



DEPARTMENT OF DEFENSE



Defense Civilian Personnel Advisory Service

**DoD Managerial & Supervisory (M&S)
Training Program
“Dear HR Professionals: HELP!”**

Pam Boteler

**Program Manager, DoD M&S Training Program
Leadership, Learning and Development, HRSPAS, DCPAS**



Bottom Line Up Front

- The purpose of this presentation is to “inform” DoD Human Resource Professionals about the DoD Managerial & Supervisory (M&S) Training Program and “gain support” in the Department’s “Way Ahead”



Supervisors and Managers are positioned for success in leading people in an effective, consistent and fair manner and engaged in continuous learning

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Agenda

- Discussion Topics
 - Background - DoD Managerial and Supervisory (M&S) Training Program
 - DoD M&S Training Standards – Current State and Strategy to Update
 - Impact of New Beginnings requirements on DoD M&S Training
 - Way Ahead



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Background

DoD M&S Training Program

- **It's the law!**
 - Title 5, Part 412, Subpart B - All agencies must:
 - Provide for the development of individuals in supervisory, managerial, and executive positions, as well as individuals whom the agency identifies as potential candidates for those positions, based on the agencies' succession plans
 - Issue written policies to ensure they provide training within one year of an employee's initial appointment to a supervisory position and follow up periodically, but at least once every three years, by providing each supervisor and manager additional training.
 - NDA 2010, Section 1113: The Secretary shall develop a program
 - To provide training to supervisors on use of the new authorities provided in this section;
 - To provide training to supervisors on the prohibited personnel practices under section 2302, employee collective bargaining and union participation rights, and the procedures and processes used to enforce employee rights; and,
 - A program under which experienced supervisors mentor new supervisors.





Current DoD Standard for New Supervisor Training (NST)

- Impact = est. 130,000+ DoD supervisor/managers/executives (civilian and military)

- M&S Training is just a part of a long process of learning and evolving

- Human Resources Professionals – YOU – play an integral role in meeting this DoD mission imperative: helping position supervisors and managers for success in
 - Leading people in an effective, consistent and fair manner and
 - Being engaged in continuous learning



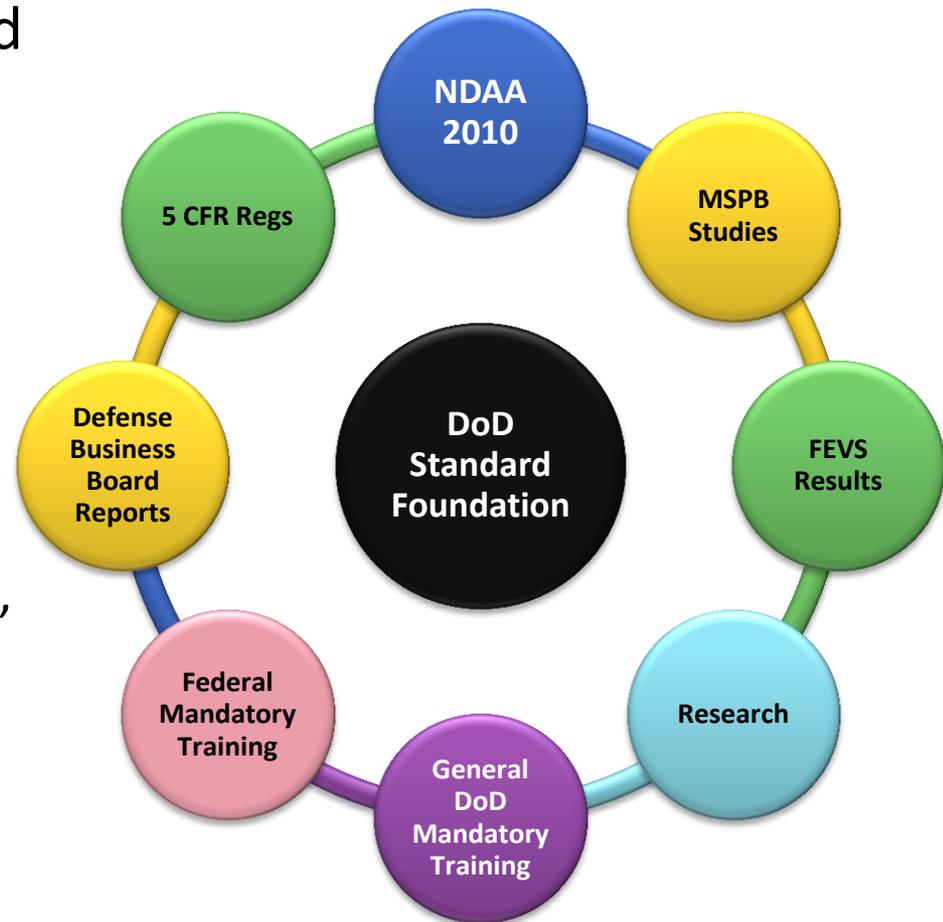
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➤ Current DoD Training Standard for New Supervisor Training (NST)

