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Headquarters Marine Corps

Civilian Leadership Development (CLD)

Handbook

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Civilian Leader Development (CLD) Program Overview
The purpose of the CLD program is to improve the leadership competencies and skills of Civilian Marines. The program aligns with the Department of Defense (DoD) Civilian Leader Development Framework and Continuum (CLDF&C) which provides a blueprint for the deliberate development of DoD civilian leaders below the executive level. More details on the CLDF&C can be found in DoD Instruction 1430.16 dated 29 November 2009, available at this web link: http://www.dtic.mil/whs/directives/corres/pdf/143016p.pdf

Program Requirements
All civilian employees below the executive level at HQMC, HQBN Henderson Hall, Marine Barracks and Marine Corps Institute are eligible to participate in the HQMC CLD program. Participation is voluntary and employee-driven. Participants are proactive in engaging with their supervisor and mentor to assess their leadership competencies, create an Individual Leadership Development Plan (ILDP), and actively pursue the development activities in that plan. Limited funding is available for CLD participants to attend training identified in their ILDP.

Roles, Responsibilities, and Benefits
The key players in the CLD program are the employee, the mentor, and the supervisor, supported by the local CLD administrator. The CLD administrator's responsibilities are to educate the workforce and leadership about the program; enroll participants; match participants with mentors; and assist as needed with the skills assessment, ILDP, and development activities. The CLD administrator also executes the CLD budget and provides reports required by higher headquarters. The responsibilities and benefits of the key players are summarized in Table 1.

Civilian Leader Development Continuum
The DoD Civilian Leader Development Continuum in Table 2 depicts the progression of competencies needed as a DoD civilian rises through the leadership ranks, from fundamental competencies required of all leaders to strategic capabilities required of the most senior leaders. The competencies in this continuum are based largely on the five OPM Executive Core Qualifications, but tailored and expanded to reflect the unique challenges and requirements facing DoD civilian leaders. The competency definitions are provided in Appendix A.
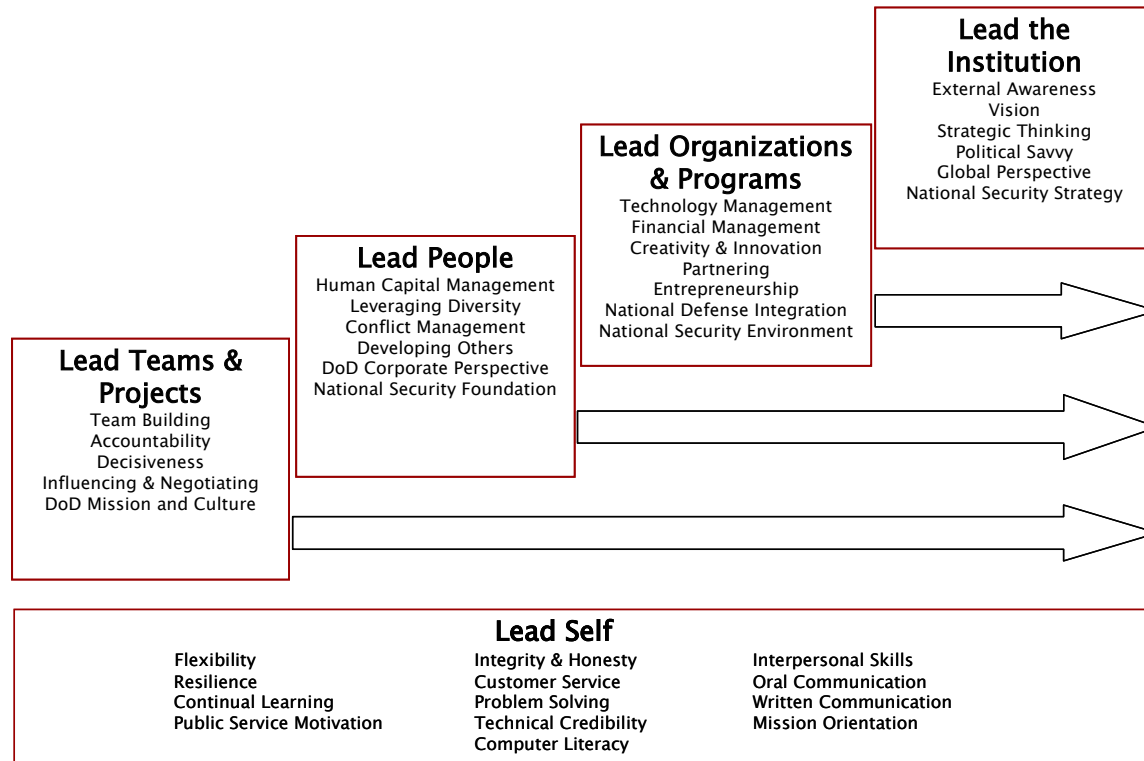
Table 1: Civilian Leadership Development Roles, Responsibilities, and Benefits

