



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT POLK
6661 WARRIOR TRAIL, BUILDING 350
FORT POLK, LOUISIANA 71459-5339

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FEB 25 2020

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Garrison Policy Memorandum #2 – Garrison Workforce Development Program

1. References.

- a. Title 5 US Code, Chapter 41.
- b. DoD 1400.25M, Department of Defense Civilian Personnel Manual.
- c. Army Regulation 690-950 (Career Program Management), 16 November 2016.
- d. Installation Management Command (IMCOM) Policy Memorandum #13, Workforce Development, 12 May 2014.
- e. IMCOM Regulation 350-1 (IMCOM Training and Leader Development), 1 June 2010.
- f. Installation Management Command Community Campaign Plan (IMCP) 2025 & Beyond, version 1 November 2014.
- g. USAG Fort Polk Strategic Plan 2018-2043, April 2018.
- h. IMCOM Operations Order 17-061 Service Culture Initiative Campaign, 28 April 17.
- i. Department of the Army Pamphlet 350-58, Army Leader Development Program, 8 March 2013.
- J. Army Regulation 350-1 (Army Training and Leaders Development), 10 December 2017

2. Purpose. To provide guidance to all Garrison personnel on developing the present and future workforce in accordance with (IAW) IMCP Line of Effort (LOE) 3 Leader and Workforce Development, Operation Order (OPORD) 17-061 Service Culture Initiative Campaign and JRTC & Fort Polk Campaign Plan 2025.

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3. Applicability. These procedures are applicable to all civilian personnel assigned to United States Army Garrison (USAG) Fort Polk.

4. Policy.

a. The Installation Management Command (IMCOM) is committed to the leader and development, technical training, and professional growth of all civilian employees and military personnel. Resources will be programmed annually for employee development. This memorandum details the philosophy and tools we will employ to achieve our workforce development Strategic Goals. See Annex A.

b. Effective, continuous education and training is critical to our installation management mission and is one of the essential pillars in the IMCOM/USAG philosophy. Employee career development programs will be used to improve organizational performance and efficiency by developing and maintaining a highly skilled workforce of leaders and technical/functional experts.

5. Procedures.

a. The key tool in developing our workforce is the Individual Development Plan (IDP) located on the Army Career Tracker (ACT) Portal (<https://actnow.army.mil/>). Directors and Office Managers will ensure supervisors prepare and maintain IDP's for all civilians and non-appropriated employees IAW Army Regulation 350-1, CH 4-26(4). Supervisors will develop IDP's jointly with employees. The plans will link individual employee professional and career development requirements with mission requirements. Individual Development Plan's for civilian personnel will be reviewed and updated at least three times a year, at the beginning of the rating period (1 APR), mid-year contributions/performance counseling, and at the end of the rating period (31 MAR).

b. Garrison employees will fully participate in developing and updating their IDP's on the ACT Portal. Training will be requested based on mission requirements, cost effectiveness, and best value to the organization and career program/field requirements, if applicable. Once IDP's are funded (if applicable) and scheduled, managers will ensure that employees are given the opportunity to attend and complete training/education courses. However, employees will not be penalized if lack of funding or a management decision precludes completion of training. IDPs are inspectable items. Records required to keep on every employee.

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c. The workforce development office (WFDO) will serve as the central point of contact for the Civilian Education System (CES). The Civilian Education System is the cornerstone for civilian training within the federal service. Each employee is required to

complete their Foundation training if hired after 30 September 2006, supervisors are required to complete their targeted CES training within 24 months of being appointed as a supervisor. Failure to complete the required CES level will reflect on employee's evaluation report within Department of Defense Performance Management and Appraisal Program (DPMAP). The Civilian Education System is comprised of four basic education levels and two specialty classes of instruction:

(1) Foundation Course. Required by all employees hired after 30 September 2006.

