DEFENSE LOGISTICS AGENCY
HEADQUARTERS
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IN REPLY REFER TO J-1

MAR 17 2005

MEMORANDUM FOR ALL DLA SUPERVISORS

SUBJECT: Continuous Learning Requirement for Supervisors

The purpose of this memorandum is to establish the requirement for every Defense Logistics Agency (DLA) supervisor – first line supervisor to executive – to complete at least 20 hours of leadership related development activities each year. DLA is committed to excellence in accomplishing our mission of providing best value logistics support to America's Armed Forces. We know that your leadership is a key reason DLA has been successful in this mission thus far. We need to continue to depend on you as DLA moves into the future and as such, we want you to develop, stay current in, and improve essential leadership and managerial competencies. This requirement is effective with the first Individual Development Plan cycle after the date of this memorandum.

You might be asking, "Why should I pursue continuous learning? I'm busy and just don't have time for this." The answer is because it will make the difference between success for you, success for your employees and success for the Agency. As you are aware, we are in the midst of delivering a truly impressive and equally challenging portfolio of transformation initiatives. We are also carrying a workload higher than the Agency has ever experienced in its history. It will take more than just solid or status quo leadership to be successful in delivering these changes and maintaining our historically superb support to the warfighter. We will have to be a world-class leadership team. Continuous learning will help get us get to our goal.

Each supervisor will be evaluated on their compliance with this requirement during their annual performance appraisal. The Supervisory/Managerial Performance Plan (DLA Form 1862) lists the managerial competencies that are important to DLA and associated rating levels. Specifically, on the managerial competency titled, Innovation and Initiative, a supervisor should not be rated at the "exceptional" level if they have not completed the Continuous Learning Requirement. Under extenuating circumstances, we expect the supervisor's rating official to make the call in certain instances. We will add this requirement to the next issuance of the One Book Chapter, Performance Management System for Supervisors and Managers.

Classroom training is not the only method of accomplishing your learning requirement. Depending on the leader competencies (Attachment 1) you are working on, there are a variety of approaches you might take including serving as a mentor or being professionally coached; engaging in experiential learning and rotational and developmental assignments to practice new skills or gain new leadership experiences; and participating in professional activities such as teaching, speaking, or publishing. We have prepared the Leader Development Guides for Tier III and Tier IV supervisors to assist you in identifying which approaches and what specific

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activities might be right for you. These guides are available on the DLA eWorkplace Leader Development site. Also, attached is a guideline for crediting time associated with various types of activities (Attachment 2).

I recognize that many of you are already meeting this requirement and more, and I applaud you. Your actions contribute to DLA becoming a productive learning environment that is rich and fertile with expectations and opportunities for personal and organizational development. You are setting the example for DLA leaders of tomorrow.

At Attachment 3 are Frequently Asked Questions for your information. Please send any questions or comments to ELDP@dla.mil. They will be responded to expeditiously.

MARY L. SAUNDERS
Major General, USAF
Vice Director

Attachments

**Attachment 1 - DLA LEADERSHIP AND MANAGERIAL COMPETENCIES MATRIX** ***(shows direct relationship between the DLA managerial competencies and other lists of competencies used in DLA)***

| **DLA Managerial Competency** | **OPM Executive Core Qualifications (ECQ)** | **Denison Leadership Competency** |
|---|---|---|
| *(Included in performance appraisal of all DLA supervisors)* | *(Used as selection criteria for SES employees and is the basis for many Government Wide training courses)* | *(Leadership traits linked directly to Denison Culture Model which depicts DLA's desired culture. Used in the DLA Multisource Feedback tool)* |
| **Leadership** | Leading People<br>Team Building | Involvement<br>Empowers People |
| **Teamwork** | Leading People<br>Conflict Management<br>Team Building | Involvement<br>Builds Team Orientation |
| **Oral and Written Communications** | Building Coalitions and Communications<br>Influencing and Negotiating<br>Interpersonal Skills<br>Oral Communication<br>Partnering Skills<br>Political Savvy<br>Written Communication | Consistency<br>Works to Reach Agreement<br>Manages Coordination and Integration |
| **Strategic Focus** | Leading Change<br>Strategic Thinking<br>Vision | Mission<br>Defines Strategic Direction and Intent<br>Creates Shared Vision |
| **Responsibility / Accountability** | Results Driven<br>Accountability<br>Decisiveness<br>Problem Solving<br>Technical Credibility | Mission<br>Defines Goals and Objectives |
| **Customer Service** | Results Driven<br>Customer Service<br>Entrepreneurship | Adaptability<br>Emphasizes Customer Focus |
| **Professionalism** | Leading People<br>Integrity/Honesty | Consistency<br>Defines Core Values |
| **Resource Stewardship** | Leading People<br>Leveraging Diversity<br>Business Acumen<br>Financial Management<br>Human Resources Management<br>Technology Management | Involvement<br>Develops Organizational Capability |
| **Innovation and Initiative** | Leading Change<br>Continual Learning<br>Creativity and innovation<br>External Awareness<br>Flexibility<br>Resilience<br>Service Motivation | Adaptability<br>Promotes Organizational Learning<br>Creates Change |
| **Source and More Details**<br>DLA One Book Chapter – Performance Management System for Supervisors and Managers:<br>https://today.dla.mil/onebook/process/211.htm | **Source and More Details**<br>Office of Personnel Management:<br>http://www.opm.gov/ses/ecq.asp | **Source and More Details**<br>Denison Consulting:<br>http://www.denisonculture.com/leadership/lead_def.html |

