



DoD INSTRUCTION 1430.16

GROWING CIVILIAN LEADERS

Originating Component:	Office of the Under Secretary of Defense for Personnel and Readiness
Effective:	August 23, 2022
Releasability:	Cleared for public release. Available on the Directives Division Website at https://www.esd.whs.mil/DD/ .
Reissues and Cancels:	DoD Instruction 1430.16, "Growing Civilian Leaders," November 19, 2009
Approved by:	Gilbert R. Cisneros, Jr., Under Secretary of Defense for Personnel and Readiness

Purpose: In accordance with the authority in DoD Directive (DoDD) 5124.02, this issuance:

- Establishes policies, assigns responsibilities, and describes procedures for educating, training, and developing civilian leaders below the executive level in the DoD in accordance with applicable law, including Chapters 23, 33, 41, and 71 of Title 5, United States Code (U.S.C.) and Chapter 83 of Title 10 U.S.C.
- Assigns responsibilities to DoD Components for DoD senior executive service leader development, in accordance with DoDD 1403.03.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY.

This issuance applies to:

- a. OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the “DoD Components”).
- b. The DoD Civilian Intelligence Personnel System, as established by DoDD 1400.35, only to the extent permitted by law and applicable regulations.
- c. DoD civilian positions worldwide, to the extent permitted by law and DoD policy.

1.2. POLICY.

It is DoD policy to:

- a. Develop and sustain a diverse cadre of highly capable, high-performing, and results-oriented civilian personnel able to lead effectively in increasingly complex environments, provide for continuity of leadership, and maintain a learning organization that drives transformation and continuous improvement across the enterprise.
- b. Periodically assess civilian workforce leader competencies and provide appropriate learning opportunities (including education, training, self-development, and assignments) to broaden employee experience and increase leader capability.
- c. Plan, program, and budget for investments in civilian leader development programs at sufficient levels to provide for the deliberate development of civilian leaders, aligned with the DoD civilian leader development framework and continuum (CLDF&C) to maximize overall return on investment.

SECTION 2: RESPONSIBILITIES

2.1. ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER AND RESERVE AFFAIRS (ASD(M&RA)).

Under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), the ASD(M&RA):

- a. Has overall responsibility for the development of civilian personnel policy covered by this issuance.
- b. Facilitates alignment of the DoD-wide and DoD Component civilian leader development programs to the DoD Civilian Leader Development Model.
- c. Promotes sufficient investments in DoD civilian leader education, training, and development.

2.2. DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR CIVILIAN PERSONNEL POLICY.

Under the authority, direction, and control of the ASD(M&RA), the Deputy Assistant Secretary of Defense for Civilian Personnel Policy supports the development of civilian personnel policy covered by this issuance and monitors its execution by DoD Components, ensuring consistent implementation and application throughout the DoD.

2.3. DIRECTOR, DEPARTMENT OF DEFENSE HUMAN RESOURCES ACTIVITY.

Under the authority, direction, and control of the USD(P&R), the Director, Department of Defense Human Resources Activity, provides support to the Deputy Assistant Secretary of Defense for Civilian Personnel Policy, as appropriate, in the execution of the duties and responsibilities in this issuance.

2.4. UNDER SECRETARY OF DEFENSE (COMPTROLLER)/CHIEF FINANCIAL OFFICER OF THE DEPARTMENT OF DEFENSE.

In addition to the responsibilities in Paragraph 2.7., the Under Secretary of Defense (Comptroller)/Chief Financial Officer of the Department of Defense maintains a central budget line item to support resource level requirements for DoD-wide civilian leader development programs.

2.5. UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE AND SECURITY.

The Under Secretary of Defense for Intelligence and Security implements this issuance within the DoD Civilian Intelligence Personnel System in coordination with the USD(P&R) and in accordance with Chapter 83 of Title 10, U.S.C., and DoDD 1400.35.

