

NAWCWDINST 12410.2
400000D
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NAWCWD INSTRUCTION 12410.2

From: Commander, Naval Air Warfare Center Weapons Division

Subj: RECRUITMENT AND DEVELOPMENT PROGRAM FOR ENGINEERS AND
SCIENTISTS

Encl: (1) Responsibilities of NAWCWD Personnel Associated with the Engineer and
Scientist Development Program (ESDP)

1. Purpose. To define the policies and procedures for the recruitment and development program for Engineers and Scientists (E&S), DP-1 and DP-2 levels.
2. Cancellation. NAWCWPNSINST 12410.3.
3. Background. The accomplishment of the Naval Air Warfare Center Weapons Division (NAWCWD) mission depends on the personnel it is able to attract, develop, and retain. A large percentage of these professional personnel are E&Ss (with little or no work experience) recruited directly from colleges and universities. The development program for E&Ss is designed to instill awareness and expand the perspective of the participants regarding NAWCWD's broad spectrum of work, to acquaint them with areas of potential interest and benefit, and to provide contacts of lasting usefulness.
4. Policy. It is the policy of NAWCWD to provide a systematic recruitment and development program for its E&Ss that will attract high caliber candidates and aid and expedite their adjustment to the work environment and life at NAWCWD. The program covers E&Ss being hired at the DP-1 and DP-2 levels. Enclosure (1) details the responsibilities of personnel associated with the program, and lists the forms required to record the development/progress of the participants.
5. Program. The objective of the program is to assist the Engineer/Scientist (E/S) in making a transition from the academic or business environment to the NAWCWD work force. The transition will not only provide an orientation but will broaden his/her understanding of the overall mission and goals of NAWCWD and the Department of the Navy (DoN). The developmental program for entry level DP-1 and DP-2 scientists and engineers is designed to provide them with a developmental curriculum and progressively responsible work assignments that will allow them to advance to the journeyman level (DP-3); indoctrinate and expand the perspective of the participants as to NAWCWD's broad spectrum of work; to acquaint them with areas of potential interest and benefit; and to provide contacts of lasting usefulness. It is expected that it will take the typical program participant approximately five years for DP-1's and three years for DP-2's to successfully complete the program requirements. Successful progression through and completion of the training curriculum and at least fully successful performance assessments in

performing progressively responsible work assignments will result in the program participant being promoted to the target level.

An integral part of the program will be working tours designed to:

- a. Provide experience in several technical areas under various supervisors.
- b. Establish working relationships with a variety of NAWCWD personnel.
- c. Enable various working groups to observe the E/S's capabilities and assist him/her in finding a working environment that is compatible with the E/S's interests and capabilities.

It is important that the goals of the E/S are aligned with those of NAWCWD. Meaningful work assignments will be made to accomplish this alignment and develop the potential of the E/S. The typical 1-year touring program will consist of a minimum of three and a maximum of five, 2-3 month working-tour assignments. Any deviations from the three to five 2-3 month tour assignments must be coordinated with and approved by the NAWCWD ESDP Coordinator, Code 400000D. The E/S initially will be assigned to his/her home code for orientation purposes, and to plan and arrange subsequent tours. One tour must be taken outside the home code Level 2 competency. In addition, each E/S will be assigned a mentor by the Level 2 Competency Head, with concurrence from the ESDP Coordinator, Code 400000D. The mentor should be assigned to a different Level 2/Level 3 competency from that of the E/S's home code. At the end of the ninth month of the E/S's tour(s), the home code supervisor will inform the participant of his/her performance, progress, and extent of his/her alignment in NAWCWD's work environment. The home code supervisor will provide the ESDP Coordinator, Code 400000D, the E/S's Level 2 Competency Head, and the Professional Recruitment Office, Code 731000D, duplicate information.

6. Development. The basic development will include a general orientation for new employees, working tours, formal training, and an optional series of technical orientation lectures/field trips. The working tours, orientation lectures, and field trips should acquaint the participant with how work is conducted at NAWCWD. It is strongly recommended that one working tour include a comprehensive project that will require consultation with other Level 2 Competency Heads at NAWCWD. The home code supervisor and the work tour supervisor will make recommendations regarding formal training for the E/S. These recommendations will receive the highest possible priority with the Level 2 competency's training plan.