**Attachment 2 - GUIDELINES FOR CREDITING LEARNING ACTIVITIES**

There are many approaches to achieving your Continuous Learning Requirement. While it is not feasible to address every situation, the following general guidelines will apply. Unique situations not listed below need to be worked out between the supervisor and their manager or rating official.

| CREDITABLE LEARNING ACTIVITIES | CREDIT HOURS (CH) |
|---|---|
| Feedback and Relationship Building | |
| Serve as Mentor; Be Mentored or Professionally Coached; Join a Peer Coaching Group | 1 CH per hour of coaching / mentoring session (maximum of 10 CH per year) |
| Teaching; Lecturing; Conference/Workshop Presentations (Not routine briefings/ presentations.) | 2 CH per hour (maximum 8 CH per day and 20 CH per year) |
| Experience | |
| On-the-job experiential assignment (developmental experiences gained while on the same job – see Leader Development Guides for suggestions) | 10 CH per assignment |
| Rotational Assignment (Professional Enhancement Program (PEP), Training With Industry, or other) | 20 CH per assignment |
| Integrated Process Team (IPT)/special project leader | 15 CH per assignment (maximum of 15 CH per year) |
| Integrated Process Team (IPT)/special project member/leadership or supervisory council member | 10 CH per assignment (maximum of 10 CH per year) |
| Leadership positions (officer) on a DLA or private group (e.g., supervisor council, toast masters, parent teachers association, home owners association). | 10 CH per Assignment (maximum 10 CH per year) |
| Article/essay published | 2 CH per article (maximum of 10 CH per year) |
| Training | |
| Academic courses (linked to leadership/managerial competencies) | 10 CH per Quarter Hour<br>10 CH per Semester Hour<br>10 CH per continuing education unit (CEU) |
| Training courses/modules – classroom, computer based, video, correspondence (linked to leadership/managerial competencies) | 1 CH per hour of instruction<br>10 CH per CEU |
| Symposia/workshop/conference attendance (linked to leadership/managerial competencies) | 1 CH per hour (maximum 4 CH per day and 10 CH per year) |
| Reading or listening to books or viewing videos (linked to leadership/managerial competencies) | 1 CH per book or video (maximum 15 CH per year) |
| Please note that awarding continuous learning hours for attendance at or participation in activities such as routine, work-related briefings, meetings, working groups, etc. which are in conjunction with performance of the supervisor's daily duties, is not acceptable. The learning activities must be directly related to enhancement of leadership competencies which are over and above those acquired in your day to day work. | |

Attachment 3
Frequently Asked Questions (FAQs):

1. How will this requirement be enforced? Each supervisor will be evaluated on their compliance with this requirement during their annual performance appraisal. The Supervisory/ Managerial Performance Plan (DLA Form 1862) lists the managerial competencies that are important to DLA and associated rating levels. Specifically, on the managerial competency titled, Innovation and Initiative, a supervisor should be rated at the "exceptional" level only if they have completed this requirement. Of course there will always be extenuating circumstances and we expect the supervisor's rating official to make the call in those instances.

