



## 2019 DoD MANAGERIAL AND SUPERVISORY LEARNING AND EVALUATION FRAMEWORK

1. Are military supervisors and managers of civilians required to complete the same training as civilians as outlined in this Framework?
  - (A) Yes. The intent of the Framework is to ensure that supervisors and managers of DoD civilian employees are consistent in the implementation of the lawful requirements in supervising civilian employees.
2. Are experienced/senior supervisors and managers required to complete the same initial training requirements as newly appointed supervisors and managers if they previously have not completed that training?
  - (A) Yes. DoD Components may choose to provide a modified version of this training to meet the unique needs of experienced/senior managers and supervisors, provided the training is in alignment with the DoD Framework.
3. After completion of initial training, [5 CFR § 412.202](#) requires "follow up periodically, but at least once every three years, by providing each supervisor and manager additional training..." and the National Defense Authorization Act of Fiscal Year 2010 (NDAA FY 2010) Section 1113 indicates that supervisors "shall be required to complete a program at least once every three years." How can Components meet these requirements?
  - (A) After completion of initial training, Components designate the type and content of training program that must be completed by a manager or supervisor at least once every three years so long as the training covers the mandatory topics in the DoD M&S Learning Framework.
4. What does "compliance" look like?
  - (A) Total Compliance assumes: a) Components provide M&S training in alignment with the DoD Framework; and b) supervisors and manager (supervisory personnel) complete training per the legal requirements or are on schedule to complete in a timely manner, in accordance with the Framework. Example of "on schedule": if a supervisor completed their initial supervisory training as required in FY 2017, they will not be due for the three-year "refresher" training until FY 2020. When reporting on training completions in FY 2019, this individual is considered "on schedule" and not delinquent.

5. What are the consequences of not completing training in accordance with the Framework?
  - (A) To the extent that a supervisor or manager fails to complete training within the specified timeframe, his/her supervisor is encouraged to contact their local labor and employee relations staff for guidance on non-compliance. Components/Agencies may also refer to OPM's guidance outlined in the [Frequently Asked Questions section of the 2015 Federal Supervisory and Managerial Framework and Guidance](#).
6. Are managers required to go through training for supervisory skills before moving into the managerial skills training?
  - (A) Yes, however, Components are encouraged to ensure managers obtain the appropriate level of training at the right time of their leader development and within the DoD Framework.
7. Why are some topics and learning outcomes in the Supervisory and Managerial Sub-Frameworks the same?
  - (A) Four (4) identical topics originate in 5 CFR 412.202, which specifically cites supervisors and managers requiring training in the topics outlined, however, the learning outcomes are tailored for supervisory and managerial skills, respectively.
8. How should a DoD Component decide which Sub-Framework (Supervisory Skills or Managerial Skills) applies to their supervisors and managers, if the titles "supervisor" and "manager" are used inter-changeably by the Office of Personnel Management (OPM)?
  - (A) Components should utilize existing classification standards and definitions (from the [General Schedule Supervisory Guide](#)) and ensure position descriptions, and related documentation, accurately reflect duties and responsibilities. Most commonly used classification standards are outlined in Appendix II of the DoD Framework.
9. Can managers and supervisors complete the same training?
  - (A) Yes, however, as referenced in the "Desired Outcomes" (outlined in the DoD Framework), Components are encouraged to respect the time and specific needs of managers and supervisors and to ensure the right people get the right training at the right time in their development (i.e., avoid "over-training").

*\*Successful Practice: Components have options for how to implement. They can develop two unique courses and identify supervisors and managers via classification guidance and codes or through self-identification via a learning management system (LMS). Another option: if these courses are on-line or in-classroom, Components can create two tracts (or specific modules) to cover mandatory requirements: e.g., tract 1 is supervisory and tract 2 is managerial, with Components directing supervisors and managers to either track 1 and 2, or both if circumstances warrant.*