2.6. GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE.

The General Counsel of the Department of Defense determines the applicability of this issuance to civilian attorney positions in the DoD, in consultation with the ASD(M&RA) and in accordance with DoDD 5145.01 and DoD Instruction (DoDI) 1442.02.

2.7. OSD AND DOD COMPONENT HEADS.

In coordination with the ASD(M&RA), in accordance with Volume 410 of DoDI 1400.25, and excluding the Under Secretary of Defense for Intelligence and Security and the General Counsel of the Department of Defense, the OSD and DoD Component heads:

- a. Plan, program, and budget investments in civilian leader development at sufficient levels to periodically assess leadership competencies of the civilian workforce.
- b. Provide learning opportunities aligned with the DoD CLDF&C to maximize overall return on investment.
- c. Align Component-sponsored civilian leader development learning opportunities with the CLDF&C.

2.8. CHAIRMAN OF THE JOINT CHIEFS OF STAFF.

In addition to the responsibilities in Paragraph 2.7., the Chairman of the Joint Chiefs of Staff provides access to joint learning opportunities including, but not limited to, professional military education required for civilian leadership development.

SECTION 3: PROCEDURES

3.1. GENERAL OVERVIEW OF THE COMPETENCY MODEL.

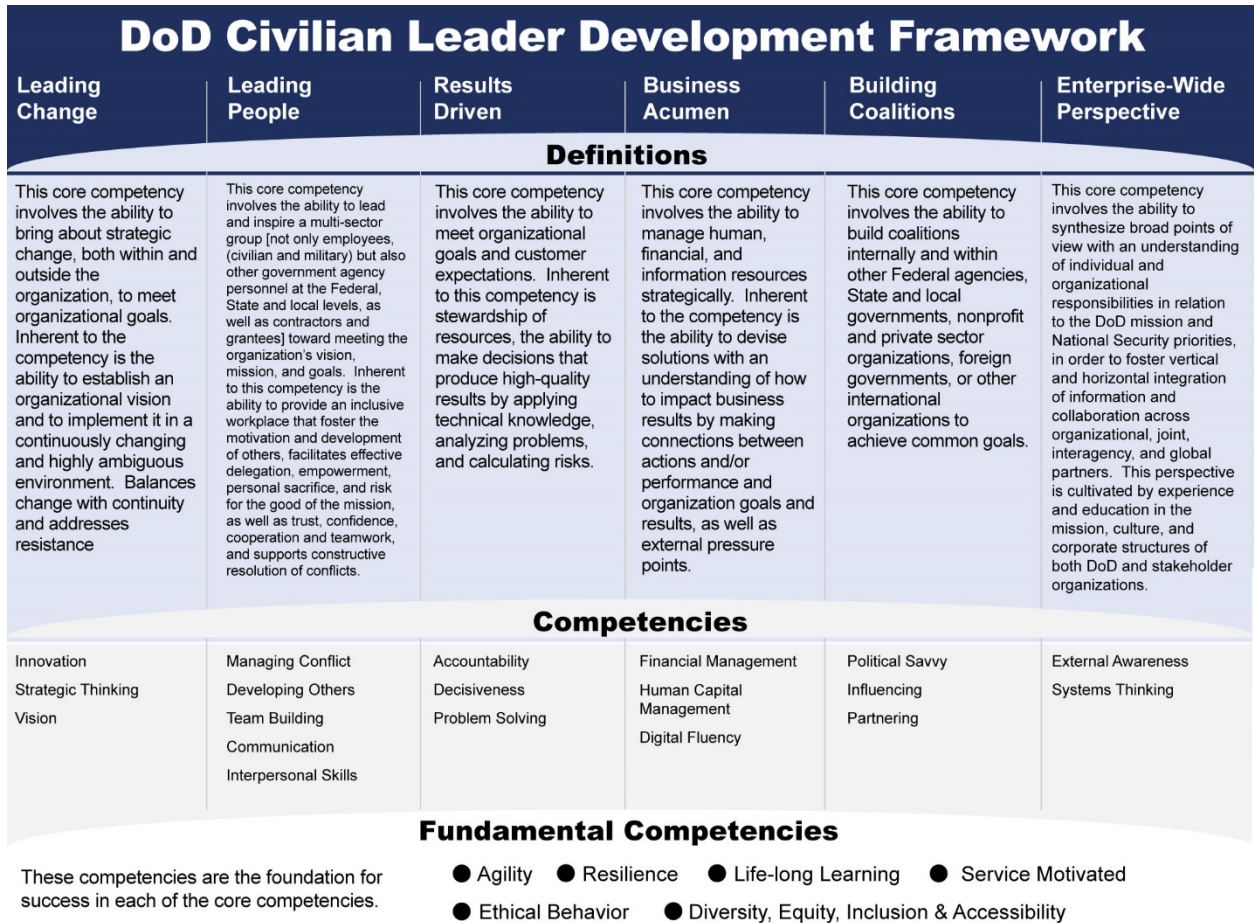
a. The DoD Civilian Leader Competency Model.

