



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL EDUCATION AND TRAINING
250 DALLAS ST
PENSACOLA FLORIDA 32508-5220

CNETINST 5351.2A
LEAD1111
15 JAN 1999

CNET INSTRUCTION 5351.2A

Subj: LEADERSHIP TRAINING COURSES (LTC) MANAGEMENT PROGRAM

Ref: (a) NAVEDTRA 135A

Encl: (1) LTC Instructional Management Plan
(2) LTC Instructor Certification/Evaluation Program
(3) LTC Facilitator Policy

1. Purpose. To establish a management program for the LTC. This instruction has been revised and should be read in its entirety.

2. Cancellation. CNETINST 5351.2

3. Scope. The provisions of this instruction apply to all officer and enlisted training activities which include LTC in their program. Chief of Naval Education and Training (CNET) is the Curriculum Control Authority (CCA) and Course Curriculum Model Manager (CCMM) for all LTC.

4. Discussion. Eight LTCs form the cornerstone of the Leadership Training Continuum. These courses boost the Navy's ability to achieve its overall mission by increasing the effectiveness of Navy leadership across all levels of the chain of command and throughout all communities. This management program provides a systematic, standardized framework which will ensure maintenance or curriculum integrity, training site uniformity, and continued professional progression of instructor personnel.

5. Responsibilities. General responsibilities for Leadership Training are as follows:

a. CNET

- (1) Act as CCA and CCMM for the LTC.
- (2) As CCMM, chair Formal Course Review (FCR) meetings.
- (3) Provide policy and guidance for operation of a Quality Assist (QA) Team.
- (4) Implement a QA program for all LTC and monitor the QA team.

(5) Conduct an annual Mobile Training Team (MTT) planning conference and approve MTT schedules.

b. Commanding Officers of Pipeline LTC Sites

(1) Apply the procedures of enclosures (1), (2), and (3).

(2) Monitor training course quality through the Training Quality Indicators data provided by the Curriculum and Instructional Standards Office (CISO) per reference (a).

(3) Ensure instructor personnel assigned to the LTC Navy Enlisted Classification (NEC) Code 9518 billets are facilitating LTC as their primary duty.

(4) Ensure Navy Integrated Training Resources and Administrative System (NITRAS) entries are made for LTC.

(5) Develop a command instructor certification program and certify instructors per enclosure (2).

c. Naval Leader Training Unit (NAVLEADTRAU) Directors

(1) Apply items 5b(1) - 5b(5) above.

(2) Act as LTC Curriculum Coordinator for the following courses:

(a) NAVLEADTRAU Coronado - Basic Officer, Intermediate Officer, Advanced Officer (Non-XO) LTC.

(b) NAVLEADTRAU Little Creek - Second Class, First Class, Chief Petty Officer LTC.

d. Command Leadership School (CLS)

(1) Apply items 5b(1) - 5b(5) above.

(2) Act as LTC Curriculum Coordinator for Command, Advanced Officer (XO), Command Master Chief/Chief of the Boat LTC.

e. Naval Aviation Schools Command (NAVAVSCOLSCOM)

(1) Apply items 5b(1) - 5b(5) above.

(2) Act as the LTC Curriculum Coordinator for the Basic Officer LDO/CWO LTC.

f. LTC Curriculum Coordinators

(1) As described in enclosure (1), coordinate and manage the Course Modification Request process and act as FCR lead for the designated courses.

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(2) Conduct the FCR for assigned courses using the procedures of reference (a) and enclosure (1).

g. Training Activities Providing LTC

(1) Submit requests for curriculum modification to the appropriate LTC Curriculum Coordinator/CCMM for each course as designated in paragraphs 5c(2), 5d(2), and 5e(2).

(2) Develop end-of-year critique package per enclosure (1).

(3) Submit monthly training reports per attachment A of enclosure (1).

(4) Ensure CISO monitors and regulates all internal evaluation programs, monitors classroom practices and instructions delivery methods, and provides for the in-service training of instructor and staff personnel.

h. QA Team. QA Team Leader designated by CNET will:

(1) Submit proposed site visit schedule to CNET.

(2) Coordinate site visits 2 weeks prior to arrival.

