COMNAVRESFOR INSTRUCTION 12410.4B

From: Commander, Navy Reserve Force

Subj: COMMANDER, NAVY RESERVE FORCE CIVILIAN PROFESSIONAL DEVELOPMENT PROGRAM

Ref: (a) 5 U.S.C. §4103
(b) 5 C.F.R. §410
(c) 5 C.F.R. §412
(e) SECNAVINST 12410.25

Encl: (1) Commander, Navy Reserve Force Civilian Professional Development Program Guide

1. Purpose. The Commander, Navy Reserve Force (COMNAVRESFOR) Civilian Professional Development Program (CPDP) to ensure that leadership development opportunities are available for COMNAVRESFOR Federal civilian employees who demonstrate leadership potential. The program is designed to broaden participants' knowledge and understanding, and prepare employees for potential placement in key leadership positions within the Force.

2. Cancellation. COMNAVRESFORINST 12410.4A.

3. Background. References (a) through (e) establish program requirements for the CPDP. The program assists applicants towards participation on available Leadership Development Programs. Enclosure (1) provides guidance for implementing the program.

4. Collective Bargaining Agreements (CBA). Provisions of an existing CBA, memorandum of understanding (MOU), and/or memorandum of agreement (MOA) applicable to bargaining unit employees supersede the policies and procedures outlined herein unless to do so would violate any applicable government-wide law, rule, or regulation.

5. Scope. The CPDP encompasses leadership development programs available from a wide variety of sources. While programs from private and public sources will be considered for eligible employees, leadership development programs sponsored or coordinated by the Department of Navy (DON) office of civilian human resources is a primary source. The CPDP is open to all COMNAVRESFOR civilian employees who demonstrate leadership potential; employees who wish to participate must qualify, apply for, and be selected for the specific programs for which they desire participation. Selection for programs will be based on merit, without regard to political, religious, labor organization affiliation or non-affiliation, marital status, race, color, sex, national origin, disability, sexual orientation, or age.
6. Responsibilities

a. COMNAVRESFOR (N00ED) executive director (ED) shall:

   (1) Champion the availability and use of leadership development opportunities for COMNAVRESFOR civilian employees.

   (2) Approve CPDP training budget and schedule.

   (3) Approve request(s) to participate in leadership developmental program.

b. COMNAVRESFOR (N00CP) director, civilian human resources (DCHR) shall:

   (1) Provide advice to COMNAVRESFOR senior leadership regarding identification and availability of leadership development programs for civilian employees, and selection of employees for such programs.

   (2) Evaluate implementation and execution of the leadership development program application and selection process to ensure effectiveness and compliance with merit principles.

   (3) Designate a CPDP program coordinator.

c. CPDP program coordinator shall:

   (1) Market availability of leadership programs for COMNAVRESFOR civilian employees to managers, supervisors, and employees.

   (2) Ensure available programs are advertised to all COMNAVRESFOR civilian employees.

   (3) Provide advice and assistance regarding the CPDP to COMNAVRESFOR managers and supervisors, and provide CPDP program information to COMNAVRESFOR civilian employees.

   (4) Conduct preliminary review of application received for completeness.

   (5) Forward employees’ applications for COMNAVRESFOR (N00ED) approval.

   (6) Forward completed nomination packages to the center of leadership and management or other applicable program coordinators for consideration.
(7) Coordinate funding approval/payment of tuition and other expenses for applicable leadership development programs with the COMNAVRESFOR deputy chief of staff (DCOS) for training, COMNAVRESFORCOM (N7) and the DCOS for logistics, COMNAVRESFORCOM (N4) as required to ensure funding availability and payment for the program.

(8) Provide assistance in arranging the required in-house shadowing assignments (30-60 days).

(9) Update training completions in CPDP system and provide reports as needed.

(10) Track participants' progress in the program.

(11) Work closely with participant(s) and mentor(s) in the development and achievement of CPDP goals.

(12) Monitor program application and selection procedures to ensure consistency and adherence to merit principles.

(13) Periodically brief COMNAVRESFOR DCHR, (N00CP), and (N00ED) on program status.

d. COMNAVRESFOR (N7) DCOS shall:

(1) Establish program budget and manage execution of funding for CPDP training.