The model consists of the DoD civilian leader development framework, DoD civilian leader development continuum, and the DoD civilian leader competency descriptions. This model and associated competencies guide the deliberate professional development of DoD's civilian personnel in all the DoD Components.

(1) DoD Civilian Leader Development Framework.

The DoD civilian leader development framework (Figure 1) outlines six qualifications (five executive core qualifications defined in the Guide to Senior Executive Service Qualifications and one DoD-specific technical qualification) that DoD civilian leaders require to accomplish DoD's mission. Figure 1 also provides specific competencies associated with each of the six qualifications and six fundamental competencies. These competencies form the foundation for success in employee career progression. This Figure is available at the Defense Civilian Personnel Advisory Service (DCPAS) website at https://www.dcpas.osd.mil/sites/default/files/2021-11/ContinuumAndFramework_New_11_11.pdf.

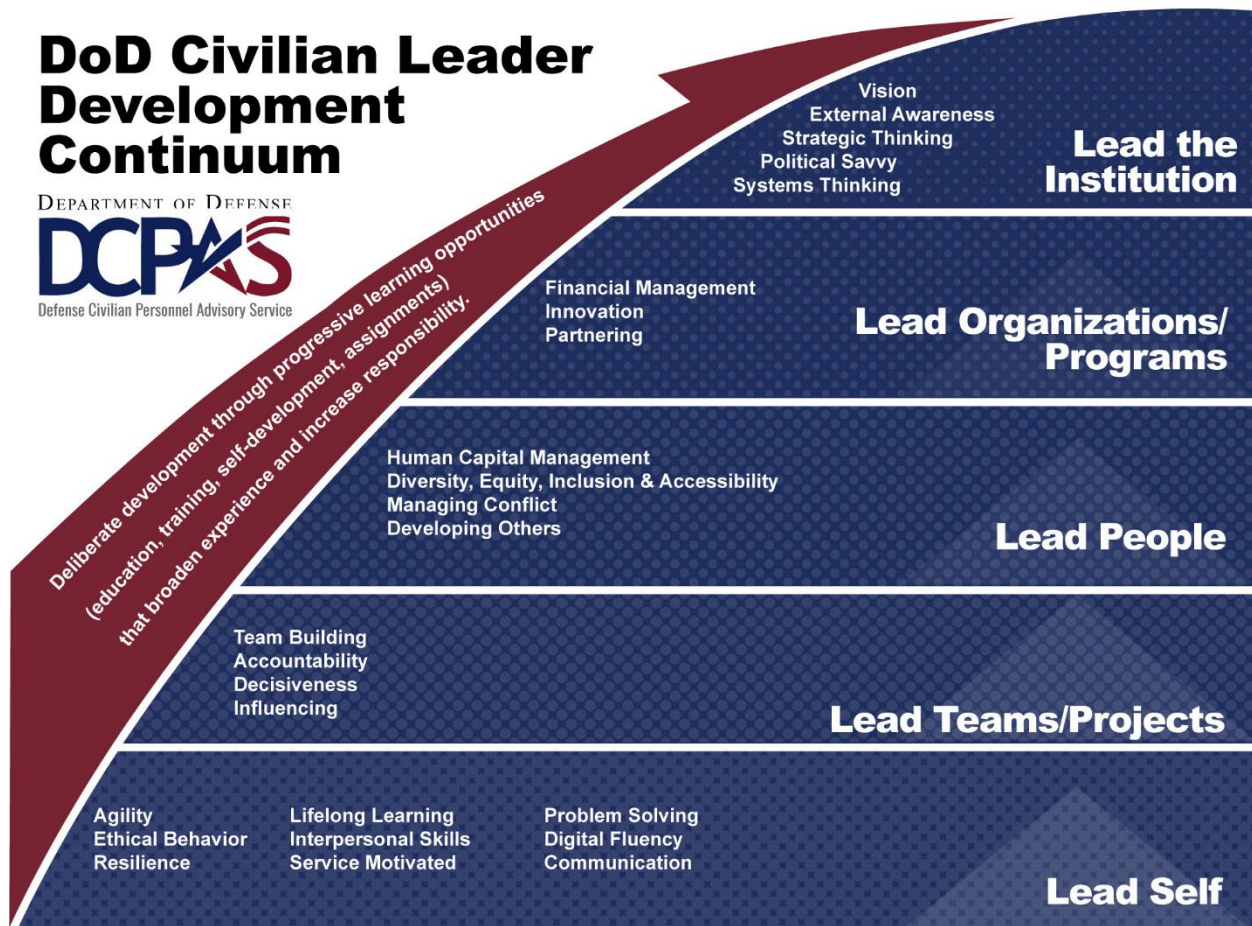
Figure 1. DoD Civilian Leader Development Framework: Core and Fundamental Competencies