(3) Brief commanding officers upon completion of evaluation.

(4) Provide written feedback to commanding officer via CNET within 1 month of visit.

(5) Re-evaluate as directed.

(6) Provide additional assistance to sites as requested.

i. Other Naval Units

(1) On CNET request, submit requirements for MTT courses using attendance and quota policy criteria in enclosure (1).

(2) Act as host MTT site as designated per CNET annual MTT schedule.

6. Action. All training activities conducting LTC shall immediately implement this instruction.

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Distribution (CNETINST 5218.2C):

List I (1, 2, 8-13, 17, 19-32, 35-38, 40-43, 44, 46-48, 50-52),
II (2)

NAVLEADTRAU Little Creek

NAVLEADTRAU DET Rota

NAVLEADTRAU DET Anacostia

NAVLEADTRAU Coronado

COMAFLOATRAGRUEWESTPAC DET Yokosuka

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LTC INSTRUCTIONAL MANAGEMENT PLAN

1. COURSE MANAGEMENT DATA

a. Training Requirements. All Navy personnel shall be provided Leadership Training by the training site assigned course responsibility in paragraph 2. LTCs are:

P-1B-0004	Command Leadership Training Course (CLC)
P-7C-0039	Basic Officer Leadership Training Course (BOLTC)
P-1B-0007	Basic Officer Leadership Training Course LDO/CWO (BOLTC LDO/CWO)
P-1B-0005	Advanced Officer Leadership Training Course (AOLTC XO)
P-1B-0006	Advanced Officer (Non-XO) Leadership Training Course (AOLTC Non-XO)
P-7C-0023	Intermediate Officer Leadership Training Course (IOLTC)
P-500-0021	Chief Petty Officer Leadership Training Course (CPOLTC)
P-500-0020	First Class Petty Officer Leadership Training Course (PO1LTC)
P-500-0025	Second Class Petty Officer Leadership Training Course (PO2LTC)
P-920-1300	Command Master Chief/Chief of the Boat Leadership Training Course (CMC/COB)

Annual plans for local and MTT training shall be submitted to the appropriate LTC training Coordinator. CNET will host an LTC planning conference for final submission and approval of the plans consolidated by the Training Coordinators.

b. Training Sites

<u>Location</u>	<u>Course</u>
NAVLEADTRAU Coronado	BOLTC, IOLTC, AOLTC (Non-XO), CPOLTC, PO1LTC, PO2LTC
NAVLEADTRAU Little Creek	BOLTC, IOLTC, AOLTC (Non-XO), CPOLTC, PO1LTC, PO2LTC
SWOSCOLCOM	BOLTC, IOLTC
NAVSCSCOL	BOLTC, IOLTC
NETC (OIS)	BOLTC
NETC (Chaplain)	BOLTC, AOLTC (Non-XO)
NETC (SEA)	CMC/COB LTC

NETC (CLS)	CLC, AOLTC (XO)
NAVSUBSCOL	BOLTC, IOLTC, CPOLTC, PO1LTC, PO2LTC
FLETRACEN Mayport	CPOLTC, PO1LTC, PO2LTC
NAVAVSCOLSCOM	BOLTC, BOTLC (LDO/CWO), CPOLTC, PO1LTC, PO2LTC
SERVSCOLCOM	CPOLTC, PO1LTC, PO2LTC
NAVACT Rota	CPOLTC, PO1LTC, PO2LTC
TRITRAFAC Bangor	CPOLTC, PO1LTC, PO2LTC
TRITRAFAC Kings Bay	CPOLTC, PO1LTC, PO2LTC
TRITRAFAC Bangor	CPOLTC, PO1LTC, PO2LTC
ATG WESTPAC Yokuska	CPOLTC. PO1LTC. PO2LTC
NAVSUBTRACENPAC	CPOLTC, PO1LTC, PO2LTC
NAVLEADTRAU DET Anacostia	CPOLTC, PO1LTC, PO2LTC
NAS Corpus Christi	BOLTC

c. Staff Requirements. Staff requirements should be computed at each training site based on the actual ratio shown in the Master Course Reference File (MCRF). The instructor ratio is 12:1. All instructors must attend the 7-week Leadership Instructor School (A-012-0045). Officer instructors will be assigned the appropriate Additional Qualification Code (AQD) and enlisted instructors will earn the NEC Code 9518. Instructor personnel who design, develop, maintain, and revise curricula should attend the Curriculum Developer Course (A-12-0052).

