

NAWCWDINST 12411.1
734000D
3 Jan 2002

NAWCWD INSTRUCTION 12411.1

From: Commander, Naval Air Warfare Center Weapons Division

Subj: SUPERVISORY DEVELOPMENT

Ref: (a) OCPMINST 12412.1
(b) SECNAVINST 12410.24
(c) NAWCWPNSINST 12335.1
(d) NAWCWPNS Administrative Publication 017, Rev. 1

Encl: (1) NAWCWD Form 12411/1, Probationary Supervisor Individual Development Plan
(2) NAWCWD Form 12411/2, Probationary Supervisor Certification
(3) NAWCWD Supervisory Development Curriculum

1. Purpose. To provide policy and assign responsibility consistent with references (a) through (d) for the training and development of all supervisors of civilian employees at the Naval Air Warfare Center Weapons Division (NAWCWD). This is a complete revision; therefore, margin symbols have been omitted.
2. Cancellation. NAWCWPNSINST 12411.1.
3. Scope. This instruction applies to all supervisors, both civilian and military, of employees at NAWCWD. Military supervisors are exempt from the specific requirement to develop an Individual Development Plan (IDP).
4. Policy
 - a. The NAWCWD policy is to achieve quality in supervision by establishing and defining the elements of good supervision, ensuring that the supervisor has a thorough understanding of the elements, and providing training opportunities for new and established supervisors. This policy is derived from a recognition that the role of the supervisor is key to the successful accomplishment of organizational objectives. The developmental program and procedures described here will meet the intent of all applicable regulations and will enable new supervisors to apply effective leadership styles or philosophies within their scope of responsibility. The responsibility to implement this policy is vested in management. All supervisory positions are filled using the procedures detailed in references (c) and (d).
 - b. The Office of Personnel Management (OPM) and Department of Navy (DON) policy regarding supervisory development emphasize the importance for new supervisors to develop appropriate knowledge, skills, and abilities (KSA). Reference (a) recognizes that the

competencies of supervisors, managers, and executives are critical to the efficient and effective operations of each agency. In keeping with OPM and DON policy, NAWCWD is emphasizing supervisory development based on job requirements and individual competencies. Reference (b) requires each new supervisor, in conjunction with his or her supervisor, to identify and document developmental needs of the newly selected supervisor within 45 calendar days following assignment to the supervisory position. Reference (b) further requires that core competencies be incorporated into the new supervisor's IDP (see enclosure (1)). These core competencies reflect key supervisory tasks performed by all supervisors, regardless of their organizational location. Reference (d) lists standards to be considered for all supervisors who are in the Demonstration Project personnel system.

c. Reference (b) prescribes that a person selected into a supervisory position for the first time must successfully serve a one year probationary period before the initial selection is made final. Employees who have already completed a supervisory probationary period can be selected permanently without completing another probationary period. The purpose of the probationary period is to give new supervisors a chance to develop the unique skills and abilities that cannot readily be taught or developed in other kinds of positions.

d. During their probationary year, all new supervisors are required to complete the following OPM mandated courses:

(1) Human Resources Management. Completion of this course satisfies the first year training requirement for personnel management. Topics addressed: senior leadership, human resources organization, employment (includes position classification, internal and external recruiting, RIF, Priority Placement Program), civilian employee assistance program, Workers' Compensation, safety, ethics, security, labor/employee relations, employee development, and equal employment opportunity. Course length: 32 hours.

(2) Basic Supervision. Completion of this course satisfies the first year training requirement for basic supervision. Topics addressed: management styles, principles of leadership, communication, problem solving, conflict management, interpersonal skills, planning, organizing, counseling, coaching, influencing, managing a diverse work force, team building, and customer service. Course length: 40 hours.

(3) Equal Employment Opportunity (EEO) for Managers and Supervisors. Completion of this course satisfies the first year training requirement for EEO for managers and supervisors. It is strongly recommended that new supervisors complete this course (or an equivalent one) to enhance their leadership skills. The EEO Division staff, Code 734000D/E, is available to provide guidance on this matter. Course length: 4-8 hours.

e. Established supervisors who are new to NAWCWD should receive training regarding DON, in addition to the local human resources management and equal employment opportunity policies and practices training under which they will function. They should take this training within the first 6 months of their employment at NAWCWD.

f. Continuous development for established supervisors is important. Due to their dynamic work environment, supervisors are encouraged to pursue continuous learning opportunities throughout their careers. Training is not a one-time event, but an on-going process throughout their careers. Established supervisors are encouraged to continue their supervisory development to enhance the necessary knowledge and skills required in the workplace. Their IDPs should be updated annually.

g. In addition to the OPM mandatory training addressed in paragraph 4d, NAWCWD has established a supervisory development curriculum (approved by the Division Resources Management Board, May 1998) which outlines additional developmental courses that supervisors must complete within three years of their supervisory appointment. These courses focus on managing people, leadership, business acumen, and marketing. Enclosure (3) contains the NAWCWD supervisory development curriculum. New supervisors should meet with their supervisors to determine courses that will meet their developmental needs and provide a continuum in expanding their supervisory, management, and executive knowledge as they progress in their careers. These courses are considered core courses for new NAWCWD supervisors; additional developmental areas for supervisors, managers, and executives may be accessed by going to the Training Website at <http://pmtrain.mugu.navy.mil/classes/> and linking to the Supervisory Program.

5. Procedures

a. The probationary period of the new supervisor (probationer) begins on the effective date of the appointment. The following briefly outlines the developmental planning process that will be followed during the probationary period:

(1) The Human Resources Service Center (HRSC), Southwest (SW) (Code 31) will send the supervisor of the probationer an informational package that outlines the requirements and guidelines of the Probationary Supervisory Program. An Employee Development Specialist (EDS) from HRSC, SW (Code 31) will contact the supervisor verbally to ensure receipt of the informational package and provide advice and assistance as needed.

