



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FIRES CENTER OF EXCELLENCE AND FORT SILL
FORT SILL, OKLAHOMA 73503

ATZR-C

4 May 2012

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Civilian Leader Development Policy, CG Policy Memo12-27

1. Army civilians are an integral part of the Army team and are members of the executive branch of the federal government. They fill positions in staff and sustaining base operations that would otherwise have to be filled by military personnel. They provide mission-essential capability, stability and continuity during war and peace in support of the Soldier. No different than their uniformed counterparts, Army civilians are committed to selfless service in the performance of their duties.
2. More than ever before, we must develop leaders who understand and can exploit the full potential of present and future Army doctrine. Our leaders must be versatile enough to ensure success across the full spectrum of operations.
3. A robust suite of basic civilian leader development training is in place that includes progressive and sequential mandatory training at four broad levels (intern/entry, supervisory, managerial, and executive). Supervisors and Managers must promote development of employees within respective career programs and career fields based on a training needs assessment.
4. An Individual Development Plan (IDP) provides an opportunity for supervisors and employees to meet and discuss training and developmental needs in order to ensure career and organizational success. The IDP is a written document between employee and supervisor outlining options in the area of training, education, and experiences that are aligned with those objectives for performance improvement and/or enhancement.
5. **Effective immediately**, all USAFCOEFS civilian employees will initiate/complete an IDP. Once the initial IDP form is completed, it will be reviewed to coincide with the Total Army Performance Evaluation System (TAPES) review process. The IDP should be jointly assessed at least semi-annually (to coincide with the mid-point performance review) and adjusted as needed, based on adequacy and practicality of the plan. Tips for development of an IDP are provided in Enclosure 1. POC for this program is the USAFCOEFS G1, 442-3171, Bldg 4700.


JAMES M. MCDONALD
Major General, USA
Commanding

DISTRIBUTION:
Fort Sill Internet