OPNAV INSTRUCTION 5351.2B

From: Chief of Naval Operations

Subj: NAVY ENLISTED LEADER DEVELOPMENT CONTINUUM

Ref:
(a) DoD Directive 1322.18 of 3 October 2019
(b) BUPERSINST 1430.16G
(c) Navy Leader Development Framework version 3.0 of May 2019
(d) CNO WASHINGTON DC 071809Z Aug 19 (NAVADMIN 185/19)

Encl:
(1) Specific Command and Staff Assigned Responsibilities
(2) Navy Enlisted Leader Development Continuum
(3) Professional Development

1. **Purpose.** To assign responsibility for Navy-wide Enlisted Leader Development (ELD) training and education in support of references (a) through (d). This revision updates responsibilities in enclosure (1) to reflect leadership development changes, updates the courses listed in enclosure (2) and creates a new enclosure (3) to provide self-study professional development courses. This instruction is a complete revision and should be reviewed in its entirety.

2. **Cancellation.** OPNAVINST 5351.2A.

3. **Background**

   a. The Navy’s ELD program was established in 1990. Reference (a) directs each military Service to establish and conduct training programs for their personnel. Reference (b) is the Advancement Manual for Enlisted Personnel of the U.S. Navy and U.S. Navy Reserve. Reference (c) is the Navy Leader Development Framework (NLDF) version 3.0. The NLDF supports the Chief of Naval Operations (CNO) Navigation Plan through the focused development of every Sailor’s competence, character and connections. Reference (d) announces the rollout of the new ELD Continuum and cancels the legacy Petty Officer Indoctrination Courses.

   b. Leadership is the cornerstone of the Navy and the key to continued success. Strong leadership at all levels is required for mission readiness and accomplishment. The Navy needs well-led, highly motivated Sailors who demonstrate operational excellence, strong character and resilience. Leaders and the Sailors in their charge must embrace their responsibilities and ensure subordinates’ personal and professional development is a top priority.
4. **Applicability.** Provisions of this instruction apply to all U.S. Navy commands and to all naval personnel of the active and reserve components.

5. **Definitions.**

   a. **ELD.** This encompasses enlisted leadership skills training, character development, self-awareness and ethics. It occurs when a member participates in leader development activities, formal education, reading or viewing leadership-related material, discussing leadership issues, observing leaders in action and performing as a leader. Effective leader development includes both formal training and self-directed study and reflection.

   b. **Navy Enlisted Leader Development Continuum (NELDC).** The NELDC refers to the entire series of leader development courses and events that form the foundation of our ELD strategy. The continuum provides development opportunities at regular intervals throughout a Sailor’s career supporting leadership growth and reflection. As detailed in reference (c) and enclosure (2), the learning events are tailored at each stage in the continuum to the level of a Sailor’s leadership responsibility (roles and billets) and seniority.

6. **Scope.** The Navy will provide appropriate leader development opportunities, as well as leader training and education, for all personnel throughout their careers. Leader development, education and training are the shared responsibility of Navy leadership and the individual.

   a. **Individual Effort.** Individuals should actively seek opportunities to develop themselves as leaders. All Sailors must be positive role models and actively mentor, guide and encourage leader development in their peers, juniors and mentees.

   b. **Command-Led Leader Development.** Effective leader development occurs primarily within the command. Commands should promote opportunities for all personnel to practice and develop their leadership skills, particularly as mentors, trainers, coaches, team members and team leaders.

   c. **Formal Leader Training and Education.** Formal leader development training and education is delivered at the appropriate time in a Sailor’s career. Other courses and self-study programs are available to individuals and commands to supplement and reinforce leadership, character development and ethics fundamentals and principles. Enclosure (2) provides information on available leader development courses. Enclosure (3) lists self-study professional development courses and resources.

