



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING CENTER AND FORT JACKSON
FORT JACKSON, SC 29207

REPLY TO
ATTENTION OF

ATZJ-CS

23 July 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Memorandum 3-1 -- Civilian Employee Training and Development

1. The Army training vision is to support total force readiness and mission accomplishment by providing commanders and managers with the authorities necessary to accomplish the training and development of a technically competent, high-performing civilian work force. Supervisors at all levels must ensure that adequate, responsive, and quality training is provided to their employees to ensure mission accomplishment. Employees must acquire and maintain those knowledges, skills and abilities needed for high quality performance and optimum contributions to organizational goals and objectives of the installation, as well as to the broader mission of the Army.
2. Commanders, directors, and supervisors at all levels should become personally involved in identifying and providing necessary training and development opportunities for their civilian employees. This will involve the use of prudent leadership skills on their part to motivate and encourage self-development activities. It will also necessitate that they provide job-related training in a timely manner and arrange work schedules where possible to allow for self-development activities.
3. Consistent with these concept, managers and supervisors will exercise personal leadership and responsibility to ensure the following:
 - a. Every employee who needs training and meets selection criteria is provided the opportunity to take part in training and development activities without regard to race, religion, color, national origin, sex, age, or physical handicap.
 - b. Personal leadership skills and those of subordinate supervisors are continuously developed and honed through participation in various leadership programs provided by DA, TRADOC, and the installation.
 - c. Funds are allocated to accomplish identified mission essential training needs of their employees.
 - d. Training courses that have been scheduled or for which quotas have been received will not be cancelled except in situations where a clearly justifiable or urgent reason exists, and only then if a qualified substitute cannot be provided.

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4. The Civilian Personnel Advisory Center will provide support and advisory services for workforce development issues. Assistance in implementing the program will be provided by commanders, managers and supervisors at all levels and by the organization's training coordinators.
5. The proponent for this Policy Memorandum is the Civilian Personnel Advisory Center.



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