(2) Basic Course. Required by all supervisors General Service-5-9 and Non-Appropriated Funds (NAF) equivalent. The Basic Course is highly encouraged, but not required, for those non-supervisor employees who seek supervisory and/or leader positions. Constructive Credit and Equivalency can be obtained in lieu off (See Civilian Human Resource Training Application System (CHRTAS)).

(3) Intermediate Course. Required by all supervisors GS-10-12 and NAF equivalent. The Intermediate Course is highly encouraged, but not required, for those non-supervisor employees who seek supervisory and/or leader positions. Constructive Credit and Equivalency can be obtained in lieu of (See CHRTAS).

(4) Advanced Course. Required by all supervisors GS-13-15 and NAF equivalent. The Advanced Course is highly encouraged, but not required, for those non-supervisor employees who seek supervisory and/or leader positions. Constructive Credit and Equivalency can be obtained in lieu of (See CHRTAS).

(5) Supervisor Development Course (SDC). Army civilian supervisors must complete their corresponding grade-level CES course to meet the leader development requirement for supervisors. The Supervisory Development Course must be completed within the first year of placement in a supervisory position in accordance with the one year supervisory probationary period guidelines. Supervisors are required to complete this course as refresher training every 3 years thereafter. Army Civilian supervisors must complete the Supervisory Development Course before they can submit a request for CES constructive course credit. The Supervisory Development Course is also available to all Army employees as a self-development tool. Employees enrolled in the Supervisory Development Course have 120 days to complete the course from the date of registration.

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(6) Action Officers Development Course. Recommended for all grades.

d. The workforce development program serve as a tool to distribute available resources throughout the Garrison to fully execute a schedule of well-planned

functional and professional development training/education opportunities. Once training has been authorized through appropriate channels, supervisors are responsible for releasing employees to attend training. Employees are responsible for attending authorized training. Rescheduling or cancellation of authorized training should only occur in unusual circumstances (e.g., critical mission requirements, employee emergency/sick leave).

e. Garrison personnel will use the Army Civilian Training Education Development System (ACTEDS) funded training, mentorship programs, developmental assignments, distance learning, and training with industry to enhance the development of employees. These programs will help to develop, sustain, and integrate employees into the human resources components of the strategic plan. They will also strengthen abilities to recruit, develop, and retain highly qualified and skilled workforce, fully supporting the garrisons Succession Planning Model. See Annex b.

f. The Garrison will maximize use of available, centrally funded, ACTEDS and career programs to enhance the development of employees. These programs include Competitive Professional Development, Interns, Senior Service College, and Army Management Staff College programs. In addition, employees who are in a career program or career field should closely adhere to their ACTEDS directed training and education requirements. Other centrally funded programs, which IMCOM will use, is the Defense Civilian Emerging Leader Program (DCELP), Executive Leadership Development Program (ELDP), Defense Senior Leader Development Program (DSLDP), Academic Degree Training (ADT), Leader for a Democratic Society (LDS) and the IMCOM Emerging Enterprise Leader Program (EEL).

(1) Developmental Assignment Program (DAP). In an effort to broaden the opportunities for growth within IMCOM and Fort Polk. These assignments, which may include assignments outside of Fort Polk, are an excellent avenue for employees to gain the depth and breadth of knowledge, skill, and abilities necessary to be highly competitive for progressive management and leadership positions. This effort will assist the command in succession planning and developing a well-rounded, diverse workforce.

(2) Distance Learning (DL). Distant learning is a valuable tool to increase training availability while reducing cost per training hour. Distant learning can open

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new opportunities for training more employees within available resources, such as: Project Management Institute (PMI) (<https://www.pmi.org/>), Skillport eLearning (<https://usarmy.skillport.com>), College of Installation Management (<https://www.imcomacademy.com/ima/>), Army Logistic University

(<http://www.almc.army.mil/>) and the Federal Acquisition Institution (<https://www.fai.gov/drupal/>). Leaders and Supervisors will actively pursue challenging DL programs for their employees.

