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INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT LEONARD WOOD
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IMLD-ZA

1 AUG 2016

MEMORANDUM FOR All U.S. Army Garrison Personnel

SUBJECT: Garrison Policy 29, Development Assignment Program (DAP)

1. Purpose.

This document serves as guidance for implementing the US Army Garrison (USAG) Fort Leonard Wood (FLW) policy and procedures. The purpose is to explain in detail the various steps in creating a meaningful, effective, and efficient USAG FLW Development Assignment Program (DAP). This guidance 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 #20 – Developmental Assignments.

c. IMCOM Regulation 350-1 Training and Leader Development.

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. Program Description.

a. 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.

b. The DAP Board Members are the Directors or designated representatives from each of the following: Directorate of Plans, Training, Mobilization and Security (DPTMS), Directorate of Public Works (DPW), Directorate of Human Resources (DHR), Directorate of Emergency Services (DES) Directorate of Family, Welfare and Recreation (DFMWR), Resource Management Office (RMO). Non- voting members, Civilian Personnel Advisory Center (CPAC) 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.

b. Participating organizations

(1) Provide expanded opportunities for learning and development to its employees.

(2) Obtain better trained, multifunctional and responsive employees Continued Education and training opportunities.

(3) Gain employees who possess a comprehensive agency perspective and enhanced leadership skills.

(4) Retain employees with expanded working contacts and resources; all for the benefit of professional and organizational achievement.

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, USAG FLW using the Opportunity Request Form ANNEX A. 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 the USAG FLW HQ via email. Applicants can apply for up to five (5) developmental assignments using the application ANNEX B. Mentors using ANNEX C.

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.

(1) The DAP-selection board will review the applications and provide a recommendation. The panel will consider the following as part of the selection process.

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

(b) Developmental needs and expectations of the participant.

(c) Grade and series of the participant.

(d) Overall performance needs of the sponsoring organization.

(e) 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, 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 organization. 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 employees home organization's TDA 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. Home 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 home 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 do 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 DAP 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.

13. 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.

14. The point of contact for this memorandum is the HQ, USAG Fort Leonard Wood at (573) 596-5788.

Tracy L. Lanier

TRACY L. LANIER
COL, LG
Commanding

ANNEX A (Opportunity Request Form) to Garrison Policy 29, Development Assignment Program (DAP)

DAP Position: (Fill in Job Title(s)/Project(s) to be filled):
Proposed Dates of Assignment:
Directorate and Location of Position: (organizational address where the 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:

Program Point of Contact is HQ, USAG, FLW at (573) 563-5788, Email: usarmy.leonardwood.usag.mbx.garrisoncommand@mail.mil

*Additional space or lines may be added to this form if needed. You may extend the form to include important information and add pages.

Centralized Mentoring Program (Mentee Application)

Desired Qualifications for Applicants

- 2 years in Federal Service
- Completion of grade appropriate Civilian Education System course or equivalent
- Fully successful or higher on most recent evaluation
- Commitment to excellence and personal and professional growth
- Mobility in future assignments with IMCOM

Requirements for 1 year program

- Participate in Mentor Orientation Training and year-end Capstone Events
- Complete mentoring goals and action plan
- Attend monthly meeting with mentor--could be face to face, VTC, telephone, etc.
- Participate in one week of mentor shadowing
- Complete at least one stretch assignment
- Complete program evaluations

Process

- Mentee is matched with a mentor with appropriate skills and competencies, based on mentee's goals and desires
- Mentee applicants not selected for HCMP will be notified of non-selection

Timeframe: NTC one year

Funding: NA

Application formats: Attached. Responses are not limited by the size of the blocks on the application form. Spacing will expand to accommodate input.

IMCOM Mentoring Program - Mentee Application Form

Name:	Assignment/Job title, Rank or series and grade or equivalent pay band:	Career Program/Field (if applicable):
Office mailing address:	E-mail address:	Telephone: (Commercial and DSN):
organization:	Total years Federal Service:	Years in Career Program/Field:
Highest level of education:		Major field of study
Supervisor's name and telephone number:		
Please list job titles of previous positions held in the past five years:		
Have you completed a Developmental Assignment and if so what did it contribute to your career?		
What have you done in the past five years to enhance your professional career and self-development?		
What are your career goals and objectives? What job do you aspire to hold at the end of your career?		
What do you expect to accomplish during the mentoring partnership? What are your top three goals, and how can a mentor help you achieve them?		

IMCOM Mentoring Program - Mentee Application Form

(Continued)FOR THE MENTEE

I request to participate in the IMCOM Mentoring Program as a mentee. I understand and agree that this program is voluntary, and I may withdraw from it at any time. The length of the program is 12 months and, with my supervisor's concurrence, I may be given reasonable duty time for mentoring. My participation in this program is not a guarantee of training, assignments or promotion. All recommended formal training courses are subject to applicable regulations and availability of funds. I understand that if selected for the HCMP, I will be expected to complete all developmental tasks assigned by my mentor. I also understand completion of this program may require work/study during off duty hours.

