



DEPARTMENT OF THE NAVY  
BUREAU OF MEDICINE AND SURGERY  
7700 ARLINGTON BOULEVARD  
FALLS CHURCH VA 22042

IN REPLY REFER TO  
BUMEDINST 12000.9  
BUMED-M00C6  
22 Aug 2017

BUMED INSTRUCTION 12000.9

From: Chief, Bureau of Medicine and Surgery

Subj: NAVY MEDICINE OFFICE OF THE CIVILIAN CORPS

Ref: (a) Navy Civilian Workforce Framework V1.0 of October 2016  
(b) SECNAVINST 12410.25A  
(c) DoD Instruction 1400.25 Vol 410 of 19 March 2015  
(d) DoD Instruction 1400.25 Vol 451 of 4 November 2013  
(e) DoD Instruction 1400.25 Vol 250 of 7 June 2016  
(f) 5 U.S.C. Ch. 57  
(g) ASN(M&RA) memo of 30 Jun 2015, Leadership Development of the Department of the Navy Civilian Workforce  
(h) BUMEDINST 5300.1A

Encl: (1) Individual Development Plans  
(2) Continued Service Agreements  
(3) Review Panel  
(4) Functional Communities  
(5) Mentoring

1. Purpose. This instruction establishes the Office of the Civilian Corps with the Bureau of Medicine and Surgery (BUMED) organizational office code of BUMED-M00C6. It establishes Corps' policy and identifies the roles, responsibilities, and procedures for executing the Corps' mission throughout the Navy Medicine (NAVMED) enterprise. Policies in this instruction comply with established standards in references (a) through (h).

2. Scope. This instruction applies to all Budget Submitting Office 18 commands with NAVMED civilian employees.

3. Background. As an essential part of the Navy Civilian Workforce Framework, the Office of the Civilian Corps facilitates job skills, leadership developmental opportunities, and advocacy for all NAVMED civilian employees. These opportunities are designed to further develop employee knowledge, skills, and abilities to meet existing and future mission requirements, and enhance individual career progression opportunities. Reference (a) is located at:  
[http://www.navy.mil/navydata/people/cno/Richardson/Resource/Navy\\_Civilian\\_Framework.pdf](http://www.navy.mil/navydata/people/cno/Richardson/Resource/Navy_Civilian_Framework.pdf).

4. Policy

a. This policy guides and facilitates NAVMED civilian workforce education, training, and development opportunities to support employee growth and career progression.

b. Civilian employee Individual Development Plans (IDP) are required and will guide NAVMED's Civilian Workforce Development training forecasts and budgeting process. Enclosure (1) details IDP specifics.

c. A SF 182, Authorization, Agreement, and Certification of Training, must be completed and submitted for all training requests associated with this instruction. Enclosure (1) provides instruction for this form.

d. Developmental opportunities will be available to all eligible employees without regard to race, religion, color, national origin, gender, age, physical disability, genetic information, or any other non-merit discriminatory factors.

e. Echelon 2 and subordinate commands will budget for civilian development opportunities to maximize opportunity for employee growth and development as specified in command employee IDPs.

## 5. Roles and Responsibilities

### a. Deputy Chief, BUMED must:

(1) Serve as the Director of the Corps Chiefs Office and Chair of the Council of Corps Chiefs. As such, he or she will ensure NAVMED civilian workforce development objectives and priorities are congruent with the strategic direction of NAVMED.

(2) Be the final appeal decision authority for requests for waiver of reimbursement obligations in cases where employees fail to satisfy continued service agreement (CSA) related to development programs. See enclosure (2) for additional information on CSAs.

### b. Director, Civilian Corps (BUMED-M00C6) must:

(1) Oversee the development, implementation, and operation of the Office of the Civilian Corps and ensure compliance with the policies and procedures provided in this instruction.

(2) Lead the Civilian Corps and provide advice and assistance to the Director, Corps Chiefs Office, as required.

(3) Request funding for BUMED-M00C6 sponsored programs.

(4) Serve as approval authority for review panel recommendations for developmental program applications funded by the Office of the Civilian Corps. See enclosure (3) for review panel information.

(5) Serve as approval authority for waiver requests of CSA obligations for Office of the Civilian Corps funded programs.

(6) Promote civilian awards and recognition.

(7) Develop and implement NAVMED's Civilian Talent Management Strategy and Strategic Workforce Plan.