7. **Policy.**

   a. The Foundational, Intermediate, Advanced, Chief Petty Officer Leader Development Curricula have replaced the Petty Officer Selectee Leadership courses.
b. If a Sailor has not yet received the applicable leader development course prior to advancement, the Sailor’s commanding officer must ensure completion as soon as possible. The burden for this requirement lies with the commanding officer to ensure completion.

c. Optional self-paced professional development resources are listed in enclosure (3). These include enlisted Professional Military Education (PME) and the CNO Professional Reading Program. Sailors and commands are highly encouraged to maximize their use to enhance individual life-long learning.

d. **Waivers.** Leader development waivers provide the flexibility to respond to operational demands. They do not relieve commands of the training or educational requirements.

   (1) Only Commander, Navy Personnel Command may waive the requirement for a Command Master Chief (CMC), Chief of the Boat (COB) or Command Senior Chief to attend the CMC and COB leadership course.

   (2) The Immediate Superior in Command may temporarily waive mandatory NELDC courses for paygrades E7 and below when operations necessitate frocking or advancement of a Sailor before they have completed the applicable leadership course. Commands are still required to ensure course completion at the earliest opportunity.

   (3) Document approved waivers in the member’s service record using NAVPERS 1070/613 Administrative Remarks (page 13).

8. **Responsibilities.** Specific responsibilities and duties in support of ELD are delineated in enclosure (1).

9. **Records Management.**

   a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned per the records disposition schedules located on the Department of the Navy Assistant for Administration, Directives and Records Management Division portal page at [https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx](https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx).

   b. For questions concerning the management of records related to this instruction or the records disposition schedules, please contact the local records manager or the OPNAV Records Management Program (DNS-16).

10. **Review and Effective Date.** Per OPNAVINST 5215.17A, CNO Total Force Manpower, Training and Education Requirements Division (OPNAV N13M) will review this instruction annually on the anniversary of its issuance date to ensure applicability, currency and consistency with Federal, Department of Defense, Secretary of the Navy and Navy policy and statutory
authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 10 years, unless revised or cancelled in the interim, and will be reissued by the 10-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.

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Releasability and distribution:
This instruction is cleared for public release and is available electronically only via Department of the Navy Issuances Web site, http://doni.documentservices.dla.mil.
SPECIFIC COMMAND AND STAFF ASSIGNED RESPONSIBILITIES

1. Deputy Chief of Naval Operations for Manpower, Personnel, Training and Education (CNO N1). CNO N1 is responsible for policy and program sponsorship. Specifically, Total Force Manpower, Training and Education Requirements Division (OPNAV N13M) will provide oversight of Navy Enlisted Leader Development Continuum policy.

2. Commander, Navy Reserve Force (NAVRESFOR).
   a. Coordinate Reserve Component personnel participation in Navy-wide leader development initiatives and training.
   b. Coordinate with the program sponsor to ensure adequate leader development training and education are available for Reserve personnel.

3. Commander, Naval Education and Training Command (NETC).
   a. Maintain a liaison with other echelon commands concerning leader development issues and initiatives.
   b. Ensure personnel advancement requirements, examinations and naval standards reflect the skills and knowledge represented in published leader development training materials.
   c. Ensure standardization and integration of curriculum development and delivery.
   d. Act as Curriculum Control Authority (CCA) for the Senior Enlisted Academy (SEA) course (P-920-1300).
   e. Ensure standardization and integration of curriculum development and delivery.

4. Commander, Navy Personnel Command. Select and detail top-performing personnel as leader development instructors in support of formal courses and ensure these instructor billets are filled in a timely manner.

5. President, U.S. Naval War College.
   a. Coordinate and maintain curricula per the enlisted PME policy (CJCSI 1805.01B) with the concurrence of the Master Chief Petty Officer of the Navy (MCPON).
   b. Act as CCA for all online enlisted Navy PME courses. Coordinate and maintain curricula per CJCSI 1805.01B and Fleet requirements.

6. MCPON.
a. Advise NETC on content, administration and effectiveness of ELD training.

b. Advise President, U.S. Naval War College on enlisted PME policy and curricula.

c. Advise NETC on emerging leader development issues and concerns.

d. Advise NETC on changes to SEA curriculum.