- Goes “above and beyond” law and regulation
- Includes concepts from reports of the Merit Systems Protection Board, Federal Employee Viewpoint Survey (FEVS) results, etc.
- Focused on newly appointed supervisors of Title 5 civilians





Current DoD Standard for New Supervisor Training (cont.)

- 6 Training Areas
- 47 Topics
- 233 Learning Objectives



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Current Status DoD NST Standard

- We need to update the NST Standard. WHY?
 - It's time
 - New Beginnings (NB) requirements
 - Policy updates and external reports/surveys
 - Re-evaluate alignment with DoD leader competency model
 - Re-evaluate minimum requirements
 - Lessons learned from Components

- We need to finish what we started
 - DoD must develop learning standards for all levels of supervision and management – new/experienced supervisors, new/experienced managers, Executives/General Officers – to meet full extent of the law
 - DoD must ensure that core training requirements are met, systematically, across the Department





New Beginnings Impact DoD M&S Training Program

- New Beginnings incorporates the Department's new performance management system, new authorities (e.g., hiring) and recommends specific training for high-quality supervision of Title 5 civilian employees.
- Supervisors are considered a lynchpin to achieving desired outcomes from training implementation. The Labor-Management Design Team stated:
 - “...it is through the *collaborative efforts of first-level supervisors and employees where mission accomplishment happens*. The introduction of a new culture will require the development of *productive relationships*, the ability to *demonstrate new competencies*, and the need to *exhibit behaviors that are not currently displayed on a regular basis*.”
 - Examples for emphasis in training: trust point behaviors/interactions, building employee engagement, strengthening interpersonal skills, effective/continual feedback, hiring process.





DoD M&S Training Program Way Ahead

- New DoD Training standards
 - Will comply with NDAA 2010 and 5 CFR 412
 - Will align with DoD strategic initiatives:
 - New Beginnings
 - Employee Engagement
 - Talent Development
 - Will provide flexibility for Components to enhance DoD M&S training standards by creating training, education and professional development opportunities for supervisors which meet organizational-specific requirements





DoD M&S Training Program Way Ahead

- Create a “5-Tier Framework” of DoD training standards for M&S Training for civilian and military supervisors of Title 5 civilians by:
 1. Updating the current DoD Standard for New Supervisor Training
 2. Finalizing the DoD Refresher Supervisor Training Standard
 3. Creating DoD Standard for New Manager Training
 4. Creating DoD Refresher Managerial Training Standard
 5. Creating DoD M&S Training Standard for Senior Executives/General Officers

- Develop Evaluation Framework with Key Performance Indicators against which the training can be assessed