(8) Serve as decision authority when cases arise to approve non-IDP training to meet an emergent requirement.

(9) Annually, establish and approve program metrics or as required.

(10) Serve as a voting member on the Council of Corps Chiefs.

(11) Approve the assignment as functional community managers for job series areas, as deemed necessary.

c. Deputy Director, Civilian Corps (BUMED-M00C6B) must:

(1) Direct and manage Office of the Civilian Corps operations and provide advice and assistance to the Director, Civilian Corps as required.

(2) Develop and maintain program metrics to measure progress toward meeting civilian workforce development program goals and objectives. These metrics shall be reported to the Director, Civilian Corps semi-annually.

(3) Develop, maintain, and communicate clear policy and guidance for the Office of the Civilian Corps.

(4) Budget or request funding via the NAVMED Program Objective Memorandum process for Office of the Civilian Corps programs.

(5) Develop and manage the Functional Communities program. See enclosure (4).

(6) Execute NAVMED's Civilian Talent Management Strategy.

(7) Recruit members for review panels, as necessary.

(8) Educate employees and supervisors on the Civilian Developmental Programs process.

(9) Actively promote BUMED-M00C6 activities through outreach and communication.

(10) Attend Council of Corps Chief meetings, as required.

(11) Recommend to the Director individuals for assignment as functional community managers for job series areas, as deemed necessary.

d. Education and Training Specialist (BUMED-M00C61) must:

- (1) Provide development advice and guidance to NAVMED employees, as requested.
- (2) Track training completion for NAVMED civilians involved in formal leadership programs via SF 182 Authorization, Agreement, and Certification of Training and recommend CSA repayment to Office of Civilian Human Resources if civilian obligations are not met.
- (3) Track IDP completion through the Total Workforce Management System (TWMS) and periodically monitor IDP establishment and maintenance.
- (4) Liaise with the Defense Health Agency, other Service medical department programs, and other Department of the Navy civilian development programs to coordinate available civilian training and educational opportunities for NAVMED employees.
- (5) Coach civilian personnel on available developmental opportunities, as requested.
- (6) Coordinate, request, plan, and execute Enterprise-wide training opportunities for leadership development.
- (7) Maintain list of echelon 2 and 3 training coordinators and sustain a strong working relationship with subordinate echelon training coordinators and Office of the Civilian Corps liaisons.
- (8) Advertise the schedule of Civilian Leadership Development programs through official taskers, to training coordinators via e-mail, on NAVMED's internal Web site, and through other media, as appropriate.
- (9) Quarterly, publish call for nominations for leadership development opportunities via tasking system, notification to education and training managers, and other pertinent venues (e.g. Plan of the Week). The call for nominations timeline should provide ample time for applicants to prepare their application packages and the review panel to review BUMED-M00C6 funded applications prior to the program deadline for submissions.

e. Career Planner Specialist (BUMED-M00C62) must:

- (1) Serve as the Civilian Mentoring Committee Member. See enclosure (5).
- (2) Coordinate enterprise mentoring programs in concert with subordinate echelon training coordinators and Office of the Civilian Corps liaisons.
- (3) Coordinate review panel participation and processes.

(4) Educate civilian employees about functional communities and liaise with civilian community leaders (e.g., Information Technology, Acquisition).

(5) Execute NAVMED's Civilian Strategic Workforce Plan.

f. Echelon 2 and 3 Commands must:

(1) Ensure IDPs are completed annually, no later than 30 April.

(2) Provide funding to meet workforce development objectives and priorities identified in IDPs and ensure allocated training funds are managed effectively and efficiently.

(3) Identify one senior staff member, preferably civilian, to serve as liaison to BUMED-M00C6. This employee will be responsible for prioritizing applications for participation in competitive leadership development programs or other centrally funded training opportunities.

(4) Identify a training coordinator(s) to work in conjunction with BUMED-M006C1 to assist and advise employees and managers on civilian workforce education and training issues. Provide the name of the training coordinator(s) via e-mail through command channels to BUMED-M00C61 at usn.ncr.bumedfchva.mbx.cwd@mail.mil.

(5) Ensure supervisors and employees plan for and participate in mission-related developmental opportunities appropriate to the employee's level and organizational responsibilities.

g. Supervisors must:

(1) Ensure all subordinate civilian personnel who have been assigned for at least 90 days and annually thereafter by 30 April of each year have an established IDP in the Navy's TWMS at <https://twms.navy.mil/>.

