



DEPARTMENT OF THE ARMY
UNITED STATES ARMY GARRISON RHEINLAND-PFALZ
UNIT 23152
APO AE 09054-3152

IMRP-ZA

DEC 15 2014

MEMORANDUM FOR U.S. Army Garrison Rheinland-Pfalz (USAG RP) Personnel

SUBJECT: USAG Rheinland-Pfalz Command Policy Letter # 19, Workforce Development (WFD)

1. References.

- a. AR 350-1, Army Training and Leader Development, 18 January 2010.
- b. IR 350-1, IMCOM Training and Leader Development, 1 June 2010.
- c. Command Policy #13, SUBJECT: Workforce Development – Developing the Present and Future IMCOM Workforce, 12 May 2014.

2. Purpose. Both the Army and IMCOM have renewed their emphasis on training Army civilians as leaders. The USAG RP is committed to a highly trained civilian workforce and developing a community of excellence worthy of being called the Army's best Garrison staff. This memorandum provides policy and procedural guidance for the USAG RP Workforce Development Program.

3. Applicability. This policy applies to the entire workforce assigned and working in the U. S. Army Garrison Rheinland-Pfalz.

4. Policy and Procedural Guidance.

- a. Career Plans/Individual Development Plan (IDP).

(1) Supervisors/Directors. Supervisors and Directors will stress the importance of the need for employees to grow beyond their current knowledge, skills and abilities. Supervisors will perform a developmental needs assessment in cooperation with the employee. This will be accomplished utilizing the Career Plans located in Army Civilian Training and Education Development System (ACTEDS). Supervisors/Directors will also determine what resources are available for employee development, contacting WFD for additional assistance and guidance, as needed. The Supervisor/Director will allow for execution of the Individual Development Plan utilizing the Army Career Tracker (ACT) and professional development training time. In addition to this, the supervisor will meet with the employee periodically to provide feedback regarding developmental strengths and needs, coaching possible developmental activities, and endorsing a development plan that identifies and addresses concerns by specifying, in detail, the goals and competencies needed for the present position, as well as future positions in the given particular career plan.

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(2) Employees. Employees will be responsible for assessing their past work experience, knowledge, skills and abilities against the development of IMCOM Career Plan objectives. It is the responsibility of the employee to draft the IDP, identifying short and long range developmental needs, as well as the competencies and educational, training and professional development sources to satisfy these requirements, utilizing WFD to provide additional insight and guidance as needed. There are two IDP tools that may be utilized by the employee, one of which is located on the CPOL website and the other, Form 8, on the USAG RP WFD Share Portal. The employee will prepare a proposal which establishes a three to five year timeline for accomplishing developmental objectives. Employees will meet with the supervisor at the beginning of the rating cycle in order to discuss and come to a consensus with regard to the objectives, as well as the specific plan for accomplishing the objective(s). It is ultimately the responsibility of the employee to ensure that he or she has met the goals outlined in his or her IDP.

(3) The IDP is an excellent tool to assist leaders and supervisors in managing their workforce and to help civilian employees reach career goals within the context of organizational objectives. Quality individual development planning is vital to assuring the current and future capability of the workforce in accomplishing IMCOM's challenging mission. When supervisors/directors do their annual counseling sessions with their employees, they must assure each employee has an IDP in place and that the plans are of good quality. Individual Development Plans must be prepared and maintained for personnel. Forms, instructions, and examples are available via the Share Point Portal. Training will be conducted as needed throughout the USAG RP and its' communities.

(4) The employee is responsible for assessing their past professional experiences against the IMCOM development objectives; identifying career goals; drafting the initial plan; identifying long and short term needs and objectives and potential sources to meet these needs; meeting with the supervisor at the beginning of the rating cycle and agreeing on the objectives and plan; and satisfactorily completing assigned reading, education and training assignments.

b. Civilian Education System (CES).

(1) The U.S. Army Training and Doctrine Command (TRADOC) developed a progressive and sequential leader development system called the Civilian Education System (CES) which provides enhanced leader development and education opportunities for Army civilians. For most permanent Army Civilians, including but not limited to general schedule (GS), non-appropriated fund (NAF), local national (LN) and wage grade (WG) employees. The CES leadership courses, or designated equivalent courses, are required for all Army Civilians. Employees should include attendance at the CES course for which they are eligible in their IDP.

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(2) Employees are eligible to attend the CES course that is targeted at their grade level. GS-01 through GS-09 employees are eligible to attend the CES Basic Course; GS-10 through GS-12 employees are eligible to attend the CES Intermediate Course; and GS-13 through GS-15 employees are eligible to attend the CES Advanced Course. NOTE: All Army Civilians who were hired after 30 September 2006 are required to take the Foundation Course prior to enrolling in either of the CES courses.

a. The Foundation Course is designed for civilians entering the Army. This course is entirely distributed Learning. Students will learn to understand and appreciate Army values and customs, serve professionally as a member of the Department of the Army, acquire foundation competencies for leader development, develop effective communication skills, and be ready to assume a first leadership role.

b. The Basic Course is designed for leaders who exercise direct leadership. It is delivered in a combination of distributed Learning and resident attendance. Students will understand and apply basic leadership skills to effectively lead and care for small teams, apply effective communication skills, and develop and mentor subordinates.

c. The Intermediate Course is designed for civilian leaders who exercise direct and indirect supervision. It is a combination of distributed learning and resident attendance. Students will learn skills to manage human and financial resources; direct program management and systems integration; display flexibility, resilience, and focus on the mission.

d. The Advanced Course is for civilian leaders who exercise predominately in direct supervision. It is a combination of distributed learning and resident attendance. Students will become skilled in leading a complex organization; managing human and financial resources; leading change; inspiring vision and creativity; directing program management and systems integration; displaying flexibility, resilience, and focus on mission.

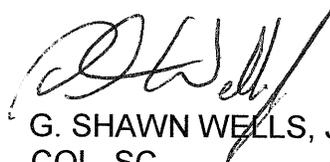
e. The Continuing Education for Senior Leaders Course will bring senior civilian leaders together to discuss current and relevant issues facing the Army. Content will include interactive exercises and presentations on the following topics: 1) Challenge of transition within the Army -- current and future complex national security challenges 2) Dynamics of transition leadership to the senior level 3) Transformational improvement of process and teams 4) Strategic innovations: creating agile and resilient organizations 5) Knowledge management 6) Moral development 7) Building individual and organizational awareness of well being and cultural diversity.

5. I urge all leaders and Supervisors/Directors to contact the USAG RP Workforce Development Program Specialist for upcoming training at all levels and visit the Share Portal for links at <https://home.army.mil/sites/eur/Ger/kai/DHR/wfd/SitePages/Home.aspx>

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6. Point of contact is Ms. Abigail (Abby) Maher, USAG RP, Workforce Development Program Specialist, at DSN 493-4080.



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