Role	Responsibilities	Benefits
Participant (employee)	• Complete application process. • Take skills assessment. • Select mentor and schedule meetings. • Build Individual Leadership Development Plan (ILDP). • Complete ILDP activities.	• Build confidence • Work on challenging and interesting projects • Expand knowledge, skills and abilities • Demonstrate capabilities • Increase visibility • Gain a better understanding of the organization and what is needed to succeed and advance • Build a support network • Increase job and career satisfaction
Mentor	• Assist employee in creating ILDP • Coach employee in enhancing skills • Pass along organizational information • Provide candid feedback about strengths and needs • Point out opportunities to develop and demonstrate capabilities • Help employee learn to solve problems • Encourage and motivate the employee • Build the employee's self-confidence • Link the employee with others who can enhance their learning	• Information gathering • Personal satisfaction • Sharpened management/leadership/ interpersonal skills • Source of recognition • Expanded professional contacts
Supervisor	• Complete and sign supervisor's section of application • Participate in skills assessment • Review, adjust, and approve ILDP • Give employee time to meet with mentor and complete ILDP activities • Encourage and support employee	• Motivated and engaged employees • Improved skill sets • Funding source for needed training • Commitment to employees builds commitment to the organization • Satisfaction of helping develop Marine Corps' future leaders

Table 2: Civilian Leadership Development Continuum

Lead the Institution
External Awareness
Vision
Strategic Thinking
Political Savvy
Global Perspective
National Security Strategy

Lead Organizations & Programs
Technology Management
Financial Management
Creativity & Innovation
Partnering
Entrepreneurship
National Defense Integration
National Security Environment

Lead People
Human Capital Management
Leveraging Diversity
Conflict Management
Developing Others
DoD Corporate Perspective
National Security Foundation

Lead Teams & Projects
Team Building
Accountability
Decisiveness
Influencing & Negotiating
DoD Mission and Culture

Lead Self

Flexibility	Integrity & Honesty	Interpersonal Skills
Resilience	Customer Service	Oral Communication
Continual Learning	Problem Solving	Written Communication
Public Service Motivation	Technical Credibility	Mission Orientation
	Computer Literacy	

CLD Process and Procedures
The CLD process and procedures are outlined below. For more information or to apply, please contact the HQMC CLD Administrator at (703) 614-9088, 703-697-7312 or email to: smb hqmc cldp@usmc.mil

Step 1: Enroll in the CLD Program
To enroll, simply complete the CLD Application and submit it to the CLD Administrator, who will then contact you to set up a meeting to discuss the program and answer questions.

Step 2: Leadership Skills Assessment
Both the participant and the supervisor will take a leadership skills assessment to evaluate how proficient the participant is in each competency in the CLD Continuum. After completing the assessment, you will receive a report that compares your evaluation with your supervisor's evaluation. Meet with your supervisor to discuss the results, so that you can gain a broader awareness of your strengths and developmental needs.

Step 3: Select a Mentor
The CLD Administrator will assist you in selecting a mentor who is the equivalent of two GS grades above you and outside your chain of command. The mentor will provide you guidance with your career development, share with you their learnings and insights, and help you develop a network of contacts throughout the organization.

Important considerations when selecting a mentor include:
- What are your career goals and needs?
- Does the mentor have knowledge and experience in related areas?
- Is the mentor a good role model?
- Will the mentor be available for uninterrupted, quality meetings?
- Will you feel comfortable talking with the mentor honestly; do you trust him/her?
- Will the mentor give you honest feedback about yourself and your developmental needs?

Step 4: Meet with Mentor
At your first meeting, tell your mentor about yourself, your reasons for enrolling in the CLD program, and your short and long term goals. Review the results of your skills assessment and discuss which competencies you should work on first.

Step 5: Create an Individual Leadership Development Plan (ILDP)
The ILDP is a tool to help you plan and carry out your leadership development. The CLD Administrator will provide you with a recommended format, instructions, and a list of development activities and sources. Ask your mentor to assist you in creating the ILDP, ask your supervisor to review it, make changes if needed, then get signatures and provide a copy to the CLD Administrator.

Step 6: Develop leadership competencies
Begin the development activities listed in your ILDP. Enroll in on-site programs sponsored by your CLD Administrator. Look for other opportunities to strengthen you leadership skills. Meet with your mentor periodically.

How to Request CLD Funding
Complete a Standard Form (SF) 182, Authorization, Agreement, and Certification of Training using the format and instructions provided by the CLD Administrator.