(2) Consider the needs of the individual, as well as career goals and competency focus, ensuring they support the organization's mission, functions, and goals.

(3) Ensure certification and continuous learning requirements are included, as appropriate, in the IDP.

(4) Maintain access to TWMS and actively participate in their civilian subordinate's IDP process.

h. Individual Civilian Employees must:

(1) Annually, work with their supervisor to create a sound and meaningful IDP using TWMS no later than 30 April.

(2) Familiarize themselves with available Functional Community training opportunities based on job series/career path. See enclosure (4).

(3) Seek and capitalize on available developmental opportunities such as mentoring, shadowing, special projects, and on-the-job training. Additionally, employees may seek informal developmental opportunities and sources such as lunch and learn sessions, in-house seminars, videos, webcasts, books, and periodicals.

6. Records. Records created as a result of this instruction, regardless of media and format, will be managed per SECNAV M-5210.1 of January 2012.

7. Review and Effective Date. Per OPNAVINST 5215.17A, review this instruction annually on the anniversary of its effective date to ensure applicability, currency, and consistency with Federal, Department of Defense, Secretary of the Navy, and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will automatically expire 5 years after the effective date unless reissued or canceled prior to the 5-year anniversary date, or an extension has been granted.

8. Forms

a. The following forms are available on Naval Forms Online at:  
<https://navalforms.daps.dla.mil/web/public/home>:

- (1) BUMED 5300/4 Mentorship Program Assessment/Feedback
- (2) NAVMED 5300/1 Mentorship Application
- (3) NAVMED 5300/2 Mentorship Program Mentor/Protégé Agreement

b. The following Standard Form SF 182 Authorization, Agreement, and Certification of Training, is available electronically from the U.S. General Services Administration Web site at:  
<http://www.gsa.gov/portal/forms/type/SF>.



C. FORREST FAISON III

Releasability and distribution:

This instruction is cleared for public release and is available electronically only via the Navy Medicine Web site at: <http://www.med.navy.mil/directives/Pages/BUMEDInstructions.aspx6>.

### INDIVIDUAL DEVELOPMENT PLANS

1. The Navy's TWMS will be used for IDP creation and maintenance. This automated process will ensure accountability and provide reporting and budget projection functionality. Consolidation of all activity training requirements identified on individual IDPs will inform annual training plan preparation and budget projections.
2. The IDP is a tool designed to establish training goals, track progress, and manage individual development throughout the reporting cycle. A well-defined IDP facilitates an objective review of an employee's existing skill set and allows supervisors to actively participate in enhancing those skills for both current and future job requirements, increased breadth of knowledge, and upward mobility.
3. Supervisors and employees are encouraged to focus skills on the Department of Defense Civilian Leader Development Continuum to ensure deliberate development through progressive learning opportunities that broaden experience and increase responsibility.
4. The IDP is an ongoing, continuous process and should be periodically reassessed to determine its effectiveness. At a minimum, IDPs should be reviewed semi-annually. An IDP is not a binding contract. Cost-related courses are not automatically approved for attendance until the SF 182 is processed to commit and obligate appropriate funds.
5. In order to receive approval for training, civilians must submit their approved IDP in addition to the SF 182. If accepted into the program, a CSA must be signed with an obligation of service as outlined in enclosure (2).
6. Employee application packages requiring review panel evaluation must include specific documentation. Participant deliverables include, but are not limited to: (1) completed leadership development application; (2) resume and/or Curriculum Vitae; (3) executed IDP; (4) SF 182; and (5) additional documents as required. In order to assist applicants, a Leadership Development Program Checklist is available in the Office of Civilian Corps Guide for Developing Successful Leaders at: <https://es.med.navy.mil/bumed/m1/cwd/IDP/Forms/AllItems.aspx>.
7. In emergent situations, training that has not been included in an IDP may be approved. An emergent situation is defined as:
  - a. An employee is not able to attend a previously approved training opportunity and a substitute is required to attend and/or be nominated in less than 60 calendar days.
  - b. An opportunity for civilian development becomes available which was not previously identified.
  - c. The Director, Civilian Corps will make the final decision whether or not training will be approved for any emergent situation scenario.