(2) DoD Civilian Leader Development Continuum.

The DoD civilian leader development continuum (Figure 2) depicts the progression of competencies needed as civilian DoD leaders are assigned increasing levels of responsibility and span of influence. It highlights fundamental competencies necessary for all civilian leaders as well as strategic capabilities required of the most senior leaders. This figure is available at https://www.dcpas.osd.mil/sites/default/files/2021-11/ContinuumAndFramework_New_11_11.pdf.

Figure 2. DoD Civilian Leader Development Continuum



(3) DoD Civilian Leader Competency Descriptions.

The DoD civilian leader competency descriptions in Tables 1 through 7 are based largely on the five executive core qualifications in the Guide to Senior Executive Service Qualifications and an additional DoD technical qualification. They are tailored and expanded to reflect the unique challenges and requirements facing DoD’s civilian leaders as they develop a broad base of knowledge and experience necessary to accomplish current mission requirements and continue their professional development.

Table 1. DoD Civilian Leader Competency Description: Leading Change

DESCRIPTION	
This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balances change with continuity and addresses resistance.	
COMPONENTS	
Innovation	Develops new insights, challenges conventional approaches, encourages new ideas and innovations, and designs and implements new or cutting edge programs/processes/solutions. Establishes agile and creative methods to rapidly incorporate innovation. Fosters a culture of experimentation and calculated risk taking.
Strategic Thinking	Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment by evaluating conditions, resources, capabilities, constraints, and organizational goals and values. Capitalizes on opportunities and manages risks and contingencies, recognizing the implications for the organization and stakeholders.
Vision	Establishes and articulates a long-term view that moves the organization toward national strategic objectives and informs resource decisions. Motivates and inspires others to commit to and execute the vision.