d. Facilities Requirements. The basic classroom configuration consists of seats for a maximum of 30 students and a minimum of 12 students. Optimum class size is 24 students.

e. Security Requirements. The LTCs are UNCLASSIFIED.

f. Reporting Requirements. Each training site is required to submit a monthly report using the format provided at attachment A.

g. Instructional Methodology. These courses employ the group-paced, student-centered, student-driven instructional approach. Audiovisual presentations, role-playing scenarios, and exercises are used to enhance the experiential learning process during the course of instruction.

h. Instructor/Student Interface. Active interface between the instructor and the individual students is provided for in the curriculum through interactive (instructor/student) lecture techniques. Students are called upon to answer questions and to share their experiences.

i. Testing. Verbal and written assessments will be utilized to determine course effectiveness and student comprehension.

j. Course Modification Process. All training sites shall submit curriculum modification requests for the identified problems with the course. Recommendations for the modification shall be forwarded to the appropriate LTC Curriculum Coordinator below, with copy to CNET. The Curriculum Coordinator will review all requests. For those requests requiring immediate action, the Coordinator will submit a plan of action to CNET. Routine requests will be compiled and used to determine revision requirements during the FCR process. Curriculum modifications will be conducted in accordance with NAVEDTRA 130. LTC Curriculum Coordinator with responsibility for coordinating curriculum modification requests and the FCR process for designated courses is:

NAVLEADTRAU Coronado	BOLTC, IOLTC, AOLTC (Non-XO)
NAVLEADTRAU Little Creek	CPOLTC, PO1LTC, PO2LTC
NETC (CLS)	CLC, AOLTC (XO), CMC/COBLTC
NAVAVSCOLSCOM	BOLTC (LDO/CWO)

k. FCR. All courses will be formally reviewed annually per reference (a). LTC Curriculum Coordinator will schedule the review and coordinate inputs from all teaching sites. LTC Curriculum Coordinator will schedule a review conference as directed by CNET.

l. Required Equipment. The following lists those items needed to conduct a LTC. Items associated with a standard classroom configuration (i.e., tables, chairs, pencil sharpeners, etc.) are not listed.

<u>Nomenclature</u>	<u>Quantity</u>
Podium	1
Chalkboard or visual aids pane	2
VHS player and monitor	1
Portable easel	4
Multi-media projector	1
Computer	1

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m. Instructional Materials. One copy of the Instructor Guide is required for each instructor. Each team of instructors must have a set of all supporting media for the specific course they are teaching. One Student Guide will be issued to each student. Each student will have a desk set of references pertaining to the course as specified by the course Master Material List.

n. Reference Materials. In addition to the Instructor Guide, each instructor should have access to any required or recommended reading. Training sites will maintain an instructor reference library specified by the CMM.

o. Printing. Printing and distribution of Instructor Guides, Student Guides, instructor reference libraries, visual media, and student desk set references is the responsibility of CNET. Other required materials are the responsibility of each training site.

p. Training and Professional Development. CISO will analyze instructor evaluations to determine the need for in-service or special instruction and develop a quarterly in-service training plan that will list the dates, times, instructors, and topics. A list of attendees for each session should be maintained.

q. Instructor Evaluations. New instructor (A-012-0045) graduates will be evaluated using enclosure (2) to become certified to teach. To qualify as a Lead Instructor (LI), additional experience and evaluation may be required as detailed in enclosure (2). After certification, the monthly/quarterly evaluation program will begin per reference (a).

r. End-of-Course Package. Student end-of-course critique sheets will be issued on the first day of class and collected on the final day of class. In addition, Quality of Life critiques should be completed if not done as part of a pipeline course. Reference (a), Appendix F provides a form for this purpose. Sites may choose to use additional course critiques such as end-of-topic or unit critiques. As a minimum, student critiques will remain on file for 2 years. Gather these critiques and attach a cover sheet that contains class roster, command routing form, and summary of significant comments by topic and corrective action (if applicable).