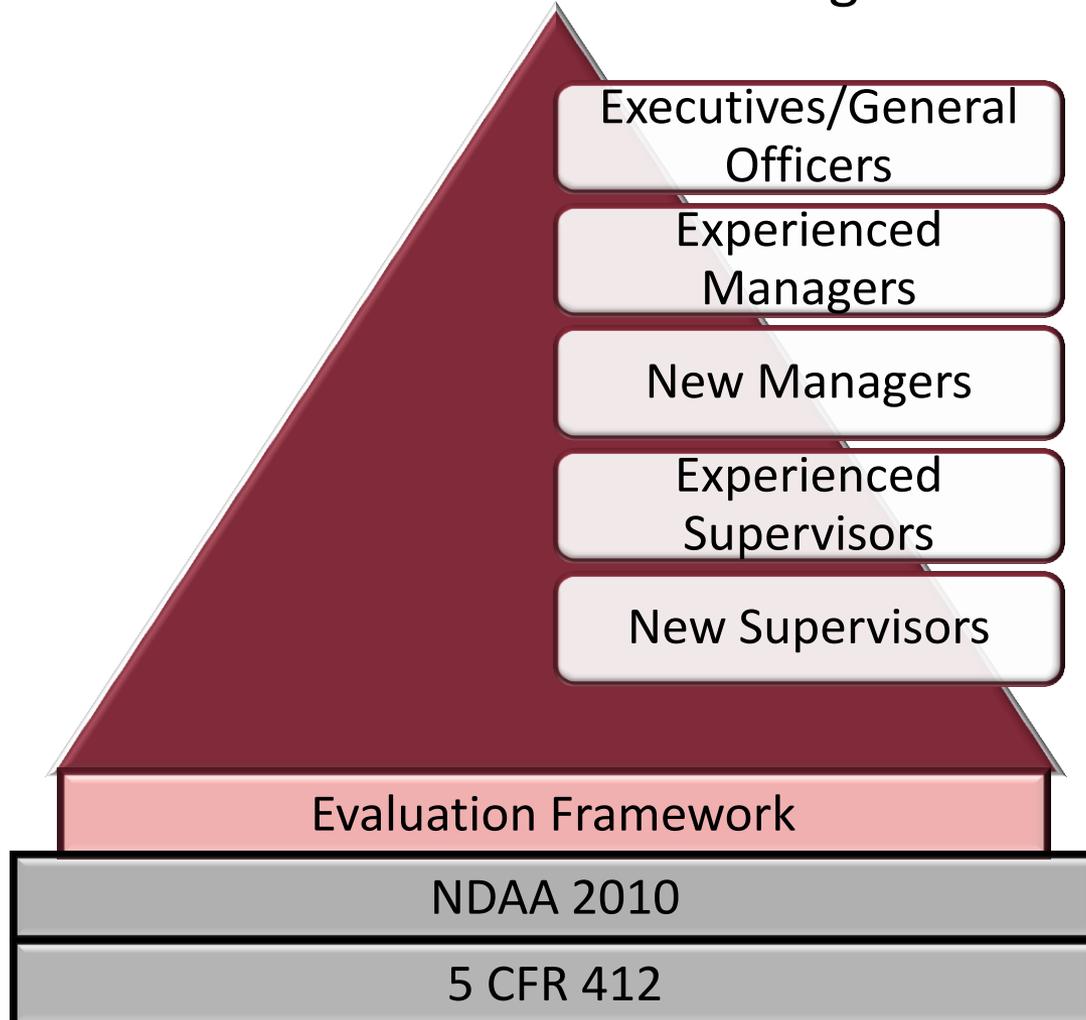
- Curriculum/delivery of training validated by Components against standards