Table 2. DoD Civilian Leader Competency Description: Leading People

DESCRIPTION	
<p>This core competency involves the ability to lead and inspire a multi-sector group (civilian and military who are Government interagency personnel at the Federal, State, and local levels, as well as contractors and grantees) toward meeting the organization’s vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that fosters the motivation and development of others; facilitates effective delegation, empowerment, personal sacrifice, and risk for the good of the mission as well as trust, confidence, cooperation, and teamwork; and supports constructive resolution of conflicts.</p>	
COMPONENTS	
Managing Conflict	Handles and resolves organizational discord in a timely manner through assessing stakeholder perspectives and facilitating constructive dialogue. Identifies and defuses conflicts including those that have the greatest potential for damage to the organization.
Developing Others	Enables, encourages, and inspires individual growth by teaching, coaching, guiding, and mentoring others.
Team Building	Inspires and fosters team trust, commitment, and unity. Promotes and facilitates cooperation and communication to motivate team members to accomplish group and organizational goals. Models and endorses collaboration.
Communication	Demonstrates ability to clearly and effectively articulate, present, and promote varied ideas and issues through active dialogue, storytelling, listening, etc., before a wide range of audiences. Utilizes various communication methods (e.g., oral, written, digital, briefings, etc.). Actively receives information and clarifies as needed by encouraging and engaging in active listening.
Interpersonal Skills	Builds and maintains relationships through trust and commitment. Engages, inspires, and works well with others. Treats others with dignity and respect. Considers and responds appropriately to the needs and feelings of different audiences/situations/cultures. Actively solicits and considers feedback. Exemplifies professionalism, tact, and empathy. Demonstrates the aspects of emotional intelligence including the ability to regulate and apply one’s emotions and help others do the same.

Table 3. DoD Civilian Leader Competency Description: Results Driven

DESCRIPTION	
This core competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources and the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.	
COMPONENTS	
Accountability	Holds self and others accountable and fosters an environment that administers all resources in a manner that instills public trust. Ensures integrity, responsibility, and transparency in all actions.
Decisiveness	Makes well-informed, data driven, effective, and timely decisions; perceives the risk, impact, and implications of those decisions. Uses sound judgment to simultaneously integrate and weigh situational constraints, risks, and rewards.
Problem Solving	Identifies, analyzes, and weighs, the relevance, risk, and accuracy of data driven information to identify the causes of problems. Employs critical thinking to seek, generate, and evaluate alternative perspectives/solutions by asking new questions. Recommends and/or chooses courses of action that balance the interests of the mission and stakeholders. Assesses unintended consequences.

Table 4. DoD Civilian Leader Competency Description: Business Acumen

DESCRIPTION	
This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to this competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions and/or performance and organizational goals and results, as well as external pressure points.	
COMPONENTS	
Financial Management	Manages, allocates and monitors financial resources in compliance with laws, regulations, and policies. Ensures transparency and appropriate internal controls (e.g., audit activities) and resources are efficiently applied to meet strategy and objectives, while considering the DoD's fiduciary responsibilities to the Nation.
Human Capital Management	Builds, develops, and manages workforce based on current and projected organizational goals, skills, budget considerations, and staffing needs. Ensures that applicants and employees are appropriately recruited, selected, developed (appraised, awarded, trained), and retained; initiates action to enhance individual strengths and address performance-based deficiencies. Manages a multi-sector workforce and a variety of work situations in a constantly evolving environment. Incorporates succession planning as part of developmental initiatives.
Digital Fluency	Identifies, evaluates, interprets, and uses information and data to drive sound solutions. Develops strategies and anticipates implications of new computational and information technologies. Ensures access to and security of digital systems.

Table 5. DoD Civilian Leader Competency Description: Building Coalitions

DESCRIPTION	
This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.	
COMPONENTS	
Political Savvy	Identifies and assesses the internal and external politics that impact the organization. Perceives organizational and political realities and acts accordingly. Uses diplomacy to relate with others at all levels. Acts responsibly to promote trust.
Influencing	Builds coalitions and persuades others to achieve common goals or outcomes through one's words and actions. Manages conflicting interests by addressing stakeholder concerns. Negotiates with stakeholders to ensure agreement is mutually acceptable to all parties.
Partnering	Develops networks and builds alliances; collaborates across boundaries, both internal and external to DoD, to build strategic relationships and achieve common goals.