2. STUDENT MANAGEMENT PLAN

a. Attendance Policy. Enlisted personnel will normally attend Temporary Additional Duty upon selection for advancement. Officers will attend during pipeline training or Permanent Change of Station en route to the leadership billet requiring the training. All students will be given a height/weight/body fat evaluation during check-in. When a student checks aboard for a LTC out of body fat standards, the school will immediately

complete a page 13 service record entry using the example provided at attachment B. The school will then mail the page 13, attention to the commanding officer, as follows:

(1) To the student's ultimate gaining command (in the case of those students under Permanent Change of Station orders), or

(2) To the parent command from which the student was sent (in the case of those under Temporary Additional Duty orders).

The student will be allowed to complete the LTC, however, the graduation certificate will not be issued at the end of the course.

(a) Student control will maintain a file of all students enrolled that are out of body fat standards. NITRAS data for out of body fat standards students will be omitted from the graduating class report. Schoolhouses are to continue to report body fat failures in their monthly training report to CNET using attachment A.

(b) Once a student is within body fat standards, a letter signed by the student's commanding officer (not by direction) will be mailed to the schoolhouse certifying that the student is within height/weight/body fat standards. Upon receipt of this letter, NITRAS data for that student will be entered in the next available LTC. The schoolhouse will then mail a graduation certificate for the student directly to the commanding officer.

b. Quota Control. Quota allocations are based on the Chief of Naval Operations annual requirements and actual capacities. The NAVLEADTRAUs, SEA, CLS, and remote sites are quota control for their respective courses. Each LTC site or LTC host command (for mobile training) will maintain a standby list of appropriate students to ensure maximum quota utilization.

c. Remediation. The instructor should always be available if a student desires individual assistance. Instructors will provide remediation for identified deficiencies of the class and for the individual students on a case-by-case basis. Students will normally be dropped from the course only for disciplinary or motivational problems.

3. MTT MANAGEMENT PLAN

a. MTT Assignment. CNET will promulgate an annual message requesting an MTT schedule input be provided to the NAVLEADTRAUs for inclusion in the annual training plan. CNET will host an annual scheduling conference with the LTC Training Coordinators and promulgate a schedule of funded MTT deployments. The MTT schedule will include the LTC training site deploying the MTTs, the host commands, and the dates for the courses. The host

command will coordinate with the LTC training site for course dates. Refer all emergent requests for mobile training to the respective LTC Training Coordinator. MTT schedule changes require CNET approval.

b. LTC MTT Training Site Responsibilities

(1) Provide facilitator teams, student guides, student desk reference sets, and instructional aids (i.e., videos, etc). A facilitator team will consist of two instructors.

(2) Verify reference material shipping arrangements.

(3) Provide NITRAS documentation of all graduates.

(4) Provide liaison between CNET and the host command with MTT availability dates.

c. Host Command Responsibilities

(1) Coordinate MTT dates with assigned LTC site.

(2) Coordinate class quotas (minimum 12 students) with LTC site.

(3) Provide administrative support, audiovisual equipment, classrooms, tables, chairs, scale, and other support as required.

(4) Ensure class quotas are fully utilized (maintain a standby list). Classes with fewer than 12 valid quotas will be cancelled no later than 14 days prior to convening date. Training may be conducted with less than 12 or more than 30 students only with CNET approval.

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LEADERSHIP TRAINING COURSES REPORT1. IN HOUSE:

<u>COURSE</u>	<u># CLASSES TAUGHT</u>	<u>PCS COST</u>	<u>PCS NO COST</u>	<u>TAD COST</u>	<u>TAD NO COST</u>	<u>TAR/ SELRES</u>	<u>#GRAD CERTS ISSUED</u>
P02LTC							
P01LTC							
CPOLTC							
BOLTC							
BOLTC (LDO/CWO)							
IOLTC							
AOLTC (XO)							
AOLTC (Non-XO)							
CLC							

(Note: For all officer courses, provide a breakout of designators)

2. MTT SUMMARY DATA:

<u>COURSE</u>	<u>DATE</u>	<u>LOCATION</u>	<u>PCS COST</u>	<u>PCS NO COST</u>	<u>TAD COST</u>	<u>TAD NO COST</u>	<u>TAR/ SELRES</u>	<u>#GRAD CERTS ISSUED</u>