DoD M&S Training Program Way Ahead

5-Tier Framework of DoD Training Standards



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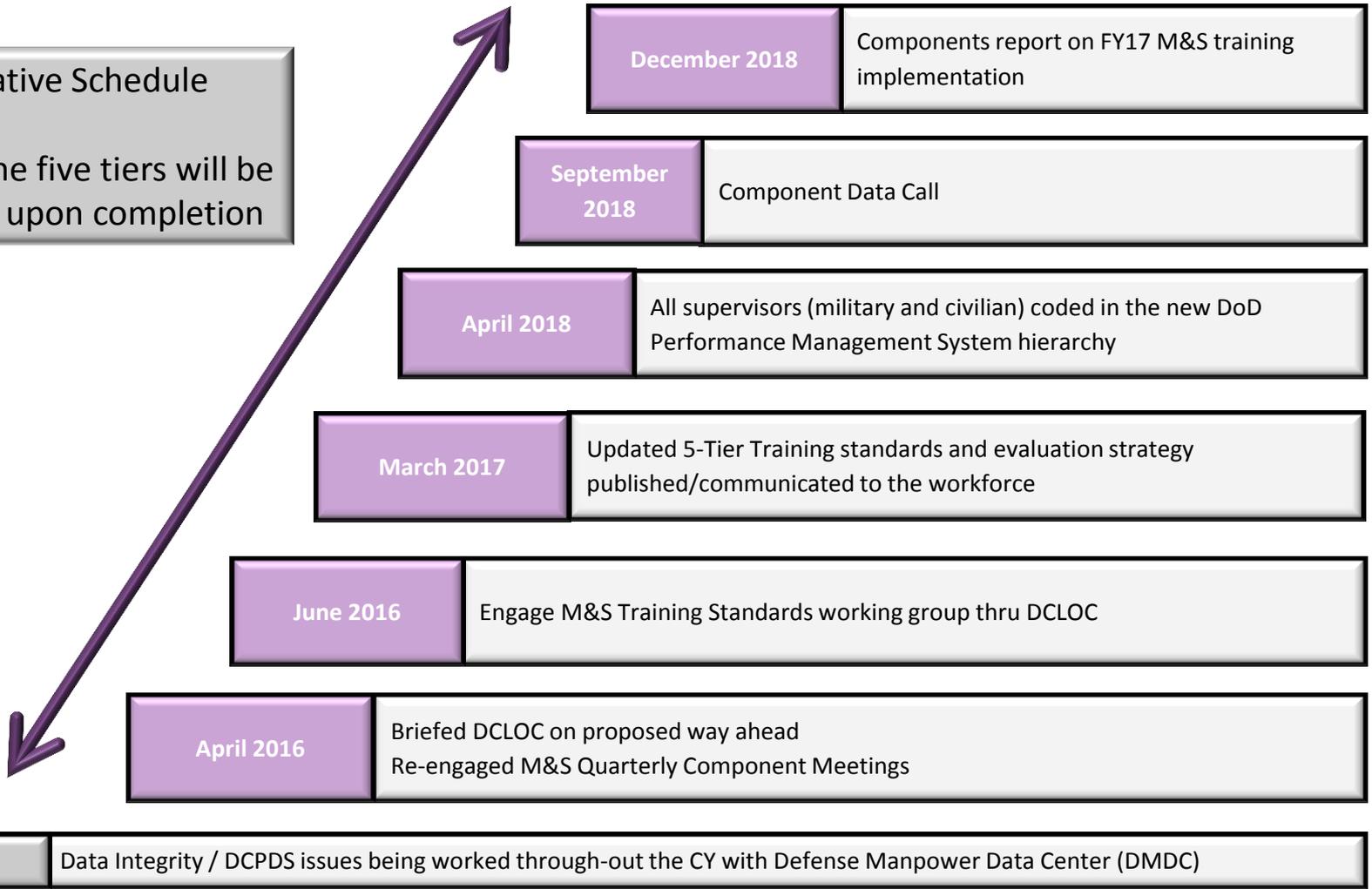
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DoD M&S Training Program Way Ahead

Tentative Schedule
Each of the five tiers will be released upon completion



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QUESTIONS



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BACKUP



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Key Drivers

Development of Current DoD Training Standard for New Supervisor Training

1967	Executive Order 11348 - Providing for the further training of Government employees
1996	5 CFR 410 - Authority: 5 U.S.C. 4103(a) and E.O. 11348. Mandates annual review of training programs
2004	Federal Workforce Flexibility Act
2009	5 CFR 412 (published 2009 (inspired by the FWFA) - Authority: 5 U.S.C. 1103 (c)(2)(C), 3396, 3397, 4101 et seq. Mandates training for supervisors and managers
2009	Federal Supervisory Training Act - (Senate Bill S. 674 - not passed not referenced like 2010 Bill)
Oct 2009	FY 2010 NDAA, Section 1113 <ul style="list-style-type: none">• Components were already pointing to 5 CFR 412 requirements (topics) at this stage• NDAA added additional required topics
Nov 2009	Executive Order 13518 – Hiring of Veterans



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Key Drivers (cont.)

Development of Current DoD Training Standard for New Supervisor Training

2010	Federal Supervisor Training Act of 2010 - (H.R. 5522 - not passed but referenced in curriculum framework)
May 2010	MSPB Report “A Call to Action”
May 2010	Defense Business Board Briefing – “Excellence in Supervision”
2010	National Council on Federal Labor-Management Relations G.E.A.R. report and the Government Performance and Results Modernization Act of 2010 (GPRMA 2010) – This provides a Federal Supervisory Training Framework. <i>[It is unclear if we align with this – not referenced in historical curriculum material]</i>
-----	Hiring Reform/Recruitment, Other DoD Policy
April 2011	USD(P&R) issued memo April 27, 2011 announcing new supervisor training and providing Components options for implementing the requirement
Nov 2011	DASD(CPP) issued memo November 7, 2011 mandating Components to self-validate curricula for alignment to DoD standard
Sep 2012	GAO Report “Federal Training Investments”, Sept 2012