Signature: _____ Date: _____

MENTEE'S SUPERVISOR

I support my employee's nomination as a mentee in the mentoring program and agree to support the mentoring program and the individuals who have entered into this agreement. I understand if my employee is selected for this program, he or she may be required to take brief TDY assignments for the program orientation, a one-week shadow assignment, and stretch assignments. **Additional Endorsement:**

Supervisor Signature: _____ Date: _____

Director/Chief/Commander: _____ Date: _____

IF APPLICANT IS AN INSTALLATION EMPLOYEE, SIGN A, BELOW.

A. GARRISON/DEPUTY GARRISON COMMANDER (GC/DGC) OR GARRISON MANAGER

I support this employee's nomination as a mentee. **Additional Endorsement:**

GC/DGC Signature: _____ Date: _____

Scan completed, signed application and forward to: Program Point of Contact is HQ, USAG, FLW at (573) 563-5788, Email: usarmy.leonardwood.usag.mbx.garrisoncommand@mail.mil

List "DAP 2014 Application" in the Subject line

Centralized Mentoring Program (Mentor/Senior Mentor* Application)

Requirements

- Commitment
- Mentor Orientation Training
- Assist mentee to develop mentoring goals and action plan
- Monthly meeting with mentee; face to face, VTC, telephone, etc.
- One week shadowing program
- Complete program evaluations

Process

- Senior leaders are placed in a pool of mentors
- Mentee is matched with mentor based on mentee's overall qualifications and mentor's knowledge and abilities

Timeframe: No more than one year formal mentorship

Funding: N/A

Application format: Attached Mentor/Senior Mentor Background. (ANNEX C) Responses are not limited by the size of the blocks on the application form; spacing will expand to accommodate input.

*A senior mentor is Active Duty O5/6 or Civilian GS12-15 or equivalent who acts as a mentor to a group of both mentees and mentors assigned.

ANNEX C (Mentor/Senior Mentor Application) to Garrison Policy 29, Development Assignment Program (DAP)

IMCOM Mentoring Program – Mentor/Senior Mentor Background

Name:	Assignment/Job Title, Rank or Series, and Grade or Equivalent Pay Band:	Career Program/Field (if applicable):
Office Mailing Address:	Email Address:	Telephone: (Commercial and DSN)
Organization:	Total Years Active Duty/Federal Service:	Years In Career Program/Field?

Application is for Mentor: __ Senior Mentor: __

Please List The Functional Job Titles Of Your Last Five Positions.

What Areas Are You Able To Help Your Mentee?

- ❑ Federal Personnel System
- ❑ Applying For IMCOM Jobs
- ❑ Information About A Particular Career Program/Field
- ❑ Progressing In The Career Program
- ❑ Career Counseling
- ❑ Career Progression Strategies
- ❑ Solutions To Job Problems
- ❑ Improving Job Competencies
- ❑ Individual Development Plan
- ❑ IMCOM Organizational Culture, And Politics
- ❑ How IMCOM Works As An Organization
- ❑ Interviewing
- ❑ Help Them Become A Better Leader

What Experiences, Skills, Values, Or Knowledge Would You Particularly Like To Pass On To A Mentee?

What Do You Expect Your Mentee To Gain From This Mentoring Partnership?

Is There Any Additional Information That Should Be Considered Before Matching You With A Mentee?

IMCOM Mentoring Program – Mentor/Senior Mentor Background

(Continued)

FOR THE MENTOR

I agree to serve as a mentor/senior mentor. I understand that I will be expected to share my experiences, advice, and guidance with the mentee. I understand that a reasonable amount of my duty time and some non-duty time may also be required. I agree to serve in this voluntary capacity for 12 months (with optional extension not to exceed 3 years) unless changing circumstances create an undue hardship.

Signature: _____ Date: _____

MENTOR'S/SENIOR MENTORS SUPERVISOR

I support this employee's nomination and agree to support the mentoring program and the individuals who have entered into this agreement. I understand if my employee is selected for this program, he or she may be required to take a brief TDY assignment for the program orientation.
Additional Endorsement:

Supervisor Signature: _____ Date: _____

Director/Chief: _____ Date: _____

IF APPLICANT IS AN GARRISON EMPLOYEE/SOLDIER, SIGN A, BELOW.
IF APPLICANT IS A OACSIM/HQ IMCOM/AEC/REGION EMPLOYEE, SIGN B, BELOW.

A. GARRISON/DEPUTY GARRISON COMMANDER (GC/DGC) OR GARRISON MANAGER

I support this employee's nomination as a mentor/senior mentor. **Additional Endorsement:**

GC/DGC/GM Signature: _____ Date: _____

Scan completed, signed application and forward to: Program Point of Contact is HQ, USAG, FLW at (573) 563-5788, Email: usarmy.leonardwood.usag.mbx.garrisoncommand@mail.mil

List "DAP 2014 Application" in the Subject line