(Note: For all officer courses, provide a breakout of designators)

3. NO SHOWS, BY COURSE (PCS OR TAD):

	<u>IN-HOUSE</u>	<u>MTT</u>
P02LTC		
P01LTC		
CPOLTC		
BOLTC		
BOLTC (LDO/CWO)		
IOLTC		
AOLTC (XO)		
AOLTC (Non-XO)		
CLC		

4. LOST TRAINING OPPORTUNITY, BY COURSE (Max class capacity - number students taught):

	<u>IN-HOUSE</u>	<u>MTT</u>
P02LTC		
P01LTC		
CPOLTC		
BOLTC		
AOLTC (XO)		
AOLTC (Non-XO)		
CLC		

Attachment A
Enclosure (1)

5. CLASS CANCELLATIONS & REASONS:

6. NUMBER OF STUDENTS EXCEEDING BODY FAT CRITERIA, BY COURSE
(Officer courses list designator number and percent body fat):

	<u>IN-HOUSE</u>	<u>MTT</u>
P02LTC		
P01LTC		
CPOLTC		
BOLTC		
BOLTC (LDO/CWO)		
IOLTC		
AOLTC (XO)		
AOLTC (Non-XO)		
CLC		

NOTE - All sites are to maintain a data base on individuals exceeding body fat standards, keeping the following information: Name, rate/grade, %body fat, male/female, sending and gaining command.

7. NUMBER OF STUDENTS UNABLE TO PT (ANNOTATE EITHER LIMDU OR MED WAIVER):

	<u>IN-HOUSE</u>		<u>MTT</u>	
	<u>LIMDU</u>	<u>MED</u>	<u>LIMDU</u>	<u>MED</u>
P02LTC				
P01LTC				
CPOLTC				
BOLTC				
BOLTC (LDO/CWO)				
IOLTC				
AOLTC (XO)				
AOLTC (Non-XO)				
CLC				

NOTE - All sites are to maintain a data base on individuals unable to PT keeping the following information: Name, rate/grade, male/female, specific reason unable to PT, sending and gaining command.

8. TRAINING SITE STATUS:

- a. PLANNED PERSONNEL LOSSES: (NEXT 6 MONTHS)
- b. PLANNED PERSONNEL GAINS: (NEXT 6 MONTHS)

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9. NUMBER OF GRADUATION CERTIFICATES ISSUED THIS MONTH, PREVIOUSLY WITHHELD DUE TO BODY FAT FAILURES, BY COURSE:

ISSUED

P02LTC
P01LTC
CPOLTC
BOLTC
BOLTC (LDO/CWO)
IOLTC
AOLTC (XO)
AOLTC (Non-XO)
CLC

10. COMMENTS:

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PAGE 13 ENTRY

Service member arrived out of body fat standards. Member was allowed to complete course; however, credit for the course is withheld until such time member is within standards. The commanding officer of the gaining command must personally certify service member is within body fat standards and notify the training command via letter before credit will be given for course completion. In addition, reporting seniors are directed to mark service member no higher than 2.0 on block 35 of the Fitness Report & Counseling Record (E7-06) or block 36 of the Evaluation Report & Counseling Record (E1-E6) in accordance with NAVOP 043/95.

Attachment B
Enclosure (1)

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LTC INSTRUCTOR CERTIFICATION/EVALUATION PROGRAM

1. INSTRUCTOR CERTIFICATION PROGRAM (ICP). The purpose of the certification program is to provide all reporting instructors the training which will ensure their success. The instructors will report to their respective site after having completed the 7-week Leadership Instructor Course (A-012-0045). The instructor certification program contained in reference (a), Section 2.0, provides guidance. Instructors may qualify as LIs as they gain experience, knowledge, and are evaluated further per command policy.

2. CERTIFICATION PROCESS

a. Commands will develop a program for certification to teach LTC that includes the minimum requirements of reference (a), Section 2.0, page 2-4-3. Additional local requirements may be added as necessary to ensure adequate certification.

b. Evaluations will be documented using reference (a), Appendix D, Classroom Instructor Evaluation checklist. As applicable, some items on the form will be marked N/A. Commanding officers/directors may attach an additional sheet to this form to evaluate facilitation techniques not included on the form. These additional factors will be considered in determining the final evaluation grade/result.