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DoD M&S Training Program Way Ahead

Criterion	Information
Desired Outcomes	<ul style="list-style-type: none"> • DoD Supervisors lead people in a consistent, effective, and fair manner • Continuous learning environment (M&S Training is just the beginning) • Accurate and timely tracking & reporting using DCPDS and DoD Performance Mgmt System Hierarchy • Ongoing evaluation of training and timely updates of standards • Leverage/share existing internal DoD resources/expertise – more effective/efficient M&S business operations
Tangible Deliverables	<ul style="list-style-type: none"> • 5-Tier Core Enterprise Supervisory Training Learning Standards and policies for: new /experienced supervisors, new/experienced managers and Executives/General Officers • Evaluation framework, including performance indicators • Accurate and timely reporting and evaluations • All DoD supervisors of civilians coded in the new DoD Performance Mgmt System hierarchy
Timeframe	<ul style="list-style-type: none"> • CY 2016 – Data integrity/DCPDS issues being worked throughout CY with Defense Manpower Data Center (DMDC) • April 13, 2016 – next Component M&S POC meeting/Quarterly thereafter • June 2016 – establish DoD Learning Standards Working Group • Mar 2017 – Updated training standards and evaluation strategy published/communicated • Dec 2017 – Supervisory training implemented across the DoD aligned with DoD standards • April 1, 2018 – All DoD supervisors of civilians will be coded in the new DoD Performance Mgmt System hierarchy • Dec 2018 – Components report on FY17 M&S training implementation
Other Considerations	<ul style="list-style-type: none"> • Efficiency Opportunity – leverage existing internal DoD resources/expertise/reduce/eliminate silos • IMPACT: Est. 130,000+ civilian and military supervisors (# of mil supervisors of Title 5 civilians unknown - not coded in military or civilian personnel databases) • # of Intel supervisors of Title 5 civilians unknown. Need for training consistency w/in community. Determine ownership when staff sit in Component/Agency. • Numerous Component LMS', not synced with DCPDS • "Other" 4th Estate = 19 Agencies/Field Activities with independent training responsibility, (>8K supervisors)



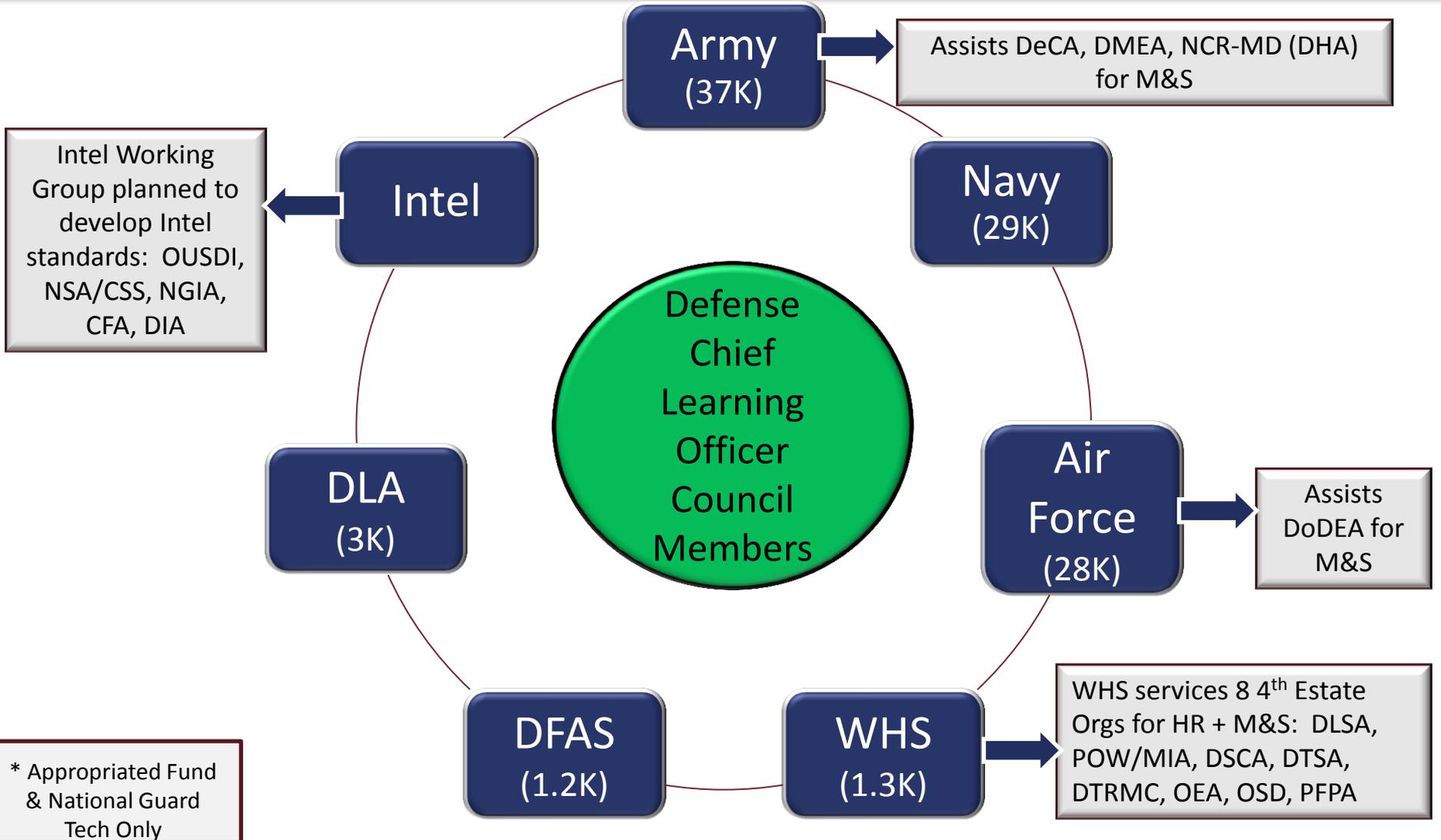
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DoD M&S Training Population Civilian Supervisors Under D-CLOC*



