



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
US ARMY INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT SILL  
PLANS, ANALYSIS, AND INTEGRATION OFFICE  
463 HAMILTON ROAD, SUITE 206  
FORT SILL, OKLAHOMA 73503-9004

IMWE-SIL-PAI

7 April 2010

Memorandum of Instruction

SUBJECT: Workforce Development

1. **PURPOSE:** To actively support the IMCOM and USAG Fort Sill strategic goal of developing and retaining the best leaders and most professional workforce to accomplish organizational goals and objectives.

2. **BACKGROUND:** The Garrison Resource Management Office has successfully implemented a Cross-Training program for its employees. As a result employees share more information, standardize processes and eliminate non value added processes, and increased automation of manual processes. The program will also prepare employees for greater success and career advancement. The Garrison Performance Improvement Council recommends Garrison-wide implementation of the program.

3. **CONCEPT OF OPERATIONS:** Directorates, Garrison Support Offices, and Garrison Management and Control Offices are to provide PAIO with an annual plan for cross-training within functional areas, to include all GS, WG, NSPS, NAF, and military employees in non-supervisory positions as well as in supervisory positions. Training time, schedule, and format are at this point at the discretion of each director. However, to comply with union requirements, the training schedule needs to prioritize rotations based on seniority and has to be shared with the employees at least 30 days prior to start of rotation.

4. **SUSPENSE DATE:** The first annual cross-training plan is due to PAIO nlt 1 July 2010. A quarterly status update on cross-training completion will be provided to PAIO.

IMSW-SIL-PAI, 25 March 2010  
SUBJECT: WORKFORCE DEVELOPMENT

5. POC for this memorandum is Mrs. Bea Floor at (580) 442-3671 or  
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Encl.

  
Raymond P. Lacey  
Colonel, US Army  
Garrison Commander

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