3. LEAD INSTRUCTOR

a. Certified instructors may qualify as LI for specific courses.

b. Each command will develop a LI qualification policy and program. This program may vary due to site differences.

c. To be qualified as a LI, the instructors must complete the command LI Program.

4. POST CERTIFICATION EVALUATION. Post Certification Evaluation requirements are as follows:

a. One evaluation per month for the first 3 months after certification, and quarterly thereafter, per reference (a).

b. Maintain evaluations on file throughout the instructor's tenure.

c. Utilize the evaluation process and forms contained in reference (a). Additions to this form are permitted to ensure adequate evaluation of facilitation techniques.

LTC FACILITATOR POLICY

1. General Policy. A forthcoming change to the Officer/Enlisted Transfer Manual(s) will include the minimum standards, along with specific prerequisites applicable to the course they will be ordered to facilitate. All candidates recommended to be LTC facilitators must meet the following minimum standards:

a. Outstanding performance documented in fitness reports and evaluations.

b. Meet or exceed all requirements for advancement or promotion, including the Physical Readiness Testing and weight standards.

c. Be particularly well qualified and especially motivated toward duty as a LTC facilitator.

2. Specific Prerequisites

a. Facilitator Policy for Officer Courses.

(1) CLC. Facilitators for the CLC must be post-command Commanders or Captains who are graduates of the CLC and have completed a successful command tour. Before acceptance as a CLC facilitator, all nominees will have a personal interview with the current CNET and have a personal recommendation from the first Flag officer in their chain of command.

(2) Other Officer LTC. All facilitator nominees must:

(a) Be senior to the student population of the course they will facilitate.

(b) Have attended (in its entirety) the LTC that they will instruct/facilitate.

(c) Have successfully completed a tour in the leadership position targeted by the course they will facilitate.

(3) All facilitators of the Officer LTCs will be certified as appropriate instructor personnel by the Director, CLS, the NAVLEADTRAU, or the training activity conducting the LTC as a portion of pipeline training.

b. Facilitator Policy for Enlisted Courses

(1) E-5 through E-9 only (E-6 through E-8 preferred).

(2) Volunteers desired.

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(3) E-7 through E-9: No evaluation trait below 3.0 for the last 4 years, with advancement recommendations of must promote or early promote for the last 2 years.

(4) E-5 and E-6: No evaluation trait below 3.0 for the last 3 years, with advancement recommendations of must promote or early promote for the last 2 years.

(5) No convictions by courts-martial or nonjudicial punishment during the last 4 years for E-7 through E-9, last 3 years for E-5/E-6.

(6) No convictions of any civil disturbance, no arrests or convictions of any felony in the last 5 years.

(7) Indicated stability in the personal affairs without recent history of severe domestic or personal problems, indebtedness, or alcohol use. In the case of a recovering alcoholic, 2 years of continuous sobriety will allow for consideration for assignment.

(8) Be interviewed and recommended by CO as to suitability for duty as an LTC facilitator.

(a) No speech difficulties; exhibits natural ability for public speaking.

(b) Neat and well-groomed appearance and normal posture.

(c) Possesses character traits beneficial to successful facilitation (i.e., sense of humor, self control, emotional stability).

(9) Be screened in person by a qualified facilitator at an authorized LTC site. Forwarding endorsement shall be forwarded to MPC-4010D2. This requirement can be waived when personal interview/screening is precluded by geography. The applicant's service record will be screened by MPC 4010D2 and MPC 62.

(10) Personnel requesting instructor duty at NAVLEADTRAU Little Creek I-TRAC must have served a tour as an LTC facilitator with a 9518 Navy Enlisted Classification (NEC) Code. Waivers will be considered on a case-by-case basis.

(11) Combined WK-GCT/AR-ARI of 101 or higher.

3. Facilitator Training. All LTC facilitators will attend the I-TRAC at NAVLEADTRAU Little Creek en route to their facilitator assignment.