* Appropriated Fund & National Guard Tech Only



Leverage/share internal DoD resources/expertise.
Reduce developing curriculum from scratch and delivering training in silos.
Cost avoidance and efficiency opportunities.



DoD M&S Training Population Civilian Supervisors – “Other 4th Estate”

Other 4th Estate (19 organizations) *

(est. # of DoD civilian supervisors/managers/executives = 8,100, as of Sep 30, 2015)

- | | |
|---|--------------------------------------|
| 1. DARPA (26 civ) | 11. DMA (136 civ) |
| 2. DAU (98 civ) | 12. DMEA (serviced by ARMY - 26 civ) |
| 3. DCMA (1,590 civ) | 13. DTIC (25 civ) |
| 4. DCAA (974 civ) | 14. DTRA (259 civ) |
| 5. DeCA (ARMY) (1,590 civ) | 15. JCS (185 civ) |
| 6. DoDEA (serviced by Air Force - (536 civ) | 16. MDA (435 civ) |
| 7. DHA (840 civ) | 17. NDU (77 civ) |
| 8. DHA-NCR-MD (Service by ARMY) | 18. OIG (297 civ) |
| 9. DHRA (217 civ) | 19. USUHS (170 civ) |
| 10. DISA (829 civ) | |

* Appropriated Fund
& National Guard
Tech Only



Leverage/share internal DoD resources/expertise.
Reduce developing curriculum from scratch and delivering training in silos.
Cost avoidance and efficiency opportunities.

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- **Guide to Personnel Standards**
 - **Supervisor or Manager**. (Supervisory Status Code 2) - Position requires the exercise of supervisory or managerial responsibilities that meet, at least, the minimum requirements for application of the General Schedule Supervisory Guide (GSSG) or similar standards of minimum supervisory responsibility specified by position classification standards or other directives of the applicable pay schedule or system. This is also the code most commonly used for **Senior Executive Service (SES)** positions.
 - **Manager:** In addition to meeting the minimum requirements for coverage of the GSSG, positions in the General Schedule or other white collar pay plans vested with the authority to direct the work of an organizational segment; be held accountable for the success of specific line or staff functions, monitor and evaluate the progress of the organization toward meeting goals, and make adjustments in objectives, work plans, schedules, and commitment of resources. This code does not include positions in the Federal Wage System.





- Guide to Personnel Standards
 - Supervisory Status Code 4 - Supervisor (CSRA). Position meets the definition of Supervisor in 5 U.S.C. 7103(a)(10), but does not meet the minimum requirements for application of the General Schedule Supervisory Guide. This code does not apply to Senior Executive Service (SES) positions.

