DEPARTMENT OF THE ARMY
UNITED STATES ARMY GARRISON
14000 MSCOE LOOP, SUITE 120
FORT LEONARD WOOD, MISSOURI 65473-8300

AMIM-LDG-AO (385-10gg1)

JUL 08 2026

MEMORANDUM FOR All U.S. Army Garrison, Fort Leonard Wood Personnel

SUBJECT: Garrison Policy 9 - Development Assignment Program

1. Purpose. The purpose of this policy is to explain in detail the various steps in creating a meaningful, effective, and efficient U.S. Army Garrison (USAG), Fort Leonard Wood (FLW) Development Assignment Program (DAP). This document provides detailed descriptions of all actions and interrelationships required to ensure the FLW DAP program and its participants are successful.

2. References:

a. The Installation Management Community Campaign Plan Version 4.0.

b. IMCOM Command Policy 9 (Developmental Assignment Program), 7 July 2023.

3. Commanders Intent. Sustain a multi-skilled installation management workforce with the knowledge, capabilities, skills, and opportunities to successfully and innovatively deliver our products and services to Soldiers, Families, and Civilians. This is an opportunity to allow employees to improve without the burden of an extended departure from Family.

4. Policy. The DAP is based on a systematic plan specializing in developmental assignments through various functional areas for a period of no less than 30 days up to a maximum of 360 days. The primary objective is to build and sustain a cadre of agile and adaptable employees and a multi-skilled workforce with a commitment to develop and deliver installation services for the Army community. The DAP will support organizational development activities leading to better ways of delivering services, improving work performance, and increasing the value of employee contributions to current and future IMCOM missions. All cross-training assignments require recommendation by the supervisory chain of command and DAP board members.

The DAP board members are the directors or designated representatives from each of the following: Directorate of Plans, Training, Mobilization and Security; Directorate of Public Works; Directorate of Human Resources; Directorate of Emergency Services; Directorate of Family, Welfare and Recreation; and Resource Management Office. Non-voting members, Civilian Personnel Advisory Center Director, and the program manager.

5. Eligibility. DAP opportunities are designed for junior and mid-level employees. Eligible applicants are appropriated-fund employees (GS-07 through GS-11), non-appropriated fund employees (NF-5 and below, in positions comparable to GS-07 through GS-11). The program provides multifunctional training and assignments to strengthen the experience of employees and prepare them for broader responsibilities, improve organizational communication, and develop well-rounded personnel.

6. Objectives.

a. Enhance employee flexibility by strengthening the experience of participants to prepare them for higher responsibilities.

b. Develop multifunctional personnel.

c. Improve organizational communication and performance.

d. Provide employees from participating organizations additional learning opportunities in diverse environments.

e. Provide an avenue for the exchange of ideas and sharing of experiences.

f. Encourage new cooperative approaches to problem-solving in and between participating organizations.

7. Benefits.

a. Participants

(1) Develop a broader perspective in his/her function or an alternate functional area.

(2) Strengthen current skills and competencies while fostering a commitment to life-long learning, development, and achievement.

(3) Rapidly diversify abilities and experiences through real-time work and learning.

(4) Gain an understanding of the administrative/decision-making process of other jurisdictions.

8. Program Execution. The general process of the DAP is as follows:

a. USAG, FLW publishes a policy establishing the Fort Leonard Wood DAP opportunity process. This action calls for opportunities for developmental assignments. Once these opportunities are identified, developmental assignments are electronically submitted to the program manager using the Opportunity Request Form (encl). The DAP opportunity will include the nature of the position, job title, period and hours of assignment, location of position, grade/band level and series of position, name of a sponsor assigned to assist the participant, learning objectives of developmental assignments, key tasks to be performed, and union approval if necessary. Please note that DAP opportunities and developmental assignments will be announced the first week of January. Hours and times will be determined by both the parent and gaining organization.

b. The DAP opportunity announcements submitted will be released by USAG, FLW Headquarters via email. Applicants can apply for up to five (5) developmental assignments.

c. Selection Process. The selection board will review the submitted electronic application packages for eligibility. Once eligibility and compliance with the announcement is confirmed, the application package will be forwarded to the prospective directorates for placement. The DAP selection board will review the applications and provide a recommendation. The panel will consider the following as part of the selection process:

(1) Background experience of the participant to include but not limited to education, work experience, and extracurricular activities.

(2) Developmental needs and expectations of the participant.

(3) Grade and series of the participant.

(4) Overall performance needs of the sponsoring organization.