Table 6. DoD Civilian Leader Competency Description: Enterprise-Wide Perspective

DESCRIPTION	
This core competency involves the ability to synthesize broad points of view with an understanding of individual and organizational responsibilities in relation to the DoD mission and National Security priorities, in order to foster vertical and horizontal integration of information and collaboration across organizational, joint, interagency, and global partners. This perspective is cultivated by experience and education in the mission, culture, and corporate structures of both DoD and stakeholder organizations.	
COMPONENTS	
External Awareness	Promotes understanding of our partners' and adversaries' cultural, religious, and political norms and customs. Integrates national and international considerations into strategic and operational planning. Maintains currency on local, national, and international policies and trends and evaluates and prioritizes how they affect the Nation and shape stakeholders' views; is aware of the Nation's impact on the external environment.
Systems Thinking	Understands how all facets of the enterprise interrelate and change over time. Thinks critically and synthesizes information to identify emerging patterns, key linkages, and interdependencies. Applies understanding of the enterprise to solve complex challenges and drive integration.

Table 7. DoD Civilian Leader Competency Description: Fundamental Competencies

DESCRIPTION	
These competencies are the foundation for success in each of the core competencies.	
COMPONENTS	
Agility	Anticipates and adapts to change, new ideas, new information, and new conditions. Embraces complex and ambiguous situations, changing conditions, adaptive strategy, or unexpected obstacles, processes, and requirements.
Resilience	Deals effectively with pressure, ambiguity, and emerging conditions; remains optimistic and persistent, even under adversity or uncertainty. Recovers quickly from setbacks. Overcomes obstacles and learns from experience.
Ethical Behavior	Exhibits moral character through honesty, fairness, and integrity. Demonstrates selflessness and independence of thought and action by doing the right thing regardless of personal and professional consequences. Evaluates potential dilemmas and makes moral decisions. Cultivates ethically minded organizations by instilling trust and confidence.
Diversity, Equity, Inclusion, and Accessibility	Encourages, embraces, and leverages varied ideas, opinions, insights, and identities, respecting the values and perceptions of others. Identifies and examines biases and seeks insights to avoid stereotypical responses and behavior. Fosters the fair treatment, access, advancement, and equal opportunity for all. Ensures all employees feel they are valued members of the team to achieve the vision of the organization.
Lifelong Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development. Continually commits to developing expertise and breadth of knowledge in self and others. Pursues opportunities to expand competencies and further professional growth. Learns from others.
Service Motivated	Demonstrates a commitment to serve others with honor through actions and outcomes that meet public needs. Aligns organizational objectives and practices to optimize internal and external customer service by creating value, loyalty, and trust for the public good.

b. DoD Competency Model Validation Effort.

(1) DCPAS conducts periodic review of the current DoD civilian leader competency model. This process occurs approximately every 5 years to align with DoD strategic objectives, current leadership research, and best practices from not only DoD but also across the Federal Government, industry, and academia.

(2) The competency modeling initiative aligns with Subpart B of Part 250 of Title 5, Code of Federal Regulations, and Volume 250 of DoDI 1400.25, which establishes DoD's policy for competency management.

(3) The DCPAS Planning and Accountability Directorate is responsible for the oversight of the DoD implementation of a competency-based approach for workforce planning. This includes competency model development, assessment, and validation for mission critical occupations and other major occupations or work functions within the DoD workforce.

3.2. DOD CIVILIAN LEADER DEVELOPMENT PROGRAMS.

a. The DoD operates several enterprise-wide leader development programs which are established to help build a cadre of civilian leaders prepared to excel in joint, interagency, and multinational environments.

b. These civilian leader development programs support DoD strategic priorities by developing a pipeline of leaders who have the enterprise-wide perspective and critical skills needed to lead and achieve results in an ever-evolving and complex national security environment well into the future.

c. Programs include:

(1) Defense Civilian Emerging Leader Program (DCELP).