- 5 U.S.C. 7103(a)(10)
 - “supervisor” means an individual employed by an agency having authority in the interest of the agency to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline, or remove employees, to adjust their grievances, or to effectively recommend such action, if the exercise of the authority is not merely routine or clerical in nature but requires the consistent exercise of independent judgment, except that, with respect to any unit which includes firefighters or nurses, the term “supervisor” includes only those individuals who devote a preponderance of their employment time to exercising such authority;





5 CFR 412

Title 5: Administrative Personnel
PART 412—SUPERVISORY, MANAGEMENT, AND EXECUTIVE DEVELOPMENT
Subpart B—Succession Planning
<http://www.ecfr.gov/cgi-bin/text-idx?rgn=div5&node=5:1.0.1.2.59>

§412.202 Systematic training and development of supervisors, managers, and executives.

All agencies must provide for the development of individuals in supervisory, managerial and executive positions, as well as individuals whom the agency identifies as potential candidates for those positions, based on the agencies' succession plans. Agencies also must issue written policies to ensure they:

- (a) Design and implement leadership development programs integrated with the employee development plans, programs, and strategies required by 5 CFR 410.201, and that foster a broad agency and Government wide perspective;
- (b) Provide training within one year of an employee's initial appointment to a supervisory position and follow up periodically, but at least once every three years, by providing each supervisor and manager additional training on the use of appropriate actions, options, and strategies to:
 - (1) Mentor employees;
 - (2) Improve employee performance and productivity;
 - (3) Conduct employee performance appraisals in accordance with agency appraisal systems; and
 - (4) Identify and assist employees with unacceptable performance.
- (c) Provide training when individuals make critical career transitions, for instance from non-supervisory to manager or from manager to executive. This training should be consistent with assessments of the agency's and the individual's needs.





NDAAs 2010, Section 1113

(d)Development of training program for supervisors

(1)The Secretary shall develop—

(A)a program to provide training to supervisors on use of the new authorities provided in this section, including the actions, options, and strategies a supervisor may use in—

(B)a program to provide training to supervisors on the prohibited personnel practices under section 2302 (particularly with respect to such practices described under subsections (b)(1) and (b)(8) of such section), employee collective bargaining and union participation rights, and the procedures and processes used to enforce employee rights; and

(C)a program under which experienced supervisors mentor new supervisors by—

<https://www.govtrack.us/congress/bills/111/hr2647/text>





5 CFR 412 / NDAA 2010

5 CFR §412.202 (SEE BACKUP) Systematic training and development of supervisors, managers, and exec. All Agencies must (5)	NDAA 2010, Section 1113(d)(1) (SEE BACKUP) The Secretary shall develop (9)
(b) Provide training within 1 year of an employee's initial appointment to a supervisory position and follow up periodically, but at least once every 3 years, by providing each supervisor and manager additional training on the use of appropriate actions, options, and strategies to:	(A) a program to provide training to supervisors on use of the new authorities provided in this section, including the actions, options, and strategies a supervisor may use in
(1) Mentor employees (NDAA)	<u>(i) developing/discussing relevant goals and objectives with the employee, communicating and discussing progress relative to performance goals and objectives and conducting performance appraisals</u>
(2) Improve employee performance and productivity (NDAA)	<u>(ii) mentoring/motivating employees and improving employee performance and productivity</u>
(3) Conduct employee performance appraisals in accordance with agency appraisal systems (NDAA)	<u>(iii) fostering a work environment characterized by fairness, respect, equal opportunity, and attention to the quality of the work of employees</u>
(4) Identify and assist employees with unacceptable performance. (NDAA)	<u>(iv) effectively managing employees with unacceptable performance,</u>
(c) Provide training when individuals make critical career transitions, for instance from non-supervisory to manager or from manager to executive. This training should be consistent with assessments of the agency's and the individual's needs.	<u>(v) addressing reports of a hostile work environment, reprisal, or harassment of or by another supervisor or employees, and</u>
	<u>(vi) otherwise carrying out the duties and responsibilities of a supervisor</u>
	(B) a program to provide training to new supervisors on <u>prohibited personnel practices; employee collective bargaining and union participation rights</u> and the <u>procedures and processes used to enforce employees rights</u> ; and
	(C) a program under which experienced supervisors mentor new supervisors ... <i>(note this is the third piece of three requirements – not a training topic. Included only for reference.)</i>