(2) Coordinate payment of tuition/other expenses for the applicable leadership development programs with the COMNAVRESFOR (N4) DCOS as required.

e. COMNAVRESFOR (N4) DCOS shall:

(1) Ensure payment of tuition/other expenses for applicable leadership development programs as required.

f. COMNAVRESFOR DCOS and special assistants shall:

(1) Monitor civilian employees for leadership potential and developmental needs.

(2) Ensure a variety of formal and informal leadership developmental opportunities are available for civilian employees, including but not limited to on the job training, mentorships, rotational assignments, and formal leadership development programs.

(3) Support employee participation in leadership programs through the application process and the duration of the program.
(4) Support flexible work schedules, work assignments and other flexibilities, consistent with mission requirements, and encourage employee participation in leadership development programs.

(5) Assist the program coordinator in providing mentors and shadowing assignments.

(6) Incorporate travel expenses of selected participants to the command travel tracker for chief of staff (COS) approval.

g. Mentors shall:

(1) Provide advice and guidance to CPDP participants.

(2) Work with the mentee in developing a plan of action and milestone (POA&M) that leads to the attainment of specific leadership competencies.

h. Employees:

(1) Complete the program application.

(2) Provide a written statement indicating the purpose of applying and how participation in the leadership program requested will support career goals.

(3) Submit program application and other program requirements, not limited to written statement, supervisor endorsement letter, current resume, and latest performance appraisal as required to the program coordinator for review and screening prior to the deadline established for the applicable leadership development program.

(4) Once selected, responsible for scheduling and completing all CPDP training requirements and leadership development activities in consultation with the mentor, supervisor, program instructors, and program coordinator.

(5) Participate and complete all requirements of the leadership development program.

7. **Action.** Provisions and policies of this instruction and enclosure (1) is effective upon the date of issuance.

8. **Records Management.** Records created as a result of this instruction, regardless of media and format, will follow guidance outlined in reference (e).

9. **Review and Effective Date.** Per OPNAVINST 5215.17A, Commander, Navy Reserve Force will review this instruction annually on the anniversary of its effective date to ensure applicability, currency, and consistency with Federal, DoD, SECNAV, Navy policy and statutory
authority using OPNAV 5215/40 Review of Instruction. This instruction will automatically expire five years after the effective date unless reissued or canceled prior to the 5-year anniversary date or an extension has been granted.

R. B. JOHNSON
By direction

Releasability and distribution:
This instruction is cleared for public release and is available electronically only via COMNAVRESFOR Web site, http://www.public.navy.mil/nrh/Pages/instructions.aspx
1. **Purpose.** The COMNAVRESFOR CPDP demonstrates commitment to developing employees with leadership potential. The program is designed to broaden the knowledge and understanding of Reserve operations and to prepare employees for potential placement in key leadership positions. The program combines a variety of professional developmental and learning opportunities that include leadership workshops, briefings, and seminars tailored to meet organizational and participant needs. This program targets individuals who generally exceed their current position objectives and demonstrate the potential to be successful in a program of this magnitude. The program requires a considerable time investment by the participant and supervisor/command endorsements.

2. **Program Duration.** Although program duration will vary depending on individual program assignment, the average length is expected to be 2 to 24 months.

3. **Application Process.** The CPDP application will be available on the office of civilian human resources (OCHR) web-site. Program application and other program requirements must be submitted to the program coordinator for review no later than three weeks prior to the leadership program submission application/nomination deadline. Once endorsed by the command, applications with all endorsements will be forwarded to the center for leadership and management or the assigned leadership program authority on/or before the posted due dates.

   a. The CPDP is opened to full-time permanent COMNAVRESFOR employees who meet the following criteria:

      (1) Generally exceed position requirements.

      (2) Minimum of two years of Federal employment.

      (3) Committed to furthering professional development.

      (4) Willing to invest the time and energy needed for professional and personal growth and development.

      (5) Supported by their supervisors and commands as evidenced by supervisory and command endorsements.

   b. Application packages will include:

      (1) Completed Leadership Development Program application.