Keep in mind the following:
- A separate SF-182 must be submitted for each course and be submitted 30 days prior to the start date of the course.
- Ensure the required documentation on tuition and other costs are submitted with your SF-182 to avoid unnecessary delays in processing your request. This includes the course description and documentation from the training vendor or school showing the cost of the course.
- The SF-182 MUST be approved before you register. Submitting an unapproved SF-182 as a promise to pay constitutes an unauthorized commitment for which the Government is not obligated to pay. An approved SF-182 will contain the following:
  - Block 4, Section C (Doc Number and initials of Fiscal Officer)
  - Block 1d, Section D (Applicant's Supervisor Signature)
  - Block 3d,Section D (Training Officer/CLD Administrator) signature
  - Block 1d, Section E (Signature of Authorizing Official)
- Once the SF-182 has been approved and returned to you, you may register for the

class. Also you will need to fax the SF-182 to the vendor as the government payment voucher. It is **your responsibility** for registering for the course. The vendor will submit an invoice to the Government per the instructions on the SF-182.

- Cancellations and substitutions should be restricted only to reasons outside your control. If you must cancel a pre-approved training registration, please contact the HQMC CLD Administrator immediately so payment is not made to the training provider. If you wish to replace a pre-approved training event with something else, you must call to cancel the SF-182 and submit a new one.
- Immediately following the completion of the course, forward a copy of your training completion certificate to your CLD Administrator via e-mail to smb hqmc cldp@usmc.mil or fax (703) 693-2575. Payment will not be made until it is verified that you satisfactorily completed the training course.
- The Government payment should occur within 30 days after we receive your training completion verification. Ask your CLD Administrator to follow up if your academic institution or training vendor has not received payment within this 30-day timeframe.

Remember:

- The CLD program is not a "fast track" to promotions with guaranteed results. It is up to each participant to take initiative, demonstrate capabilities and seize opportunities.
- Participants must have approval from their supervisor to attend training events during working hours. Supervisors have the authority to approve or deny developmental activities.
- An approved ILDP and submission of other training and development requests does not guarantee that funding will be available. CLD programs are contingent upon the availability of funding.
- To remain in the CLD program, you must be actively involved, to include completing the application process, the skills assessment, and the ILDP; participating in regular meetings with your mentor; and making steady progress toward completing your ILDP activities.

Appendix A: CLD Continuum Competency Definitions

Lead Self	
Flexibility	Is open to change and new information; rapidly adapts to new information, changing conditions and strategy, or unexpected obstacles, processes, and requirements.
Resilience	Deals effectively with pressure, ambiguous and emerging conditions, and multiple tasks; remains optimistic and persistent even under adversity or uncertainty. Recovers quickly from setbacks. Anticipates changes and learns from mistakes.
Continual Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development. Uses challenges as opportunities to improve and become more effective. Pursues chances to stretch skills to further professional growth. Seeks ways to improve the capacity of others and the organization through knowledge sharing, mentoring, and coaching.
Public Service Motivation	Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.
Integrity and Honesty	Nurtures ethically-minded organizations through personal discipline, values, self-control, and policies that reinforce ethical behavior. Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences. Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities. Shows consistency in words and actions. Instills trust and confidence; models high standards of ethics.
Customer Service	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; seeks and generates and evaluates alternative perspectives and solutions; makes timely and effective recommendations based on potential implications of findings or conclusions. Critically evaluates problems to identify their causes and chooses courses of action that balance the interests of the mission and stakeholders.
Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise. Remains current with technology, tools, trends, and evolving practices in area of expertise.
Computer Literacy	Demonstrates skill in using job-relevant information systems and/or software applications such as word processing, spreadsheets, automated research tools, database applications, and the Internet.
Interpersonal Skills	Develops and maintains effective working relationships, especially in difficult situations. Engages and inspires others. Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different audiences, situations, and/or cultures. Actively solicits feedback. Exemplifies professionalism, tact, and empathy. Builds trust and commitment.
Oral Communication	Demonstrates ability to clearly and effectively articulate, present, and promote varied ideas and issues (to include sensitive or controversial topics) before a wide range of audiences. Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.
Written Communication	Writes to convey information in a clear, concise, organized, and convincing manner for the intended audience, using correct English grammar, punctuation, and spelling. Expresses thoughts persuasively and uses effective modes to reinforce message retention.