(5) The potential for the participant to develop and improve their professional capabilities.

d. Notification of DAP selectees and non-selectees. The DAP participants who are selected will be notified by the program manager upon approval of the DAP selection

board recommendations and final approval. Non-selectees will be notified and are encouraged to apply for future DAP assignment opportunities.

e. Placement Process. The length and type of assignment may vary based on organizational and/or individual needs. Assignments will not be less than 30 days or exceed 360 days.

9. Responsibilities.

a. The program manager is responsible for coordination and administration of the program. There is no TDY or expenses.

b. Supervisors and managers are responsible for supporting participants involved with the program and identifying developmental assignment opportunities in their organization.

(1) Parent organizations will continue to fund the salary of their participants.

(2) Record of leave and time and attendance will be provided to the parent organization on a bi-weekly basis.

(3) Leave will be determined by the parent organization.

c. Sponsoring organizations, supervisors, managers, and sponsors are responsible for helping participants gain insight of their tasks and objectives through guidance and support. They are to identify the participant's strong points as well as areas that need improvement in order to create a support structure which will enable the participant to succeed at the duties and tasks during their assignment.

d. Participants are responsible for a personal commitment of their time and efforts to gain maximum benefit from the assignments given to them as part of the program.

e. DAP leadership will strive to match participant's skills and abilities to suit the host organization. The overall developmental assignment should contribute to the participant's professional development and to the parent organization's strategic goals and mission.

10. Additional Program Elements.

a. Participants on assignment remain on the employee's parent organization's TOA and continue to receive a salary and benefits from his/her home organization. At the end of the assignment, the employee returns to his/her home organization.

b. There is no intention to promote candidates based solely on participation in the program. There is no guarantee of promotions when an individual is in the program or successfully completes the program.

c. Employees can participate in the program only once per fiscal year.

d. Employees may apply for multiple (up to 5) DAP opportunities at one time, which will assist in placement opportunities.

e. Candidates will begin their assignment upon agreement with sponsoring organization and selectee.

f. Parent organization management officials may agree to delay reporting dates for mission-related reasons, unforeseen medical complications, or the need to retain the employee for a reasonable period to provide continuity of operations until a replacement is identified or selected. This determination must be made before the assignment begins. The deputy garrison commander (DGC) will be the final deciding official if the sponsoring and parent organization's management officials cannot reach agreement on a reporting date. All changes must be reported to the DAP program manager as soon as possible.

11. Program Completion. The developmental assignments end at the specified time announced, the renegotiated date, or upon completion of performance objectives, whichever is earlier. Successful completion is documented when the sponsoring supervisor completes the performance evaluation of the DAP selectee and provides a copy to the DAP Program Manager.

a. Upon completion of the assignment period, DAP participants will return to their official position of record prior to the developmental assignment.

(1) Successful completion of the DAP entails achievement of goals identified in the developmental assignment and performance plan.

(2) The parent organization is required to continue employee development upon employee's return through continuous learning and increased levels of responsibility.

Continuation of employee development will enhance the employee's skills and continue to support IMCOM's goal to develop a multifunctional workforce.

b. Developmental assignments may conclude early if the sponsoring supervisor determines that the objectives of the assignment are completed earlier than expected.

c. Situations may arise that will necessitate termination of a developmental assignment that does not result in successful completion of the assignment. To request termination, the participant must contact the sponsoring supervisor and/or home supervisor. The sponsoring supervisor or home supervisor may submit a written request to the program manager. The program manager will review and forward the request to the DGC who will render a decision as to whether termination may be granted. The DAP program manager will forward the decision to the participant, host supervisor, and home supervisor.

12. Definition of Success. Successful completion of the DAP entails achievement of the goals identified in the participant's performance objectives over the developmental assignment period.

13. The point of contact for this policy is the Executive Officer, USAG, Fort Leonard Wood at (573) 563-4004.

Encl
DAP Opportunity Request Form

ERIC S. MCCALL
COL, LG
Commanding

Development Assignment Program (DAP)
Opportunity Request Form

DAP Position: (Fill in job title(s)/project(s) to be filled)
Proposed Dates of Assignment:
Directorate and Location of Position: (Organizational address where work will be performed)
Grade and Series of Assignment:
Security Clearance Level: (Is a clearance required for this position? If yes, is it critical/non-sensitive, secret, or top secret?)
Name of Supervisor and Alternate: (Supervisor & alternate who will directly supervise the participant during the DAP assignment, including name, title, email, phone number):
Workforce Development or HR POC: (Garrison level)
Union Approval: (Fill in any requirements)
Duties to Be Performed: (Describe the work to be done and the level of expertise required, do not attach an official PD)
Learning Objectives of the Developmental Assignment:
Point of Contact for this Action is: (Fill in name; work address and work numbers of DAP assignment initiator)
Government Vehicle Available: