/department heads on mission roles and responsibilities (R&amp;R)</li> <li>• Attend a Focus Area 3 update at a Council of Deputies (COD) meeting; a departmental plan of action (DPOA) update; and a functional requirements review board</li> <li>• Prepare and deliver a brief to ACNPC panel members (minimum of two ACNPC members)</li> </ul>
Mentoring	<ul style="list-style-type: none"> <li>• Mentor a junior member of the civilian workforce</li> <li>• Be mentored by a senior leader</li> </ul>