7. **Commanding Officer, Naval Leadership and Ethics Center (NLEC).**

   a. Act as CCA for the Foundational Leadership Development Course (FLDC), Intermediate Leadership Development Course (ILDC), Advanced Leadership Development Course (ALDC), Chief Petty Officer Leadership Course (CPOLDC), Master Navy Leader Development Facilitator Certification Course (M-NLDF), Command Navy Leader Development Facilitator Certification Course (C-NLDF) and CMC and COB Leadership Course.

   b. Develop, distribute and maintain all NLEC enlisted leadership course materials and curriculum. Ensure standardization and integration of curriculum development and delivery.

   c. Compile and maintain leader development student throughput data, critiques, evaluations and other trend analysis as applicable.

   d. Liaison with echelon 2 command Fleet Master Chiefs (FLTCMs) concerning leader development issues and initiatives and assist in specific leader development efforts.

   e. Liaise with NETC on content, administration and effectiveness of ELD.

8. **Director, Navy SEA.**

   a. Act as CCA for the SEA.

   b. Develop, distribute and maintain all SEA course materials and curriculum. Ensure standardization and integration of curriculum development and delivery.

   c. Compile and maintain leader development student throughput data, critiques, evaluations and other trend analysis as applicable.

   d. Liaison with echelon 2 FLTCMs concerning leader development issues and initiatives and assist in specific leader development efforts.

   e. Liaise with NETC and NLEC on content, administration and effectiveness of ELD.
9. **Echelon Commands.**

   a. NAVADMIN 060/17 designated the following community leads for Navy leader development:

      (1) Surface Warfare Community: Commander, Naval Surface Forces.

      (2) Submarine Community: Commander, Naval Submarine Forces.

      (3) Special Warfare Community: Commander, Naval Special Warfare Command.

      (4) Explosive Ordnance Disposal Community: Commander, Navy Expeditionary Combat Command.

      (5) Aviation Community: Commander, Naval Air Forces.

      (6) Human Resources Community: Senior Human Resources Flag Officer.

      (7) Engineering Duty Officer Community: Commander, Naval Sea Systems Command.

      (8) Aerospace Duty Officer Community (AEDO and AMDO): Commander, Naval Air Systems Command.

      (9) Public Affairs Community: Chief of Information.

      (10) Foreign Area Officer Community: Deputy, Chief of Naval Operations for Operations, Plans and Strategy (N3/N5).

      (11) Information Warfare Community: Deputy, Chief of Naval Operations for Information Warfare (N2/N6).

      (12) Medical Community: Surgeon General of the Navy.

      (13) Judge Advocate General Corps: Judge Advocate General of the Navy.

      (14) Chaplain Corps: Chief of Chaplains.

      (15) Civil Engineering Corps: Commander, Naval Facilities Engineering Command.

      (16) Reserve Component: Chief of Navy Reserve.

   b. Echelon 2 commands serve as essential focal points for staff and subordinate commands. They should solicit and forward feedback and recommendations from subordinates to NLEC and
the MCPON.

c. Echelon 2 commands will provide oversight to echelon 3 and below commanders or commands to ensure compliance with required leader development training and education documentation.

10. Immediate Superior in Command. Provide oversight on ELD issues and accomplishments during visits and unit-level certifications. Solicit and forward feedback and recommendations from subordinates to NLEC and the MCPON.

11. Unit Commanders, Commanding Officers and Officers in Charge. Ensure enlisted personnel attend the appropriate leader development training. Enter and verify documentation of completion in the Fleet Training Management and Planning System (FLTMPS) for each Sailor attending a leader development course. Encourage Sailors to perform individual study as well as practice and exercise leadership on a daily basis.