8. IDPs should reflect mandatory courses, instructor lead training, self-study courses, and annual requirements for certification such as Defense Acquisition Workforce Improvement Act, Environmental and Safety Application Management System, and purchase card holders.
9. It is in the best interest of each employee to develop and maintain an effective IDP. Employees and supervisors should discuss progress towards IDP completion during mid-year performance reviews. Additional reviews and changes to an IDP can be initiated at any point by the employee or the supervisor during the reporting period, as needed. Every effort should be made by supervisors and employees to follow the IDP, however, some circumstances may require modifications to the IDP.
10. If an employee does not have access to a computer, their supervisor will create an IDP for them in TWMS. All military supervisors of civilians are required to have TWMS access.
11. All employees assigned must have an IDP with the following exceptions:
  - a. Employees on temporary appointments of less than 1 year, detailed from another organization, or Inter-governmental Personnel Act assignments, except for those employees performing job-essential training specifically required to accomplish official duties.
  - b. Government civilian employees employed less than 1 year from the start of the development program opportunity, except for those employees performing job-essential training specifically required to accomplish official duties.
  - c. Government civilian employees on a Performance Improvement Plan.
12. Additional information on IDP development and information is available in the NAVMED Civilian Corps SharePoint site at: <https://es.med.navy.mil/bumed/m00/m00c/M00C6>.



CONTINUED SERVICE AGREEMENTS

1. Per reference (b), BUMED policy requires civilian employees approved for civilian development training in excess of 80 hours to sign a CSA (SF 182, pages 4 and 5) before assignment to the training. The period of service will equal at least three times the length of the training, to begin upon the employee's return to duty following completion of the training program.

2. The CSA requires each employee to continue in the service of the Department of the Navy or another Federal Service for the required time and pay back expenses if they voluntarily separate from the Department of the Navy or Federal Service prior to the completion of the service obligation period. The following are CSA parameters:

Cost of training under \$3,000 and under 80 hours	Cost of training is \$3,000 to \$20,000 and 80 to 120 hours	Cost of training \$20,000 to \$50,000 and 120 to 240 hours	Cost of training is over \$50,000 and over 240 hours
No CSA required	Service obligation required – 3 months	Service obligation required – 12 months	Service obligation required – 36 months

3. Per reference (b), BUMED employees who fail to complete training for which BUMED incurs a cost will be required to repay all training costs (less salary and other compensation).

4. Managers and supervisors at all levels are charged to protect the Government's interests should an employee fail to successfully fulfill his or her signed training agreement by not completing the continued service obligation period. In rare circumstances, the Director, Civilian Corps will review the status and circumstances of each unexpired agreement to decide whether to recommend transfer, waive, or require repayment of expenses incurred other than salary costs. In addition to the desires of the employee, the determination should consider intangible criteria such as equity, good conscience, and the public interest.

a. Employee Transfers within Department of the Navy or to another Federal Agency. The remainder of the service obligation transfers to the gaining administration, staff office, or agency. The human resources liaison will coordinate with appropriate personnel offices to ensure the CSA information is documented on the separation Notification of Personnel Action.

b. Employee Leaves Federal Service. If an employee voluntarily leaves Federal Service through resignation, retirement, or termination, the employee will be obligated to repay expenses incurred by the agency. Repayment calculations will not include salary costs, and will normally prorate the percentage of the remaining service obligation period. Employee may submit a waiver of obligation request to the Director, Civilian Corps for decision. If the employee disagrees with the decision made by the Director, Civilian Corps, an appeal via a request for waiver can be forwarded to the Deputy Chief, BUMED for a final decision.

5. If an employee enters a non-pay status during the service obligation period, the time in non-pay status shall not count toward the completion of an employee's service obligation and will resume when the employee returns to a pay status.
6. Audited courses are not eligible for repayment.
7. Any collective bargaining obligations must be satisfied prior to implementation of this instruction.
8. The training officer of the organization that expends the funds via government credit card will retain a copy of each signed agreement and monitor execution of the obligation period in coordination with the human resources liaison.