(3) The Forging New Leader Program is a local leader development tool available to civilians in the grade of GS-6 thru GS-12, Wage Grade WG and NAF equivalent personnel. The program is a ten month leader development program that includes 10 professionally instructed classes, Army Design Methodology, Military Decision making Process, training and certification or a Team based project, 14 garrison directorate briefs and tours, professional seminars and numerous networking opportunities. Each student will also be assigned a mentor to assist them through the program.

(4) The United States Army Garrison On-boarding program relies on quality Civilians in professional, technical and leadership positions to accomplish our mission and provide continuity of operations and expertise essential to the nation's defense. As leaders we must build employee confidence by developing their character, competence, and commitment as members of the Army Profession. The purpose of the On-boarding program is to provide a positive socialization experience for *newly employed Fort Polk Garrison Civilians (1) to learn, understand, and foster an appreciation for Army culture, and (2) to reduce the amount of time it takes to become fully productive members of the Army Profession. This program is mandated to us by Installation Management Commands Commanding General through the Service Culture Initiative OPORD 17-061. The On-boarding program time table starts with pre-arrival sponsorship and moves from First day to first week, 30 day, 90 day, and ending after the 120th day is complete.

(5) Employees departing the garrison are equally important and require the same level of assistance as those on-boarding. Employees departing the installation, whether it's for PCS or retirement must request a personnel action Standard Form 52-B, this needs to be completed and submitted to the Civilian Personnel Advisory Center (CPAC). It's the primary responsibility of the supervisor to ensure out-processing civilians transition from Fort Polk in a smooth and expeditious manner. Employees serving in an honorable manner should be considered for appropriate recognition to ensure their service to Soldiers, Families, Civilians and Retirees of the Joint Readiness and Training Center and Fort Polk doesn't go unnoticed. Each employee needs to ensure the out-processing checklist is completed with the final requirement being an out-processing interview with the Deputy to the Garrison Commander. The out-

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processing checklist will be kept on file with the Workforce Development Office for a period of one-year. All stages of employee on-boarding/out-processing is tracked and briefed at the GC's morning Cub on the 1st Monday of the Month. See Fort Polk's On-boarding/Out-processing SharePoint site for detailed information:

https://army.deps.mil/army/cmds/imcom_usag9/Polk/DHR/SitePages/Civilian%20Onboarding.aspx

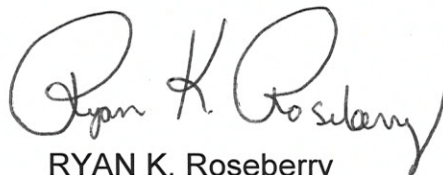
https://army.deps.mil/army/cmds/imcom_usag9/Polk/DHR/SitePages/Civilian%20Out-processing%20Forum.aspx

g. The United States Army Garrison (USAG) will conduct a comprehensive review of currently existing training and educational programs designed primarily for installation management professionals. The intent is to collaborate with these programs so they provide maximum applicability and support to the IMCOM workforce. In addition, we will conduct needs assessments to determine shortfalls in training and educational opportunities. Once validated as a shortfall, USAG will direct available resources to help correct the shortcoming and determine the appropriate delivery method. The intent is to ensure our workforce has access to the appropriate training and education in order to achieve at least a minimum, and potentially a maximum, level of core competency depending upon their duty position and grade level.

h. The goal is simple: leaders and employees throughout the garrison must be committed to workforce development. Supervisors and employees must understand and embrace developmental requirements, IAW AR 350-1 and ensure all IDP's are developed, implemented and supported. Supervisors and Leaders should also strongly encourage attendance and completion of all training/education courses.

