CPM Chapter 412, "Executive, Management and Supervisory Development", is issued herewith.


<table>
<thead>
<tr>
<th>Identification</th>
<th>Insert Pages</th>
<th>Explanation of Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>412</td>
<td>1-1 through 1-2</td>
<td>Updates and replaces DoD Instruction 1430.8; implements Federal Personnel Manual (FPM) Chapter 412 within the Department of Defense by providing policy and guidance on DoD Executive, Management and Supervisory Development programs.</td>
</tr>
</tbody>
</table>

2. File this Installment Sheet immediately preceding CPM Chapter 272.

3. The policies and requirements contained in this CPM Chapter are effective on February 1, 1986. On the same date DoD Instruction 1430.8 is canceled.

Chapman B. Cox
Assistant Secretary of Defense (Force Management and Personnel)
CPM CHAPTER 412
EXECUTIVE, MANAGEMENT
AND SUPERVISORY DEVELOPMENT

Subchapter 1. Executive, Management, and Supervisory Development Policies

1-1. EXECUTIVE, MANAGEMENT, AND SUPERVISORY (E-M-S) DEVELOPMENT

c. REFERENCES


d. E-M-S DEVELOPMENT IN THE DEPARTMENT OF DEFENSE. Each DoD Component shall establish E-M-S programs suited to its own systems of management, the policies outlined in this Manual, and those contained in Basic Federal Personnel Manual (FPM) Chapter 412 (reference (1)). Specifically:

(1) Heads of DoD Components shall:

(a) Provide the resources needed to maintain a high degree of executive, manager, and supervisor competence;

(b) Encourage employees to prepare themselves for advancement to top career levels and to supplement self-development with appropriate DoD Component-sponsored training and education;

(c) Ensure the early identification, training, and development of employees with executive, managerial and supervisory abilities;

(d) Ensure that executives, managers, and supervisors possess conceptual, problem-solving, decision-making, leadership, interpersonal, communications, and other skills, knowledges, and abilities required to maintain high quality and efficient performance;
(e) Ensure that executives, managers, and supervisors possess the broad interdisciplinary skills that extend beyond their academic or career field specialty and that are required for successful job performance;

(f) Establish and provide specifically for periodic review (e.g., once every two years) of Component executive, manager, and supervisor training programs to update the material taught and to improve program quality.

(2) Executives, managers, and supervisors at all levels shall:

(a) Identify employees who demonstrate potential for increased responsibility and managerial assignments;

(b) Plan for the development of those employees identified, per paragraph (a), above, to achieve their maximum supervisory, managerial, or executive potential.

1-2. LEGAL AND REGULATORY GUIDANCE

d. Delegation of Training Authority Within the Department of Defense

Title 5, United States Code, Section 4103 authorizes the Secretary of Defense to establish, operate, and maintain training and development programs. This authority is delegated to the Heads of DoD Components by DoD Directive 1430.4 (reference (2)). Detailed guidance on the administration of this delegation is published in DoD Civilian Personnel Manual (CPM) Chapter 410 (reference (3)).

1-3. PROGRAM COVERAGE AND DEFINITIONS

d. Agency. As used in FPM Chapter 412 (reference (1)), "agency" has the same meaning as DoD Component.

e. DoD Component. For civilian training program administration purposes, DoD Components are those specified in paragraph B, DoD Directive 1430.4 (reference (2)). For ready reference, they are: the Office of the Secretary of Defense (OSD); the Military Departments; the Organization of the Joint Chiefs of Staff (OJCS); the Unified and Specified Commands; the Inspector General of the Department of Defense (IG, DoD); the Uniformed Services University of Health Sciences.