REVIEW PANEL

1. The Review Panel will ensure fair and equitable review of all developmental program applications submitted and will confirm all information is taken into account when making their recommendations. This body adheres to and references as appropriate the policies and procedures contained in reference (f). In order to equitably distribute the limited funds for Office of Workforce Development to programs and participants across the BUMED enterprise, this body will make recommendations on ranking expenditures to ensure full use of allotted monies.
2. If a local command approves and locally funds a civilian's leadership development opportunity that does not have to be competed, the participant must submit their SF 182 to their training coordinator for approval and routing.
3. The process to select the most deserving nominee relies on the integrity of the board members to perform the duties imposed upon them without prejudice or impartiality, considering both the performance and effectiveness of each nominee. The contents within the nomination packages and the board proceedings will not be disclosed outside the board and the Director, Civilian Corps. Membership on the board will rotate to assure anonymity. Board composition will consist of:

<b>Participant</b>	<b>Value/Role</b>	<b>Responsibility</b>
Civilian Corps Staff member	Meeting coordination. Briefs the board on recommendation process, responds to questions, and ensures timely completion of meeting objectives.	Coordinator/ Facilitator
Senior civilian (GS 13 through GS 15)	Ensures inclusion of impartial senior civilian supervisory perspective.	Voting Member
Military member (Typically O-4 through O-6 or E-7 through E-9)	Ensures inclusion of impartial non-civilian perspective.	Voting Member
Junior civilian (GS 12/ WG 13 and below)	Ensures inclusion of impartial junior civilian perspective	Voting Member

4. Each board member will use a scoring sheet to evaluate each nominee. After cumulative scores are tabulated, nominees will be rank ordered. Board members will provide completed, signed score sheets with their recommendations to the Review Panel Facilitator. The Facilitator will provide rank ordered recommendations to the Director, Civilian Corps. Any ties can be broken by requesting additional information and/or oral interviews. Members of the panel have the responsibility to support and defend their ranking recommendations and the Corp Director's final decision.

5. All voting members must be present for the panel to convene; however, if unable to physically or virtually participate, their recommendations can be provided in advance or through a substitute designated by the Deputy Director, Civilian Corps. The Facilitator ensures all perspectives are considered. Each nominee is to be evaluated in a fair and equitable manner.

### FUNCTIONAL COMMUNITIES

1. Civilian community management activities will provide access to education, training, and personal and professional development programs that support Navy strategic objectives consistent with reference (a). The Functional Communities program exists to enhance civilian career development. The Deputy Director, Civilian Corps is responsible for the development and management of the Functional Community program.
2. Senior leadership and supervisors will serve as advocates for the Functional Community programs and ensure civilian development programs contribute to achieving human capital management objectives.
3. Civilian community management is an organizing strategy that aligns occupational series into groupings of similar types of work. Civilian employees are members of functional communities possessing a shared culture, professional identity, unique core competencies, and a common core training and development methodology.
4. Each designated community provides the framework to organize and deliver human capital management programs to enhance workforce capabilities. Functional community activities will assist in ensuring the workforce is equipped to sustain strategic-level competencies required to accomplish assigned duties based on primary occupational series and mission requirements. Community activities shall include, but are not limited to:
  - a. Identification of specific Functional Community professional development programs based on the annual determination of functional training needs.
  - b. Development of community-wide vision and goals.
  - c. Identification of technical competencies for occupational series within the community.
  - d. Development of career roadmaps as a tool to assist employees with career management decisions.
  - e. Implementation of communication plans to ensure the community is informed of community best practices, workforce regulatory and statutory requirements, functional competency requirements, and developmental opportunities.
5. Employees are primarily responsible for development in their chosen careers, though the responsibility is shared with their supervisors and leadership. Employees who expand their skills tend to maximize individual potential and value to the organization. Functional Community professional development programs offer opportunities to gain or improve the competencies required to enhance mission readiness. With appropriate authorization, employees are encouraged to participate in Functional Community career and professional training courses,

workshops, seminars, assessments, and on-the-job developmental assignments designed to assist them in reaching their full potential. Employees are also encouraged to work with other Functional Community members who can help guide and mentor them along their chosen career paths.

6. Each Functional Community has a senior leader who works as an advocate for civilians in their community. These leaders establish a community vision, provide guidance and templates for career paths, and manage functional competencies for Functional Community members at: <https://portal.secnav.navy.mil/orgs/MRA/DONHR/CommunityManagement/Pages/default.aspx>.

7. A critical component of the Functional Community approach is to ensure that all NAVMED civilians work within an identifiable Functional Community. Each community should possess functional commonality, a common core training curriculum, and a common professional culture. Based on their specific job, personnel are automatically enrolled in one of 19 such categories. Employees can locate their Functional Community by their Job Series.