6. Proponent. The proponent for this policy is the Directorate of Human Resources, Workforce Development Office.

7. This policy will remain in effect until superseded or rescinded.



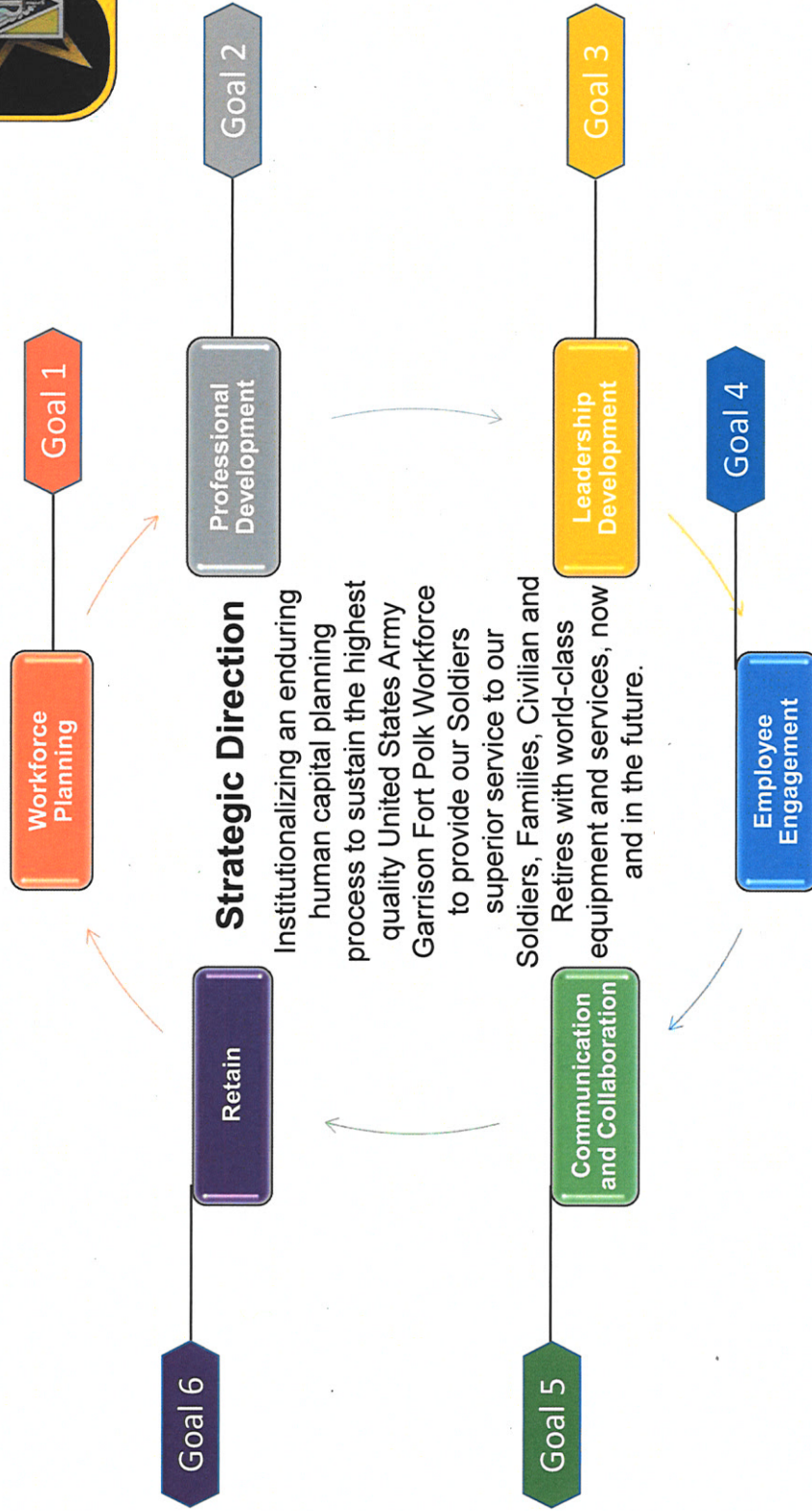
RYAN K. Roseberry
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1. Annex A
2. Annex B
3. WFD Pillars

