

**DHS Leader Development Program  
Continuous Leadership Development (“12/12”)  
FAQs**

**Why do we have continuous development requirements?**

Effective leadership requires the commitment to continuously increase competence within a continuously changing context. Leaders must pursue new information, new ideas and new approaches in order to successfully manage an ever-changing set of factors, influences, and pressures.

Ensuring that leaders are continuously supported in learning and building skills is a critical element of mission delivery. Training and development are not *apart from* the responsibility of a DHS leader...they are a *part of* the responsibility of a DHS leader.

**Who is this for?**

This is for civilians who supervise military members and/or civilians. Development requirements for civilian supervisors are laid out by DHS in the Leader Development program (DHS LDP). Civilian supervisor development is also required by OPM.

More information on the DHS LDP can be found on the Office of Leadership website, [DHS Leader Development Program | Office of Leadership \(CG-128\) \(uscg.mil\)](#) and on DHS Connect at [DHS Leader Development Program](#).

Requirements, authorities and instruction for the DHS LDP are found in the [DHS Leader Development Management Directive](#) and the [DHS Leader Development Instruction](#).

**What are the annual DHS Leader Development Requirements?**

The DHS LDP obliges civilian supervisors, managers, and executives beyond their first year to complete two annual development requirements, commonly known as the “12/12”. Through the requirements, DHS leaders actively engage in professional growth and development in the following ways.

- **12 hours of competency development**

All supervisory leaders must complete 12 hours of competency development in the DHS Essential Competencies as outlined on the [LDP Continuous Development](#) page.

Supervisors are expected to complete at least one hour of development in the Common Competency of “Performance Management”.

Additionally, they should complete development that builds capability in targeted "Critical Competencies".

- **12 hours of leader-As-teacher "Give Back"**

One of a leader's responsibilities is to develop leadership in others. To encourage and support this, all supervisory leaders are required to document a minimum of 12 hours developing the leadership skills of others.

This development should take place outside the scope of formal supervisory activities with their immediate employees.

Many leaders engage in these kinds of activities without even realizing it. For example, Give-Back can take many forms such as mentoring, presenting or teaching about leader development, writing an article or blog post on leadership, and being a panel member just to name a few activities.

### **Where can I find resources?**

Visit the [DHS Leader Development Program](#) on DHS Connect to learn about ways that leaders of all levels can develop.

Find a list of resources on the Office of Leadership website, [Continuous Supervisory Leader Development - Office of Leadership \(CG-12C\) | U.S. Coast Guard \(uscg.mil\)](#).

### **Do I have to use these specific resources?**

No, the resources provided here are merely suggestions. You may use any number of available resources across the Federal governments and beyond!

It's important to remember that in an operational department such as DHS, learning by doing is an important and valuable way to complete continuous development. After all, learning is not what takes place within the classroom, it's what takes place within the leader. Check out the ["Learning Without Limits Strategy"](#) to find various ways to support your leadership journey.

In addition to more traditional development, supervisory leaders may choose to complete a combination of in-person or online coursework, experiential learning, coaching, mentoring or self-directed development (such as reading, watching video presentations, etc.) or another method of development to fulfill their requirements.

**Does volunteer work or leadership positions outside my job count as credit for annual continuous development requirements?**

These experiences can count towards your 12 hours of Competency Development as experiential learning if you connect it to developing other DHS leaders.

For example, if you reflect on leadership lessons gleaned from your volunteer experience and provide mentoring to a DHS colleague or speak about your insights at a DHS related brown bag lunch, then absolutely!

**I'm a military supervisor of civilians—why do I take the Supervisor of Civilians courses (SUPCIV), but am not required to complete the annual “12/12”?**

- **Supervisors of Civilians courses are resources for all supervisors**

Courses like Supervisor of Civilians self-paced online training (Tier I) and facilitated online training (Tier II) are for anyone—civilian and military-- who supervises civilians. They are designed to provide supervisors the tools and resources they need to successfully manage civilians.

The Coast Guard also uses these courses to fulfill Coast Guard and DHS LDP Core Development requirements for civilian supervisors, managers, and executives, but they are not part of the DHS LDP.

- **Why don't I have to complete the “12/12”?**

It is not necessary for military supervisors to complete the “12/12” because this DHS LDP and OPM requirement only applies to supervisors who are civilians.