Community	Series
Acquisition Program Management	0340
Administration	0301, 0303, 0304, 0305, 0309, 0318, 0326, 0341, 0342, 0356, 0399, 0120
Analysts	0343, 0344, 1515
Community Support	0101, 0102, 0188, 0189, 1101, 7408
Contracts	1102, 1105, 1106
Education and Training	1701, 1702, 1712, 1720, 1725, 1740, 1750
Environmental	0401, 0404, 0819
Facilities	0802, 0804, 0808, 0809, 0810, 1103, 1311, 1601, 1603, 1640
Financial	0501, 0503, 0505, 0510, 0511
Human Resources	0201, 0203, 0260
Industrial Trades	1210, 2805, 2810, 3111, 3502, 3566, 3601, 3603, 3901, 4010, 4102, 4104, 4204, 4206, 4701, 4742, 4749, 4801, 4804, 4805, 5003, 5026, 5048, 5306, 5309, 5401, 5402, 5415, 5703, 5806, 5823, 6501, 6901, 6907, 6910, 6913, 7002, 7304, 7401, 7404, 7408
Information Technology Management	0332, 0335, 0390, 0391, 0858, 1410, 1411, 1412, 1550, 2210
Legal	0901, 0905, 0950, 0962, 0986, 0998, 1222
Logistics	0346, 0856, 1670, 1910, 2001, 2003, 2005, 2010, 2030, 2101, 2102, 2130, 2151

<b>Community</b>	<b>Series</b>
Media and Public Affairs	0170, 1001, 1035, 1060, 1071, 1082, 1083, 1084, 1087
Medical	0180, 0181, 0185, 0186, 0601, 0602, 0603, 0610, 0620, 0621, 0622, 0630, 0631, 0633, 0635, 0636, 0638, 0640, 0642, 0644, 0645, 0646, 0647, 0648, 0649, 0651, 0660, 0661, 0662, 0665, 0667, 0668, 0669, 0670, 0671, 0673, 0675, 0679, 0680, 0681, 0682, 0683, 0688, 0690, 0698
Safety and Occupational Health	0018, 0019
Science and Engineering	0403, 0413, 0414, 0415, 0801, 0830, 0850, 0896, 1301, 1306, 1320, 1530
Security and Law Enforcement	0080, 0083, 0086, 0089, 1801, 1810

## MENTORING

1. A structured, mentoring relationship focuses on the needs of the protégés. When properly administered, a mentoring relationship will develop active community partnerships, foster caring and supportive relationships, and encourage individuals to develop to their fullest personal and professional potential. Additional advantages include, but are not limited to, increased staff productivity and performance; greater staff job satisfaction; improved knowledge on both the technical and organizational aspects of the command; and a greater likelihood of personal and professional success.
2. The BUMED Mentoring Program will optimize and continuously improve life-long learning and mentoring opportunities for all staff members. The Mentorship Committee will establish guidelines that will serve as the framework for the Mentorship Program. Each staff member will be encouraged to provide maximum participation as either a mentor or protégé.
3. Participation in a Mentorship Program is strongly encouraged for all civilians.
4. There are different Mentoring Programs available:
  - a. BUMED Mentoring Program as outlined in reference (h). If a civilian chooses to participate in this program, a copy of the following forms should be provided to their designated Training Manager:
    - (1) BUMED 5300/4 Mentorship Program Assessment/Feedback.
    - (2) NAVMED 5300/1 Mentorship Application.
    - (3) NAVMED 5300/2 Mentorship Program Mentor/Protégé Agreement.
  - b. TWMS ([www.twms.mil](http://www.twms.mil)) has a mentoring module located on the left hand panel under Tools/Actions. Personnel must complete TWMS on-line mentoring training prior to registering to be a mentor and/or a protégé. If a civilian chooses to participate in this program, a copy of the Mentoring Agreement Form should be provided to the designated Training Manager.
  - c. Defense Health Agency Mentoring Program is offered annually through their Learning and Development Division. The application period is normally in the September/October timeframe. The Defense Health Agency Mentoring Program is open to all grade levels and both civilians and military. The program offers an orientation session, self-assessment, workshops, and requires the development and execution of a Mentoring Action Plan. If a civilian chooses to participate in this program, a copy of the Mentoring Agreement Form and the Mentoring Action Plan should be provided to the Enterprise Education and Training Manager.



d. Situational Mentoring is a short-term discussion and/or short duration meeting on a high-impact issue, problem, challenge, or opportunity. The purpose is to enhance individual skill sets and proficiency in particular leadership competencies. Normally, this is a short duration exchange of information to share ideas and best practices in a safe, confidential environment.