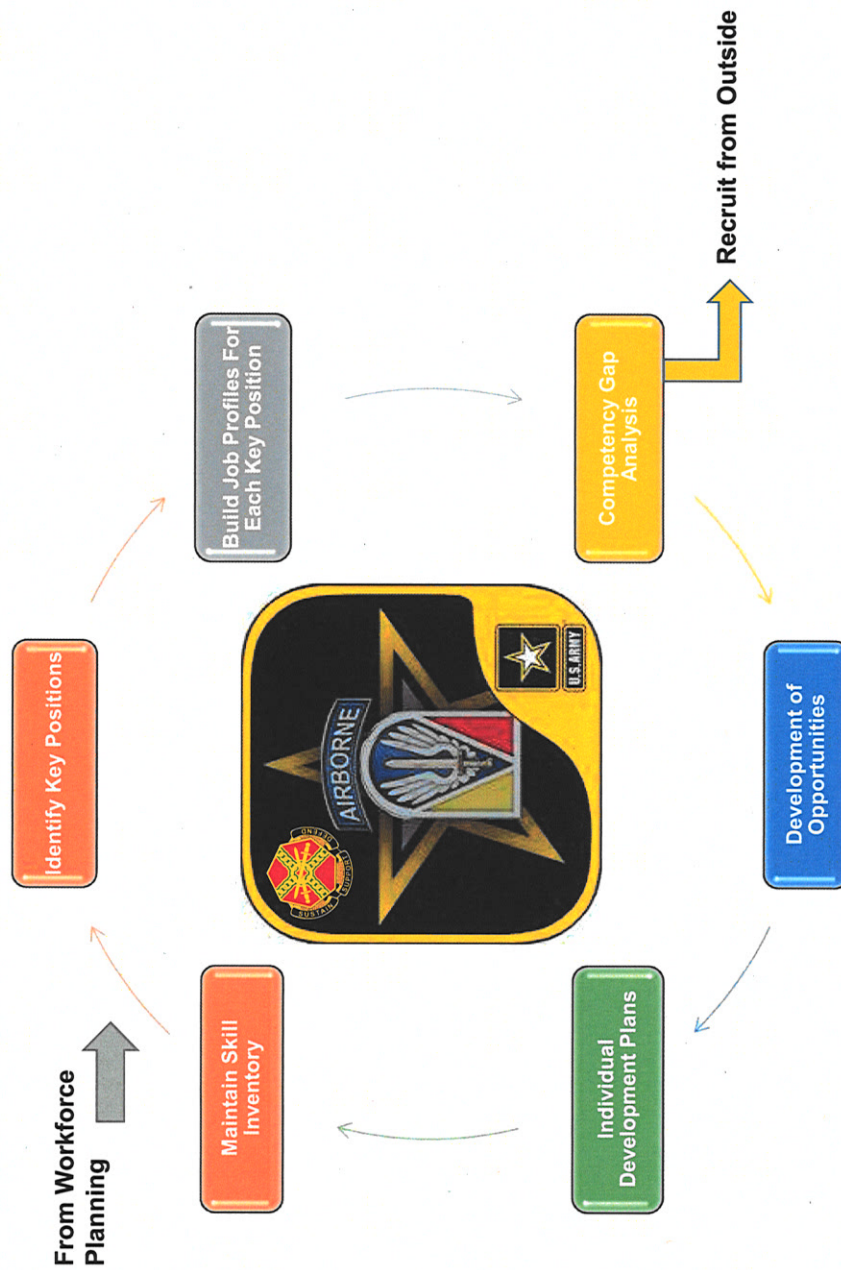


Strategic Goals



Succession Planning Model

Succession Planning identifies necessary competencies and works to assess, develop, and retain a talent pool of employees in order to ensure a continuity of leadership for all critical positions across the garrison.



Workforce Development Pillars