12. CMCs, COBs, CSCs and Senior Enlisted Leaders (SEL). Assist commanding officers with administration and execution of NELDC training and education requirements. CMCs, COBs, CSCs and SELs will ensure personnel selected to deliver leader development courses are:

   a. Chief Petty Officer or senior;

   b. Superior performers and effective role models exhibiting outstanding leadership skills, Navy core values, military bearing and appearance;

   c. Certified in Corporate Enterprise Training Activity Resource Systems or FLTMPS as a Navy Leader Development course facilitator by completing the M-NLDF or C-NLDF course.
NAVY ENLISTED LEADER DEVELOPMENT CONTINUUM

1. **LifeSkills Training (A-500-0613).** LifeSkills is designed to reinforce and continue the Sailorization process undertaken at RTC. This course of instruction is typically completed prior to Phase I Liberty and the commencement of technical training, or both. LifeSkills, along with Navy Military Training (NMT) (A-500-1000), enables the transition from a highly structured recruit training environment to one of personal accountability and responsibility. The NMT Program instruction (NETCINST 1500.11) provides further detailed information and guidance.

2. **FLDC (H-570-4503).** This course supports E-3 and E-4 Sailors and is maintained by NLEC. FLDC is delivered by NLEC-certified facilitators at selected fleet and shore units. Signup to take or host this course from the ELD page on MyNavy Portal (MNP), [https://www.mnp.navy.mil/group/training-education-qualifications/enlisted-leader-development](https://www.mnp.navy.mil/group/training-education-qualifications/enlisted-leader-development) This course replaces the Petty Officer Selectee Leadership Course (CPPD_LEAD09-001).

3. **ILDC (H-570-4504).** This course supports E-5 Sailors and is maintained by NLEC. ILDC is delivered by NLEC-certified facilitators at selected fleet and shore units. Signup to take or host this course from the ELD page on MNP. This course replaces the Petty Officer Second Class Selectee Leadership Course (CPPD_LEAD09-002).

4. **Advanced Leader Development Course (ALDC) (H-570-4505).** This course supports E-6 Sailors and is maintained by NLEC. ALDC is delivered by NLEC-certified facilitators at selected Fleet and shore units. Signup to take or host this course from the ELD page on MNP. This course replaces the Petty Officer First Class Selectee Leadership Course (CPPD_LEAD09-003).

5. **Chief Petty Officer Leader Development Course (CPOLDC) (H-570-4506).** This course supports E-7 Sailors and is maintained by NLEC. CPOLDC is delivered by NLEC-certified facilitators at selected fleet and shore units. Signup to take or host this course from the ELD page on MNP.

6. **C-NLDF (H-570-4502).** This course certifies command-level facilitators to deliver the FLDC, ILDC, ALDC and CPOLDC. This course of instruction is maintained by NLEC and delivered by NLEC-certified facilitators. Signup to take or host this course from the ELD page on MNP.

7. **M-NLDF (H-570-4507).** This course certifies trainers to deliver the C-NLDF course and certifies command-level facilitators. M-NLDF certified instructors may also deliver instruction and certify instructors for the FLDC, ILDC, ALDC and CPOLDC. This course of instruction is maintained by NLEC and delivered by NLEC-certified facilitators.

8. **SEA (P-920-1300).** This required course provides an opportunity for master chief, senior chief and select chief petty officers to engage in studies that broaden their educational experience
and assist in fulfilling leadership responsibilities at the strategic level. Candidates for the SEA (and approved other Service Senior Enlisted Academies) must meet requirements outlined in MILPERSMAN 1306-925. This course of instruction is delivered and maintained at the U.S. Navy SEA in Newport, Rhode Island.

9. **Master Chief Petty Officer Leader Development Course (MCPO-LDC)**. This 5-day optional course is for Master Chief Petty Officers that do not choose the CMDCM career path. MCPO-LDC emphasizes character and competency through continued personal growth in self-awareness, critical thinking, ethical decision-making and strategic communications. This course of instruction is maintained by NLEC and is delivered by NLEC-certified facilitators at selected fleet and shore units.