2. How can I document accomplishment of this requirement?
    a. IDP (Individual Development Plan): The IDP is used to record the plan for meeting the Continuous Learning Requirement and for documenting continuous learning credit. IDPs are tailored to the specific needs of each supervisor based upon his or her needs. It is the responsibility of each supervisor and his or her manager (supervisor of supervisors) to ensure the IDP meets these.

    b. LMS (Learning Management System): All IDPs and learning activity completions will be documented in the LMS. Creditable activities other than actual courses will be identified in the LMS as, "Elective Study." When a supervisor completes whatever Elective Study he or she decides to do, the actual activity can be recorded as a learning event in the LMS.

3. How do I know what skills I should be working on? The process of analyzing your competencies and determining which areas you should be working on should be a joint activity between you and your manager. We are rolling out tools that will be available to you in the future to assist in this process.

    a. CAMT – Competency Assessment and Management Tool – an automated, career management tool to identify current workforce skills, needed skill levels and professional development opportunities to bridge any differences.

    b. Multisource Feedback – Based on the Denison culture model, a process of providing anonymous, questionnaire based on feedback to teach DLA supervisors, coworkers, employees, and bosses about leadership behavior.

    c. LMS – Learning Management System – an automated learning management tool, designed to manage individual, organizational and Agency training, class registration, and assessment. It is linked to the CAMT for competencies and skills.

4. Where are Leader Development Guides? The Leader Development Guides provide recommended developmental activities to develop or enhance leadership/managerial competencies. They can be accessed from the eWorkplace (Navigation: Click Work; Programs and Initiatives; DLA Leader Development). The Tier III Leader Development

Guide targets employees that have supervised for 2 – 10 years and the Tier IV Leader Development Guide targets employees that have supervised for 10 or more years.

5. How do I get recognition for accomplishing this requirement? In addition to the performance appraisal rating sited in question 1 above, a supervisor's efforts in pursuing this Continuous Learning Requirement should also be considered when rating officials are appraising the supervisor on the following competencies: "Teamwork," and "Professionalism." The description of an "exceptional" rating in these competencies include:

    a. Teamwork – creates an environment for continuous learning, pursuing development opportunities for subordinates, with intent to increase individual, and organizational effectiveness.

    b. Professionalism – Achieves professional development and is an example to subordinates.

In addition, accomplishment of this requirement will be a factor in the DLA Leader Awards process.

6. How do I take into account other training and development requirements such as DAWIA, CPA accreditation, and other mandatory training for supervisors? To the extent the developmental activities related to these requirements develop leadership/managerial competencies you should count these towards the 20 hours.

7. Does this apply to new supervisors, those participating in the New Supervisors Certification Program? No. While in the New Supervisors Certification Program, new supervisors actually complete 147 hours of development activities in a 24-month period and, as a result, go beyond this 20-hour requirement. Once the new supervisor completes the 2 year program, however, they are also expected to accomplish the Continuous Learning Requirement every year thereafter.

8. What are the leadership competencies referenced in paragraph #1? These competencies are listed in the DLA One Book, Performance Management for Supervisors and Managers and in the Supervisory/Managerial Performance Plan (DLA Form 1862). They are linked to the Office of Personnel Management Executive Core Qualifications and the Denison Culture Model. (See Attachment 1).

9. Does this apply to managers too? Yes, managers are defined as supervisors of supervisors and should have the same requirements as first-line supervisors (those who do not supervise other supervisors.)

10. When does this start? This requirement is effective immediately and must be incorporated in your next IDP.

11. How do people determine when the 1-year timeframe begins? It begins with the date the IDP is signed.

12. Will DLA cover the cost of courses when everyone updates their IDP's? Formal training will continue to be funded by the supervisors' organization except in the case of centrally managed training such as the Executive Development Program and the New Supervisors Certification Program.

13. There are a limited number of courses available for Executive Leadership training, so many will want to sign up but majority will not be selected. How will this be dealt with? Participation in the Executive Development Program will continue to be determined by the Executive Resources Board. However, this is only one source of leadership training. Please refer to the Leader Development Guides for guidance on the many additional sources of training specifically tied to leadership/managerial competencies.

14. Will the required 6 hours of Leader Forum training each year qualify for Continuous Training? If so, will it be one-for-one? Any training linked to the leadership/managerial competencies should qualify against the CLR. Depending on the approach the Leader Forum training takes, it should be credited like any other training course or workshop.

15. How far back can a supervisor claim credit for accomplishments/experience? Credit can only be earned for learning activities completed during the IDP period.