(2) The supervisor will schedule a meeting with the probationer to discuss the performance plan, the required training schedule, the IDP, and other expectations associated with the probationary period. The supervisor also will schedule two additional follow-up meetings with the probationer. The Employee Development Specialists from HRSC, SW Development and Operations Division (Code 31) are available to provide advice and assistance as requested.

(3) The supervisor will ensure that an IDP and performance plan are prepared for the probationer within the first 45 days of his or her initial appointment. The performance plan must include requirements regarding completion of the required training and approximate dates training will be received. The Employee Development Specialists from the HRSC, SW (Code 31) are available to provide advice and assistance as necessary. A completed and signed copy of the NAWCWD Form 12411/1, Probationary Supervisory Individual Development Plan will be forwarded to:

NAWCWDINST 12411.1
3 Jan 2002

Human Resources Service Center, Southwest
Attention: Code 31
525 "B" Street, Suite 600
San Diego, CA 92101-4418

FAX: (619) 615-5566/67 DSN 245

(4) The HRSC, SW (Code 31), will establish and maintain IDP files on probationers.

(5) The HRSC, SW (Code 31), Employee Development Specialists will provide the probationer, his or her supervisor, manager, and department head with a list of completed training, as requested.

(6) The cognizant NAWCWD Employee Development Specialist will provide advice and assistance regarding completion of the local NAWCWD supervisory development curriculum outlined in enclosure (3).

b. Successful completion of the probationary period is dependent on a satisfactory evaluation of the probationer's performance during the probationary period and certification that the probationer has successfully completed developmental training.

c. The supervisor of the probationer will sign the Probationary Supervisor Certificate Form (see enclosure (2)) verifying that the probationer's performance during the probationary period was satisfactory and that all OPM mandated training was completed. It is the responsibility of the supervisor of the probationer to ensure that the completed NAWCWD 12411/2, Probationary Supervisor Certification Form is returned to the HRSC, SW (Code 31). This completed form certifies completion of the probationary supervisory period.

6. Responsibilities. The development of supervisors at NAWCWD is the responsibility of management. The Human Resources Service Center, SW (Code 31) will assist management in carrying out this inherent responsibility. Other responsibilities include:

a. The NAWCWD Executive Director and Commander will recommend policy and provide guidance and direction on supervisory development and will ensure sufficient allocation of resources for implementation of a quality program.

b. The NAWCWD Competency Leaders (Levels 1 and 2) will ensure the policy outlined in this instruction is implemented. At the end of the probationary year, they will assist in determining whether the probationary period was satisfactorily completed.

c. Supervisors of probationers will ensure that the policy outlined in this instruction is followed and that the necessary training is acquired in a timely manner.

d. The Human Resources Service Center, SW (Code 31), Employee Development Specialists will provide managers with probationary informational packages, provide assistance and guidance in meeting probationary requirements, and maintain completed copies of the IDP and Certification Forms.

7. Forms. NAWCWD 12411/1, Probationary Supervisor IDP Form and NAWCWD 12411/2, Probationary Supervisor Certification Form can be accessed by going to the NAWCWD Web Page: <http://mailfilerecords.nawcwd.navy.mil>.

8. Directive Responsibility. The Head, Human Resources Department, Code 730000D, is responsible for keeping this instruction current.

/s/
M. J. SWANEY

Supervisory Development Curriculum
(course hours listed are approximate)

1. First Year Course Requirements:
 - a. Basic Supervision (40 hours)
 - b. Human Resources Management (32 hours)
 - c. EEO for Supervisors (4-8 hours)
2. The remaining courses are to be taken during the next two years. Unless stated as optional, all courses are required training.
3. Managing People courses:
 - a. Risk Communication (8-10 hours)
 - b. Change Management (8 hours)
 - c. Teamwork & Networking (8-16 hours)
4. Business Acumen courses:
 - a. NAVAIR/NAWCWD Procurement Process (8 hours)
 - b. NAVAIR/NAWCWD Financial Process (8 hours)
 - c. Project Management (16-24 hours) (optional)
5. Business/Marketing:
 - a. NAWCWD Internal Marketing (4-8 hours) (optional)
 - b. External Business/Marketing (12-16 hours) (optional)
6. Leadership: Leadership Potential (40 hours; offered once every two years) (optional)

PROBATIONARY SUPERVISOR INDIVIDUAL DEVELOPMENT PLAN

NAME	TITLE/SERIES/GRADE	TELEPHONE NUMBER ()	UIC
ACTIVITY/CODE	PROBATION BEGINS	PROBATION ENDS	
MANAGER'S NAME		MANAGER'S TELEPHONE NUMBER ()	
C. Basic Management Skills (To be completed within 15 months of assuming supervisory duties.)	Method of Accomplishment (e.g. mentoring with experienced managers, developmental assignment, coaching, correspondence course, OJT, formal training, previous experience or training, etc.)	Completion Date	
1. Plan and organize work.			
2. Solve problems and make timely decisions.			
3. Acquire and administer material and financial resources.			
4. Monitor and evaluate programs and results.			
D. Activity Specific Skills.	Method of Accomplishment (e.g. mentoring with experienced managers, developmental assignment, coaching, correspondence course, OJT, formal training, previous experience or training, etc.)	Completion Date	
1.			
2.			
3.			
4.			
5.			
6.			
EMPLOYEE'S SIGNATURE & DATE			
MANAGER'S SIGNATURE & DATE			
TRAINING SPECIALIST'S SIGNATURE & DATE			