Mission Orientation	Understands his or her identity in the organization and where his or her job fits into the Marine Corps and the overall mission of the Department of Defense.
Lead Teams & Projects	
Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
Accountability	Fosters and ensures an environment that administers all resources in a manner that instills public trust while accomplishing the mission. Monitors progress and evaluates outcomes to improve organizational efficiency and effectiveness. Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and ensures sound management processes and procedures are in place, ensuring that national interests are well served. Accepts responsibility for mistakes. Complies with established control systems and rules.
Decisiveness	Makes well-informed, effective, and timely decisions whether data are limited or vast or solutions produce unpleasant consequences; perceives the impact and implications of decisions. Analyzes critically, synthesizing patterns among diverse systems and looking at interdependencies. Gauges unintended consequences. Uses sound judgment to simultaneously integrate and weigh situational constraints, risks, and rewards.
Influencing and Negotiating	In representing the organization, establishes and maintains relationships with key individuals and/or groups; understands what motivates them. Persuades others; builds consensus through give and take; gains cooperation from others to obtain information, find solutions, and accomplish goals.
DoD Mission and Culture	Understands the DoD mission and the roles, missions, and command structure of the Military Services and Defense Agencies. Can identify similarities and differences in the missions and cultures of the Services. Can identify members of the Total Force and articulate an understanding of how the Services work together to accomplish the DoD mission.
Lead People	
Human Capital Management	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance-based deficiencies. Manages a multi-sector workforce and a variety of work situations.
Leveraging Diversity	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. Seeks out diverse ideas, opinions, and insights, respecting the values and perceptions of others. Examines biases and seeks insights to avoid stereotypical responses and behavior.
Conflict Management	Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
Developing Others	Develops the ability of others to perform and contribute to the organization by inspiring and providing a learning environment of ongoing feedback and opportunities to learn through formal and informal methods, enabling employees to address skill gaps and realize their highest potential. Actively encourages and supports enhancement of a joint perspective.
DoD Corporate Perspective	Considers how the Department of Defense operates and how DoD Components, stakeholders, partners, and customers integrate toward mission accomplishment. Reviews literature, studies, and guidance related to the operations of the Services

	and the Department of Defense.
National Security Foundation	Understands the DoD role, responsibilities, and organizational framework as it applies to the national security mission. Comprehends the relationships between all elements of power and can articulate the importance of interagency and multinational cooperation in the use of power.
Lead Organizations & Programs	
Technology Management	Identifies, evaluates, and assimilates information from among multiple streams and differentiates information according to its utility; utilizes information to adjust self, situational, or global awareness. Keeps current on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.
Financial Management	Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Applies sound resource management principles, business and/or industry best practices, and applicable policies, regulations, and laws to support operations. Aligns resources with policy and the strategic direction and priorities. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.
Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting-edge programs, processes, and solutions.
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Entrepreneurship	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Identifies potential risks early and implements effective abatement or control measures. Takes calculated risks to accomplish organizational objectives. Defines evaluation criteria and continuously collects, assesses, shares, and responds to data appropriately.
National Defense Integration	Keeps current in joint doctrine and applicable studies. Formulates plans and policies with a broad view and implements programs that consider interoperability, joint basing, and other integration efforts to ensure effective solutions that maximize DoD goals and interests as well as the inter-relationships, resources, and capabilities of all related entities. Analyzes, promotes, and, as applicable, incorporates the joint perspective throughout the organizations' policies and processes to ensure maximum support of DoD joint mission objectives.
National Security Environment	Keeps current and regularly examines key national security and international issues, to include military, economic, political, and societal trends that affect the Department of Defense. Uses knowledge of national security policy to shape broader strategies, policy objectives, interagency partnerships, and other initiatives beyond the organizational level in support of DoD national security goals.
Lead the Institution	
External Awareness	Actively seeks to understand others' cultural, religious, political, and societal norms and customs; builds language proficiency as required by the mission. Maintains an integrated understanding of Congressional and globalization factors that would influence defense, domestic, and foreign policy and uses it in strategic and operational planning. Understands and keeps current on local, national, and international policies and trends that affect the organization and shape

	stakeholders' views; is aware of the organization's impact on the external environment.
Vision	Communicates a clear mission and set of values, providing guideposts for decision making and action. Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.
Strategic Thinking	Formulates objectives and priorities and implements plans consistent with the long-term interests of the organization in a global environment that takes into consideration the environment, resources, capabilities, constraints, and organizational goals and values. Capitalizes on opportunities and manages risks and contingencies, recognizing the implications for the organization and stakeholders.
Political Savvy	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly. Uses diplomacy in dealing with issues involving others.
Global Perspective	Effectively communicates the organization's commitment to the joint mission and leads staff to exert influence and execute solutions across the enterprise. Works collaboratively with other national security agencies to achieve U.S. goals and objectives. Fosters supportive partnerships across organizational lines and within the international community to drive integration and translate long-term goals into action.
National Security Strategy	Systematically applies an in-depth understanding of national security policy, goals, and objectives to the development, deployment, employment, and sustainment of DoD resources in support of national objectives. Coordinates issues with national security implications across all layers of government. Constructively influences policy toward the attainment of national security goals and objectives.