10. CMC or COB (A-570-4500). This required course supports Sailors selected as a CMC (Navy Enlisted Classification (NEC) 9580), COB (NEC 9579) or CSC (NEC 9578). Other SELs may attend this course as space allows. Selectees must attend the 2-week CMC or COB leadership course at NLEC in Newport, Rhode Island prior to their Command Senior Enlisted Leadership (CSEL) tour.

11. **Navy Senior Leader Symposium**. This optional course provides senior officers, civilians and CSELS with an intense 9-day program that introduces the latest best practices in strategic planning, goal setting, strategic communications, financial and risk management and innovation. This course of instruction is maintained and delivered by the Naval Post Graduate School. Quotas will be prioritized for CMCs slated to serve in Major Command CMC billets.

12. **Executive Leadership Symposium**. This optional 3-day course supports second tour CMCs that are serving or preparing to serve as a Flag-level CMC.

13. **Joint SEL Course (Keystone)**. This optional National Defense University course provides select SELs with Joint PME and orientation in support of assuming General or Flag-level or senior Joint or Service Headquarters CSELS assignments. Quotas will be prioritized for CMCs with orders or the potential to serve in Flag or General officer-led Joint commands.

14. **Maritime Staff Operators Course**. The Maritime Staff Operators course provides education in the application of the Maritime Operations Center concept, organization and processes; maritime operational level of warfare concepts, terminology and processes and the Navy Planning Process. Located at the Naval War College in Newport, Rhode Island, this 5-week course is taught to officers and SELs. Quotas will be prioritized for CMCs assigned to numbered fleets and Combined Task Forces.

15. **Strategic Communication Workshop (SCW)**. The team-based, 3-day SCW assists in the development and implementation of strategic communication plans and processes. Quotas will be prioritized for second tour Flag CMCs and Force Master Chiefs during their tour. The SCW
should be attended with a small group of the command’s strategic communication leadership (Public Affairs Officer, speech writer, etc.).

16. **Strategic Thinking.** This optional five-and-a-half-day course is designed for Flag Officers and Senior Executive Service leaders, providing mission critical strategic thinking skills and plans at the enterprise and global levels. The MCPON, FLTCMs and Combatant Command CMCs may request a quota through OPNAV N00F (Flag Officer Management).
1. **Introductory PME (Enlisted) Course (IEPME-INTRO).** This course provides entry-level education and serves as a common PME baseline for all Sailors. Designed for Third Class Petty Officers and below, this course is approximately 20 contact-hours in length and is available through MNP.

2. **Basic PME (Enlisted) Course.** This course serves as the foundation for the Primary PME (Enlisted) course and builds upon IEPME-INTRO. Designed for First and Second Class Petty Officers. This course is approximately 40 contact-hours in length. This course is available through MNP.

3. **Primary PME-SENL.** This course provides a comprehensive look across the Navy’s roles, missions and functions. It identifies the Navy’s 21st Century capabilities. Designed for SELs. This course is approximately 70 contact-hours in length. This course is available through MNP.

4. **CNO Professional Reading Program.** This voluntary program is an excellent resource for individual leader self-development. The CNO Professional Reading Program provides categorized suggested reading material. Sailors who take advantage of the Professional Reading Program benefit from an increased level of knowledge, a greater degree of understanding on issues of importance to Navy leaders and a general enrichment of their lives as military professionals. CNO Professional Reading Program resources are available through MNP.

5. **Senior Enlisted Joint PME (SEJPME) Courses 1 and 2.** The Joint Knowledge Online (JKO) web-based SEJPME courses are designed to expose enlisted personnel to joint education, prepare them to operate effectively as part of the joint force and supervise personnel from multiple Services. The 40+ hour online SEJPME 1 course is available for paygrades E5 and above Sailors (targets E5 to E7). The 45+ hour online SEJPME 2 course is limited to E7-E9 Sailors (targets E8 and E9). All course material is available at [https://jkodirect.jten.mil/](https://jkodirect.jten.mil/).