DCELP offers a dynamic learning environment for entry-level and emerging Federal leaders (GS 7-12/equivalents). During the four 1-week seminars, participants are immersed in a variety of experiential activities that promote self-awareness, enhance oral and written communication skills, share proven team building and project management strategies and strengthen overall leadership capabilities. At the conclusion of the program, DCELP participants come away with the tools needed to thrive in today's Government.

(2) Executive Leadership Development Program (ELDP).

ELDP is a unique 10-month professional development opportunity for GS 12-14/equivalents. Through experiential learning that physically and intellectually challenges participants, they will learn a new paradigm of what it means to lead. Participants travel to various military locations to engage with senior leaders and Service members. They join military readiness activities to get a front-line perspective of the Warfighter. ELDP takes participants out of their comfort zone and creates opportunities to grow as a leader.

(3) Defense Senior Leader Development Program (DSLDP).

DSLDP is a unique 28-month journey that develops senior civilian leaders (GS 14-15/equivalents) who have the potential and aspiration to serve as senior executives. DSLDP provides structured learning opportunities that include defense-focused leadership seminars, professional military education at a senior service school, and several individual development activities. These courses will enable civilian leaders to develop an enterprise-wide perspective

and competencies needed to lead people, programs, and organizations in the joint, interagency, and multinational environment.

(4) **White House Leadership Development Program (WHLDP).**

WHLDP is a 1-year fellowship sponsored by the Executive Office of the President. It provides a unique growth opportunity focused on developing high potential career GS-15s and equivalents poised to enter the next generation of career senior executives. The selected WHLDP participants work on the Federal Government's high impact challenges that require the coordination of multiple Federal agencies to succeed.

d. Additional program information can be found on the DCPAS website at <https://www.dcpas.osd.mil/learningprofessionaldevelopment>.

GLOSSARY

G.1. ACRONYMS.

ACRONYM	MEANING
ASD(M&RA)	Assistant Secretary of Defense for Manpower and Reserve Affairs
CLDF&C	civilian leader development framework and continuum
DCELP	Defense Civilian Emerging Leader Program
DCPAS	Defense Civilian Personnel Advisory Service
DoDD	DoD directive
DoDI	DoD instruction
DSLDP	Defense Senior Leader Development Program
ELDP	Executive Leadership Development Program
U.S.C.	United States Code
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
WHLDP	White House Leadership Development Program

G.2. DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purpose of this issuance.

TERM	DEFINITION
CLDF&C	A blueprint for the deliberate development of civilian DoD leaders as described in Figures 1 and 2. It includes the DoD civilian leader development framework, DoD civilian leader development continuum, and DoD civilian leader competency descriptions.
competency	An observable, measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully.
development	The process of increasing the capability of an employee to deploy and apply competencies.
fundamental competency	A competency that is foundational for success in the core competencies.

REFERENCES

- Code of Federal Regulations, Title 5, Part 250, Subpart B
- DoD Directive 1400.35, “Defense Civilian Intelligence Personnel System (DCIPS),”
September 24, 2007, as amended
- DoD Directive 1403.03, “The Career Lifecycle Management of the Senior Executive Service
Leaders Within the Department of Defense,” October 25, 2007
- DoD Directive 5124.02, “Under Secretary of Defense for Personnel and Readiness
(USD(P&R)),” June 23, 2008
- DoD Directive 5145.01, “General Counsel of the Department of Defense (GC DoD),”
December 2, 2013, as amended
- DoD Instruction 1400.25 Volume 250, “Civilian Strategic Human Capital Planning,”
June 7, 2016
- DoD Instruction 1400.25, Volume 410, “DoD Civilian Personnel Management System: Training,
Education, and Professional Development,” September 25, 2013, as amended
- DoD Instruction 1442.02, “Personnel Actions Involving Civilian Attorneys,”
September 30, 2010
- Office of Personnel Management Guide, “Guide to Senior Executive Service Qualifications,”
September 2012
- United States Code, Title 5
- United States Code, Title 10