10. Are supervisory executive level personnel (civilian executives, General Officers, Flag Officers) required to take M&S training?
  - (A) Per the Office of Personnel Management (OPM) [Framework for the Continuing Development of Federal Senior Executives](#): "OPM published final regulations on Supervisory, Management, and Executive Development, [5 CFR part 412](#), on December 10, 2009 outlining mandatory leadership training requirements. These regulations discuss systematic training and development of supervisors, managers, and executives, and require new executives to receive training when they make critical career transitions, for instance, from manager to executive. This training should be consistent with assessment of the needs of both the agency and the executive." Training implementation is at Components' discretion, however, at a minimum should be in alignment with [5 CFR part 412.202](#).
11. Must Component programs be a certain number of hours or follow a specific format to meet the learning outcomes outlined in the DoD Framework?
  - (A) No. DoD Components are responsible for determining the appropriate length and format as long as it is in alignment with the DoD Framework.
12. Are there specific learning objectives that Components are required to incorporate in their training programs?
  - (A) No. The Framework provides learning outcomes only, with the intention of allowing each Component to customize programs to meet specific needs.
13. If a supervisor or manager receives M&S training in one DoD Component and moves to another DoD Component, are they required to take the training again in the new Component?
  - (A) It is at the discretion of the receiving DoD Component.
14. If a supervisor or manager receives M&S training in another Department or Agency – outside DoD - and moves into a supervisory or managerial position within DoD, are they required to take the training again in the new DoD organization?
  - (A) It is at the discretion of the DoD Component; however, the DoD M&S Framework is specific to meet the intent of the DoD mission.
15. There are DoD supervisors and managers who supervise employees of another Component. Does this mean that some supervisors and/or managers may be required to complete multiple Component trainings?
  - (A) It is at the discretion of each DoD Component regarding training requirements, however, the Department encourages reciprocity to the extent practicable. This will require coordination with and support from Human Resources offices at the local level.

16. DoD supervisors and managers of civilian employees fall into various categories (including personnel systems), e.g., Appropriated Fund (APF), National Guard Technician (NG Tech), Nonappropriated Fund (NAF), Local National (LN), Active Duty military, Defense Civilian Intelligence Personnel System (DCIPS), Acquisition Demonstration, etc. Additionally, DoD supervisors and managers in one category may supervise employees who fall under another category (e.g., APF supervising NAF). Does this mean that some managers and supervisors of DoD civilians may be required to complete multiple trainings?

- (A) The trigger for the primary training should be: "whom does the supervisor or manager supervise?" Components must ensure that each manager and supervisor receives appropriate training and support, respective to the employees supervised, and it is at Component discretion if multiple trainings are required. The Department encourages reciprocity. Components must provide training in alignment with the Framework, regardless of category (e.g., personnel system or Title).

*(NOTE: The Defense Civilian Personnel Data System (DCPDS) Field "Type Employee Supervised" indicates the population supervised, e.g., Appropriated Fund, NAF, LN, military, National Guard Technician).*

17. Does this training requirement apply to Nonappropriated Fund (NAF) personnel?

- (A) Yes. DoD Components are required to ensure all DoD managers and supervisors (to include NAF managers and supervisors) of DoD NAF employees receive appropriate training in accordance with the Framework.

18. Does this training requirement apply to Local Nationals?

- (A) Yes. DoD Components are required to ensure all DoD managers and supervisors (to include local national managers and supervisors) of DoD local national employees receive appropriate managerial and supervisory training in accordance with the DoD M&S Learning and Evaluation Framework. DoD Components are responsible for making sure the training is in compliance with all applicable Status of Forces Agreements, local and country-specific workplace laws and regulations, local labor agreements, local and regional command regulations, and applicable DoD-wide regulations.

19. The DoD Framework appears to be aligned with leadership competencies. Are these competencies required to be addressed in Component training programs?

- (A) No. The DoD Framework includes examples of leadership competencies that can be incorporated into programs at the discretion of each DoD Component. The leadership competency examples align with the DoD Civilian Leader Development Continuum.

20. Are DoD Components required to adopt all of the [OPM Federal Supervisory & Managerial Training Frameworks](#)?
  - (A) No. Components may use OPM's guidance to supplement requirements outlined in the DoD Framework.
21. Can Components waive all or part of the M&S training requirement in NDAA FY 2010 and 5 CFR Section 412.202?
  - (A) No, this would constitute a violation of U.S. Federal Law as well as DoD policy and guidance.
22. Does the DoD Framework apply to personnel in temporary supervisory or managerial appointments?
  - (A) It is at the discretion of each DoD Component to require training for individuals in other than permanent appointments. All reasonable efforts should be made to provide training, education and support for the individual to successfully perform their duties.
23. Section 1113 of NDAA FY 2010 requires experienced supervisors to mentor new supervisors. Is this requirement incorporated in the DoD Framework?
  - (A) No. The DoD Framework discusses the topics and learning outcomes, including motivating and mentoring employees, but does not implement a general DoD mentoring program. The Department is meeting this mandate via the [DoD Mentoring Resource Portal](#), which is an online repository of comprehensive mentoring information available to all DoD Components and employees. Within this portal is guidance for supervisor-specific mentoring. The Department expects mentoring programs to be implemented at the Component level.
24. Do political appointees with supervisory responsibilities need to receive training?
  - (A) Political appointees with supervisory responsibilities must receive training within their first year of appointment. They must also receive refresher training. Agencies should incorporate training of political appointees into their supervisory training policies.