

MCO 12410.24
26 Jun 97

Category: SSIC 12000 Civilian Personnel
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Subj: CIVILIAN LEADERSHIP DEVELOPMENT

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From: Commandant of the Marine Corps
To: Distribution List

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Ref: (a) SECNAVINST 12410.24

Reports Required: I. CLD Activity Report, par. 5b, Report
Control Symbol MC-12410-01

1. Purpose. To establish the framework for CLD for the U.S. Marine Corps.
2. Background. The reference sets forth the CLD framework for the Department of the Navy. The purpose of this Order is to formally implement CLD in the Marine Corps and ensure it is given wide support at all Marine Corps commands employing civilians. CLD allows for commanders to move employees along through an organized system of skill competencies. Much like the planned progression of military personnel, CLD provides for leadership skills for employees based on the individual efforts of those employees to acquire those leadership skills, all to the benefit of the Marine Corps.
3. Policy. Our goal in implementing CLD is to enhance the leadership skills and competencies of all civilian supervisors and managers. Although the reference extends CLD to GS-9 through GS-15 and equivalent levels, we will make CLD available to GS-7 through GS-15 and equivalent levels. This includes Nonappropriated Fund Instrumentality employees at equivalent levels. The decision to broaden the program to include GS-7 level civilians recognizes the fact that in the Marine Corps, many civilian supervisory positions exist at the GS-7 level. The following policies apply:
 - a. The cornerstone for CLD is mentoring, training, and developmental assignments. Each CLD participant is required to have a mentor and an Individual Leadership Development Plan (ILDP).
 - b. Our leadership diversity will reflect our work force diversity. Equal opportunities for leadership training and development shall be extended to all employees, without regard to race, color, sex, religion, national origin, age, mental or physical disabilities.

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c. Because CLD is an important priority in the Department of the Navy and in the Marine Corps, it must be supported with sufficient resources to allow interested and eligible employees to participate. This may mean reallocation of resources. Government funded formal training, however, is not the only means by which leadership competencies may be attained. Rotational assignments, in-house training, and off-duty personal development activities may also be used.

d. Possession of leadership competencies must be a consideration in the selection process for supervisory and managerial positions. These competencies will be included among the knowledge, skills, and abilities listed in each vacancy announcement for civilian supervisors and managers.

4. Responsibilities

a. The CMC (MPO-30) will exercise Marine Corps-wide oversight for the CLD and perform the following:

(1) Provide CLD Handbook and Mentoring Handbook.

(2) Provide central funding for selected leadership development opportunities.

(3) Assist commands in developing mentoring programs.

(4) Facilitate administration of the "360 degree skills assessment" tool as provided in the reference.

(5) Maintain a clearing house for developmental assignments.

b. Base commanders will institute CLD programs, appoint a CLD Administrator, furnish program resources, issue appropriate guidelines, and disseminate information to the entire civilian work force. Base commanders may enter into partnerships with other activities or commands to share resources and maximize the leadership development opportunities for their employees.

c. Senior military and civilian leaders shall promote leadership development, guide the development of employees seeking senior positions, and serve as effective role models.

d. Supervisors shall provide guidance to employees as well as assist in the development of the ILDP

e. Employees are personally responsible for planning their development in consultation with supervisors and mentors and are responsible for taking the developmental actions needed to attain the leadership competencies.

f. Mentors give advice and guidance, assist with networking, and participate in the development of the employee's ILDP.

g. The CLD Administrator at the activity level is a key individual in CLD implementation, although this is not seen as a full time position. The CLD

Administrator will:

(1) Prepare a Plan of Action and Milestones for implementation of the CLD framework at the activity level within 120 days of the date of this Order and provide a copy to CMC (MPO-36).

(2) Coordinate with the CLD Administrator at Headquarters Marine Corps (MPO-36) for an open meeting with employees to announce the CLD framework.

The activity will identify a local Senior Executive Service (SES) member or General Officer, if available, to participate in the meeting with employees. Upon request from the activity, MPO-36 will identify an SES member or General Officer to participate in the meeting with employees.

(3) Solicit activity employees to serve as mentors.

(4) Arrange for appropriate mentor training within 180 days of the date of this Order.

(5) Arrange for activity employees to take a 360 degree assessment of skills.

(6) Assist the employee in choosing a mentor and after receipt of 360 degree assessment, assist the mentor, the employee, and the employee's supervisor in developing the employee's ILDP.

5. Action

a. Base commanders will ensure that the policy and procedures outlined in this Order are implemented as soon as possible. Local Union bargaining obligations should be coordinated with CMC (MPO-37) who can be reached at DSN 223-3504.

b. As measures of effectiveness the CLD Administrator from each activity will submit a report to CMC (MPO-36) semi-annually, due by 30 April and 30 October, containing the number of CLD participants, the number of mentors, the number of CLD participants who have taken the CLD skills assessment, the number of CLD participants who have been promoted, and the number of CLD participants who have been selected for supervisory/managerial positions. Report Control Symbol MC-12410-01 has been assigned to this report. These items will also be added to the DONIG (MC) inspection checklist.

6. Reserve Applicability. This Order is not applicable to the Marine Corps Reserve.

C. A. MUTTER
Deputy Chief of Staff for
Manpower and Reserve Affairs

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