DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT AGENCY
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926

REPLY TO
ATTENTION OF

JUN 2 7 2006

IMAH-HRD-D

MEMORANDUM FOR ALL US Army Installation Management Agency Personnel

SUBJECT: US Army Installation Management Agency Policy Memorandum #13, Workforce Development – Developing the Present and Future IMA Workforce

1. REFERENCES.

a. 5 US Code, Chapter 41.

b. DoD 1400.25-M, Department of Defense Civilian Personnel Manual, December 1996.

c. AR 690-950, Career Management, 31 December 2001.

2. PURPOSE. To provide guidance to all US Army Installation Management Agency (IMA) personnel on developing the present and future IMA workforce.

3. APPLICABILITY. These procedures are applicable to all military and civilian personnel (i.e., direct hires and foreign nationals) assigned to the IMA. This policy applies equally to all levels – HQ IMA, Regions, and Garrisons. This policy memorandum supersedes IMA policy memorandum #13, 8 March 2004.

4. POLICY.

a. The Installation Management Agency (IMA) is committed to the leader development, technical training, and professional growth of all civilian employees and military personnel. Development will be ingrained within all fibers of the organization. Resources will be programmed annually for employee development. This memorandum spells out the philosophy and some of the 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 IMA philosophy. IMA headquarters, regions, and garrisons will include employee development in their strategic planning. Employee development programs will be used to improve organizational performance by developing and maintaining a highly skilled workforce of leader and technical/functional experts. Equally important, development is crucial to the career progression of our military personnel and civilian employees.

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. Supervisors will develop IDPs jointly with employees. The plans will link individual employee professional development with mission requirements. IDPs for civilian personnel will be reviewed and updated at least three times a year, during the initial counseling at the beginning of the rating period, during the mid-year contributions/performance counseling, and at the end of the rating period. Supervisors are encouraged to integrate the principles of the IDP process into the periodic counseling sessions for military personnel and foreign nationals.

b. IMA 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. Career Program (CP) and Career Field (CF) managers play an important role in workforce development. CP/CF managers will be appointed at headquarters, regions, and garrisons. They will assist with development of IDPs, provide advice and guidance on career management issues, and identify specific programs available to the CP/CF employees to enhance individual career development and competitiveness. CP/CF managers will work closely with supervisors and employees to determine and select training requirements and courses considered desirable for improved employee performance and career progression.

d. The workforce development program will serve as a tool to distribute available resources throughout IMA to execute fully 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 and successfully completing authorized training. Rescheduling or cancellation of authorized training should only occur in unusual circumstances (e.g., critical mission requirements, employee emergency/sick leave).

e. IMA will use 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 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 workforce.

(1) ACTEDS training. IMA will maximize use of available, centrally-funded, ACTEDS programs to enhance the development of employees. These programs are very competitive and include Competitive Professional Development, Interns, Senior Service College, Army Comptroller Program, and Army Management Staff College programs. In addition, our 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 IMA will use is the Defense Leadership and Management Program (DLAMP).

(2) Mentorship program. 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 is 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 and 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 assignments. In an effort to broaden the opportunities for growth within IMA, the headquarters, regions, and garrisons will design formal developmental assignments. These assignments, which may include assignments outside of IMA, 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. Distance learning is a valuable tool to increase training availability while reducing cost per training hour. Distance learning 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.

(5) Training with industry. IMA will explore training with industry as a means to train the senior leaders at the garrison, region and HQ levels. To enhance the capabilities of the senior leaders, IMA will develop and coordinate specific opportunities with local communities that will enable senior managers to sit in and work for city managers or

planners. The intent is for the garrison's senior leadership to gain a deeper appreciation and understanding of managing a large government organization such as a city.

f. IMA will also explore new initiatives to enhance the development of our workforce. We will benchmark with other organizations to determine the relevance of their innovative programs for IMA. We will also assess geographic mobility programs since many agencies have found these to be a desirable part of overall employee development and agency revitalization. In addition, employees are encouraged to suggest new training and educational programs through the chain of command. The intent is to develop an agile, integrative, and mobile cadre of future IMA leaders who are adept and focused on new business processes, new initiatives, and ready to face the challenges of the future.

g. IMA will conduct a comprehensive review of currently existing training and educational programs designed primarily for installation management professionals. The intent is to partner with these programs so that they provide maximum applicability and support to the IMA workforce. In addition, we will conduct needs assessments to determine shortfalls in training and educational opportunities. Once validated as a shortfall, IMA 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 organization must be committed to workforce development. Supervisors and employees must understand and embrace developmental requirements, ensure IDPs are developed and implemented, and support and encourage attending and completing training/education courses. To stress the importance of the program, metrics will be developed to assess accomplishments. Results of the development program will be included in our periodic reporting procedures. Our focus is to develop the present and future IMA workforce.

6. PROPONENT. The Human Resources Division is the proponent for this IMA policy. POC is Chief, Workforce Development, at commercial (703) 602-4259, or DSN 332-4259.

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Director