



DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT BELVOIR
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FORT BELVOIR, VIRGINIA 22060-5928

REPLY TO
ATTENTION OF

IMNE-BEL-HR

4 November 2010

MEMORANDUM FOR US Army Fort Belvoir Garrison Personnel

SUBJECT: Fort Belvoir Policy Memorandum #11, Workforce Development Program –
Developing the Present and Future Workforce

1. REFERENCES.

- a. 5 US Code, Chapter 41.
- b. DoD 1400.25M, Department of Defense Civilian Personnel Manual, December 1996.
- c. Army Regulation 690-950, Career Management, 31 December 2001.
- d. Installation Management Command (IMCOM) Policy Memorandum #13, Workforce Development, 27 June 2006.
- e. IMCOM Regulation 350-1, Training and Leader Development, 1 June 2010.
- f. IMCOM Community Campaign Plan (IMCP) 2010-2017, version 2.0, October 2010.

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.

3. APPLICABILITY. These procedures are applicable to all civilian personnel assigned to US Army Garrison, Fort Belvoir.

4. POLICY.

a. IMCOM is committed to the leader 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.

b. Effective, continuous education and training is critical to our installation management mission and is one of the essential pillars in the IMCOM philosophy. Employee career development programs will be used to improve organizational

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performance by developing and maintaining a highly skilled workforce of leader and technical/functional experts.

5. PROCEDURES.

a. The linchpin to development of our workforce is the Individual Development Plan (IDP). Directors and commanders will ensure supervisors prepare and maintain IDPs for all civilian employees IAW IMCOM Regulation 350-1, IMCOM Form 8. Supervisors will develop IDPs jointly with employees. The plans will link individual employee professional career development with mission requirements. IDPs for civilian personnel will be reviewed and updated at least three times a year: initial counseling at the beginning of the rating period, mid-year contributions/performance counseling, and at the end of the rating period. The employee should use their AKO email address when preparing their IDP.

b. Garrison employees will fully participate in developing and updating their IDPs. Training will be requested based on mission requirements, cost effectiveness, best value to the organization and career program/field requirements, if applicable. Once IDPs are funded 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.

c. The workforce development program will 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).

d. Garrison personnel will use ACTEDS funded training, mentorship programs, developmental assignments, distance learning, and training with industry to enhance the development of employees IAW IMCP LOE 3 – Leader and Workforce (LW) 5 Continuing Education and Training Opportunities. These programs will help to develop, sustain, and integrate our employees into the human resources components of our strategic plan. They will also strengthen our ability to recruit, develop, and retain a highly qualified skilled workforce.

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(1) ACTEDS Training. The Garrison will maximize use of available, centrally funded, ACTEDS 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 will adhere to their ACTEDS directed training and education requirements. Another centrally funded program, which IMCOM will use, is the Defense Leadership and Management Program (DLAMP).

(2) HQ Centralized Mentorship Program (HCMP). There are two facets of mentorship. First, there is an informal mentoring system that supervisors do as part of their performance management process. Second, there will be a formal mentoring program at the headquarters, regions, and garrisons to assist employees in becoming future leaders and executives. Within this formal system, mentors serve as objective confidants and advisors with whom the employee, or associate, may discuss concerns related to work, career planning, and development. The employee/associate's role is primarily to learn from the experiences and professional attributes of the mentor. The IDP will provide the basis for the mentorship activities.

(3) Developmental Assignment Program (DAP). In an effort to broaden the opportunities for growth within IMCOM, the headquarters, regions, and garrisons will design formal developmental assignments. These assignments, which may include assignments outside of IMCOM, are an excellent avenue for our 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.

(4) Distance Learning (DL). DL is a valuable tool to increase training availability while reducing cost per training hour. DL can open new opportunities for training more employees within available resources. Locations without distance learning facilities will program for and update/install such a facility. Such as: Foundation Course, Action Officer Course, Supervisor Development Course, Basic Course (DL & Resident), Intermediate Course, Manager Development Course, and Advance Course (DL & Resident).

e. IMCOM 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 need assessments to determine shortfalls in training and educational opportunities. Once validated as a

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shortfall, IMCOM 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 IAW IMCP LOE 3 – Leader and Workforce (LW) 1 Multi-Skilled and Adaptive Leaders.

f. 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, ensure IDPs are developed, implemented, supported, encourage attending and completing training/education courses.

6. PROPONENT. The Directorate of Human Resources is the proponent for this policy. The point of contact is the Workforce Development Program Manager, at (703) 805-9259, DSN 655-9259.



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