A critical component of this development plan is the requirement to accept, and perform successfully, increasingly demanding (more complex, higher visibility, broader scope of impact, etc.) work assignments that will assist in the overall development and experience of the participant. Supervisors are required to identify progressively responsible work assignments for program participants that stretch the participants technical skills as well as their soft skills (presentations, communications, teaming ability, program planning, etc.). Advancement to the

DP-2 level and the program target level of DP-3 is highly dependent on this component of the program. The ESDP Technical Coordinator and the first and second line supervisors of the participant will play a heavy role in the evaluation of this element by reviewing the assignments provided to the participant and the performance demonstrated in carrying out the work assignments.

7. Training. The basic training will include a technical orientation, working tours, and formal classroom instruction. A list of training events mapped out for DP-1 and DP-2 entry-level engineers and scientists will be provided. New employees are expected to complete this training within three years. Within 20 days after placement into the ESDP, a Professional Development Plan will be developed jointly by the home code supervisor and the E/S, with assistance from the ESDP Coordinator, Code 400000D, if necessary.

8. Recruitment. Recruitment is managed by the Human Resource Department (HRD) Professional Recruitment Coordinator, Code 730000D. It is NAWCWD policy to use the most effective means (electronic media, newsletters, university/college job fairs, etc.) to recruit the best available candidates. Recruiters who visit schools should have an awareness of NAWCWD's overall applications and a commitment to maintaining/improving our technical currency.

9. Guidelines. The description and application of mandatory reporting forms are contained in the "Engineer and Scientist Development Program" guidelines (see paragraph 2 of enclosure (1)). These guidelines are available from HRD, Code 730000D, the ESDP Coordinator, Code 400000D, and through NAWCWD Level 2 competency managers. These guidelines are available on the NAWCWD Intranet Website (<http://on-site.nawcwpns.navy.mil/~ESDP>).

10. Forms. All forms required for this program can be found in the "Engineer and Scientist Development Program" guidelines (see paragraph 9 of this instruction).

11. Directive Responsibility. The Human Resources Department, Code 730000D, is responsible for keeping this instruction current.

/s/
R. B. Ormsbee

RESPONSIBILITIES OF NAWCWD PERSONNEL ASSOCIATED WITH THE ENGINEER
AND SCIENTIST DEVELOPMENT PROGRAM (ESDP)

1. Responsibility for the development program rests with each technical Level 2 Competency Head. Specific responsibilities of personnel associated with the program are as follows:

a. Each Level 2 Competency Head will:

(1) Ensure that the program within his/her competency follows NAWCWD policy including affirmative action objectives.

(2) Ensure that vacant Engineer/Scientist (E/S) billets are filled in a timely manner in relationship to the talent available and the changing work environment.

(3) Nominate interested/responsible E/S mentors, subject to approval/assignment by the ESDP Coordinator, Code 400000D, (responsibilities are specified in paragraph 1.e. of this enclosure).

(4) Ensure that a home code supervisor (who will have the responsibility for the E/S's work assignments) is assigned.

(5) Approve final assignment of the E/S within the Level 2 competency or recommend placement elsewhere.

b. Each Home Code Supervisor will:

(1) Meet with the E/S on his/her first day or at least during the first week; ensure that the processing check-in is accomplished expeditiously; orient the E/S to the NAWCWD organization and provide an overall summary of what the general geographic areas offer in services (i.e., Ventura County area for Point Mugu, Ridgecrest area for China Lake).

(2) Assist the E/S in planning and implementing a Professional Development Program, (including a training program), within 20 days of the date of hire.

(3) Evaluate the performance of the E/S at the end of each working tour, discuss the evaluation with the E/S, and if there is a problem, discuss the matter with the work tour supervisor and the ESDP Coordinator, Code 400000D, the Personnel Management Advisor, and the Professional Recruitment Office.

(4) Determine the retention of the E/S before the end of the ninth month, consult with the ESDP Coordinator, Code 400000D, the Personnel Management Advisor, the Professional Recruitment Office, and make recommendations to the E/S's Level 2 Competency Head.

(5) Ensure that required forms (see paragraph 2 of this enclosure) are completed and submitted to the ESDP Coordinator, Code 400000D.

(6) Determine whether the E/S has satisfactorily completed the training objectives at the end of the training period or if the E/S should receive additional training or working tours.

c. Each Work Tour Supervisor will:

(1) Provide a meaningful tour assignment. At least one tour should include a comprehensive project that may require consultation with other competencies at NAWCWD.

(2) Discuss with the E/S the objectives and policies of the host code, the E/S's responsibilities during the working tour, factors that will be used to evaluate the success of the results, and the training to be provided during the tour.

(3) Inform the home code supervisor of the E/S's progress during the tour.

(4) Complete the required personnel and evaluation forms (see paragraph 2 of this enclosure) after reviewing the results of the tour assignment(s) with the E/S (within 30 days of completion of the tour). If there are any problems, the work tour supervisor should discuss them with the home code supervisor as well as the ESDP Coordinator, Code 400000D.

d. Each E/S, in addition to performing the normal duties assigned by his/her supervisor, will:

(1) Develop a Professional Development Plan with the assistance of the home code supervisor and the ESDP Coordinator, Code 400000D.

(2) Contact (personally) prospective work tour supervisors during the process of arranging tours and discuss potential duty assignments.

(3) Attend the NAWCWD general orientation program for new employees.

(4) Further his/her professional development by attending technical lectures and enrolling in courses that complement the E/S's professional specialty and current work assignments.

(5) Submit required forms (see paragraph 2 of this enclosure).

(6) Keep the home code supervisor and the ESDP Coordinator, Code 400000D, informed of any changes to the Professional Development Plan that has been reviewed and initialed by the work tour supervisor.

e. ESDP Coordinator will:

(1) Act as the point of contact for HRD, integrated product teams, externally directed teams, Level 2 Competency Heads, home codes, mentors, and E/Ss.

(2) Ensure that the E/S is familiar with the objectives and requirements of the NAWCWD Development Program for E/Ss as outlined in this instruction. Provide the E/S with information pertaining to training and forms (see paragraph 2 of this enclosure).

(3) Ensure that the home code supervisor and the E/S develop a plan outlining work-tour assignments and the knowledge and skills to be acquired. The ESDP Coordinator, Code 400000D, will assure that the E/S is aware of training available for achieving various career goals.

(4) Assist the home code supervisors and E/S mentors by providing advice, negotiating rotational assignments, and counseling the E/S, if required.

(5) Discuss the retention of the E/S with the home code supervisor and work tour supervisors before the end of the ninth month of the E/S's training program. Any performance problems during a working tour will be discussed by the work tour supervisor, the home code supervisor, the ESDP Coordinator, Code 400000D, the E/S, the Personnel Management Advisor, and the Professional Recruitment Office.

(6) Assist the home code supervisor and HRD representatives in determining, at the end of the training program, whether the E/S has successfully completed his/her training requirements.

(7) Assist in resolving any problems in the final placement of the E/S.

(8) Oversee the assignments and duties of the E/S mentors.

(9) Oversee the design, issuance, and maintenance of the electronic E/S guidelines.

(10) Advise technical Level 2 Competency Heads of the status and concerns of the Development Program for E/Ss to ensure the Program is conducted according to NAWCWD policy.

f. E/S Mentors will:

(1) Ensure that the assigned E/S's growth is facilitated by sharing knowledge and insights that have been learned through years of service at NAWCWD. This includes linking the

E/S with others who can enhance learning and development, and pass along organizational information about structures, politics, and personalities.

(2) Coach the E/S in fortifying his/her skills, and provide candid feedback to the E/S about perceived strengths and developmental needs, point out opportunities for the employee to develop and demonstrate capabilities, and pitfalls to avoid.

(3) Advise the E/S on how to deal with real or perceived road blocks and serve as a sounding board for issues of concern to the E/S.

(4) Encourage and motivate the E/S, strive to be a role model of success for the E/S.

2. Reporting. The description and application of mandatory reporting forms are contained in the "Engineer and Scientist Development Program" guidelines. The guidelines are available from HRD, Code 730000D, the ESDP Coordinator, Code 400000D, NAWCWD Level 2 competency managers, and are available on the NAWCWD Intranet Website (<http://on-site.nawcwpns.navy.mil/~ESDP>). The guidelines include the following forms:

- a. Professional Development Plan
- b. Tour Review
- c. Performance Plan
- d. Development Checklist
- e. Performance Assessment
- f. Engineer and Scientist Development Program Evaluation