      (2) Supervisor and command endorsements.
(3) Copy of most recent annual performance appraisal.

(4) A written statement indicating the purpose of applying and how participation in the leadership program requested will support career goals.

4. Mentorship. All CPDP participants must choose and work with his/her mentor during program participation. The mentor's purpose is to assist the participant in creating a POA&M, and encourage and assist the participant in achieving identified goals, charting a course for improvement, and completing the leadership training course assignments.

5. Funding. Leadership program fees may be funded by the Department of Defense or another funding authority. However, if the command is required to provide payment of program fees, once approved for the program, the command will allocate funds to pay for participant’s program fees, travel and per diem. Reimbursement of expenses for participant withdrawal from the program will be reviewed on a case-by-case basis.

6. OCHR Leadership Development Programs Link:

APPENDIX A

LEADERSHIP PROGRAMS

1. Participants will select from a variety of leadership training programs to fulfill their formal training requirement during participation in the CPDP. This list is not all-inclusive as current leadership program(s) may be cancelled and/or new leadership program(s) added. It is the CPDP participant's responsibility to identify and register for a leadership training opportunity. Other training opportunities not listed, but identified by participants for attendance must be evaluated and approved for program inclusion by the CPDP coordinator.

   a. **The Aspiring Leader Program (ALP):** GS-4 through GS-6 and equivalent. Designed to challenge participants to increase the capacity of their current skills and abilities. Participants will engage in a variety of learning activities and planning efforts, which will result in key learning and practical applications. These learning activities prepare participants to continue to add value to their organizations and contribute to the success of the Federal workforce. Length: two weeks (one week a month for two months). Location: Most offering are held in Washington, DC. Program fees, travel and per diem funded by the command.

   b. **Defense Civilian Emerging Leader Program (DCELP):** GS-7 - GS-11 and equivalent. The Defense Civilian Emerging Leader Program: Recruits and develops the next generation of innovative leaders with the technical competence to meet the future needs of the department. Length: Approximately 21 days in resident courses over a 6-month period and each course of instruction will last 3.5 – 4 days. Location: various, orientation normally held in Southbridge Conference Center, Southbridge, MA. The course itself is centrally funded through DoD however travel and per diem is paid by the command.

   c. **New Leader Program (NLP):** GS-7 through GS-11 and equivalent. Provides practice in the team skills that are central to modern management. This program covers basic leadership and Executive Core Qualifications (ECQ), and includes several residential sessions and preparation of a personal leadership action plan. Length: Three weeks for the course and an additional 30 days for a developmental assignment. Location: various. Program fees, travel and per diem funded by the command.

   d. **Emerging HR Leaders Forum:** GS-9 through GS-13. Participants learn to apply their human resources knowledge broadly through educational sessions featuring group discussions on timely topics, real-life work experiences and HR best practices. Length: During the program, participants remain in their full-time jobs, meet once per month (twice per month for the virtual program) and spend a total of 33 hours in session. Participants can also expect to spend an average of one hour per week on capstone project activities. Location: all in-person session will take pace in Washington, DC except the virtual session. No tuition for this program however travel and per diem is paid by the command for in-person session.
e. **Executive Leadership Program (ELP):** GS-11 through GS-13 and equivalent. The Executive Leadership Program provides residential training, developmental work opportunities, needs assessment and career planning tailored to the Federal environment and providing skills, experience, and exposure. The program is designed to enhance the competencies you need to become a successful government leader and manager. Length: Four weeks for training and an additional 60 days for a developmental assignment. Location: various. Program fees, travel, and per diem funded by the command.

f. **Navy Capitol Hill Workshop (NCHW):** GS-11 through GS-15 and equivalent. The Government Affairs Institute, Georgetown University, provides opportunities for Department of the Navy (DON) employees to receive a first-hand understanding not only of congressional process and procedure, but also the unique culture surrounding the United States Congress. Over the four days, participants will hear from, and be afforded the opportunity to ask questions to members of Congress, Congressional staff, academic observers, interest group representatives, news media representatives and DON Legislative Liaison staff. Length: Four weeks prior to each session to Government Affairs Institute (GAI). Location: Washington DC and Georgetown University. Program fees, travel and per diem funded by the command.

g. **Executive Leadership Development Program (ELDP):** GS-12 through GS-14 and equivalent. The Executive Leadership Development Program offers participants with extensive exposure to the roles and missions of the DoD. In addition, the program helps participants develop a greater understanding and appreciation of what war fighters refer to as being "at the tip of the spear.” Length: 77 training days over the length of the program; returning to home stations in between field deployments. Location: various. Program fees, travel, and per diem funded by the command.

h. **Executive Potential Program (EPP):** GS-13 through GS-15 and equivalent. The Executive Potential Program provides the training and developmental experiences high-potential employees need for moving into executive leadership positions. Length: Four weeks for training and an additional 120 days for deployment assignments (two 60 day) Location: various. Program fees, travel, and per diem funded by the command.

i. **Capitol Hill Fellowship Program (CHFP):** GS-13 through GS-15 and equivalent. The Capitol Hill Fellowship Program is designed for executives and managers who require a high-level working knowledge of Congress. It may be used to fulfill requirements in certain management or executive development programs. Length: 12 months. Location: various. Program fees, travel, and per diem funded by the command.

j. **Dwight D. Eisenhower School (ES):** GS-14 through GS-15 and equivalent. The Industrial College of the Armed Forces is a U.S. military educational institution that prepares military officers and civilian government officials for leadership and executive positions in the national security field. Length: 10 months. Location: various. The course itself is funded through DoD however travel and per diem funded by the command.
k. **Excellence in Government Fellows Program (EGFP):** GS-14 through GS-15 and equivalent. Preparing Federal leaders to drive innovation, inspire employees and deliver results. The Excellence in Government Fellows program strengthens the leadership skills of GS-14 and GS-15 federal employees through a proven combination of innovative coursework, best practices benchmarking, challenging action-learning projects, executive coaching, and government-wide networking. Our program meets the interagency training requirements for office of personnel management-approved candidate development programs. Length: During the year-long program, fellows remain in their full-time jobs, meet every six weeks and spend a total of approximately 20 days in session. Fellows also devote up to five hours per week to their projects. Location: various. Program fees, travel, and per diem funded by the command.

l. **Bridging the Gap Leadership Development Program (BTG):** GS-14 through GS-15. The Bridging the Gap Leadership Development Program is a rigorous one-year program centered on the office of personnel management ECQs. This program is designed to assess participant leadership/management competencies through gap analysis, equip them with leadership development skills, and to prepare participants for future senior leadership opportunities. Location: Washington DC. Program fees, travel, and per diem funded by the command.

m. **Defense Senior Leader Development Program (DSLDP):** GS-15 (and GS-14/k civilians with tremendous advancement potential) with at least one year of recent supervisory experience are eligible to apply. The DSLDP is the premier civilian leader development program for the DoD. DSLDP institutes a competency-based approach to the deliberate development of senior civilian leaders with the enterprise-wide perspective needed to lead organizations and programs, and achieve results in the joint, interagency, and multi-national environments. Length: 10 months for training you’re your individual development. Location: various. Program fees, travel, and per diem funded by the command.

n. **Federal Executive Institute (FEI):** GS-15 and equivalent. At the Federal executive institute, you will build your knowledge and skills in personal leadership, transforming public organizations, the policy framework in which government leadership occurs, the broad global context of international trends, and events that shape government agendas. Length: Four weeks. Location: various. Program fees, travel, and per diem funded by the command.

o. **White House Leadership Development Program (WHLD):** GS-15. White House Leadership Development Program provides participants a broad Federal perspective on high-priority challenges and access to senior decision-makers, and exposure to a wide cross-section of government. The program develops a cadre of leader with the skill sets and networks to address challenges through a cross-agency lens and implement solutions across organizational boundaries. Participants will contribute to the strengthening of on-going efforts on specific cross-agency initiatives that require broad coordination and long-term strategic planning to ensure delivery of tangible results. Length: One year full-time. Location: Washington, DC. There is no program fees however travel and per diem funded by the command.