DEPARTMENT OF THE ARMY
UNITED STATES ARMY NORTH ATLANTIC TREATY ORGANIZATION
UNIT 21420
APO AE 09705-1420

ACDP

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USANATO Policy Letter 17, Civilian Employee and Leader Development

1. References:

a. AR 690-400, Total Army Performance Evaluation System, 16 October 1998.

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

c. DA Pamphlet 690-43, A Supervisor's Guide to Career Development and Counseling for Career Program Employees, 18 August 1989.

d. FM 22-100, Army Leadership, 31 August 1999.

2. Civilian employees are an important part of our workforce. We depend on them, along with our military personnel, to help execute our everyday operations. For this reason, we must train our civilians as we do our Soldiers and prepare them for leadership roles and future challenges.

3. Commanders and managers will ensure that the professional development of civilian employees is an integral part of their daily management practices. Professional development will include coaching, counseling, and mentoring; ensuring that performance evaluations and individual development plans are completed in a timely manner; and encouraging and improving both formal and informal training. In addition, employees will be encouraged to pursue self-development opportunities, including formal education.

4. I expect civilian leaders to be proficient in communication, critical thinking, decision-making, and interpersonal relations. Good leaders know how to lead people and know how to promote change. To develop these skills, leaders are strongly encouraged to complete Army centrally funded core leader-development programs. Many of the centrally funded courses are mandatory for civilian leaders. Commanders and managers must ensure that civilian employees complete courses (online and in the classroom) at appropriate times during their careers. The Civilian Human Resource Agency website at *http://www.chra.eur.army.mil/* provides more information on training available to civilians (click on *Training and Development*).

5. The development of our civilian workforce leads to improved organizational performance and is an investment in mission accomplishment. Commanders must give the professional development of civilian employees high priority.

DAVID D. McKIERNAN
General, USA
Commanding

DISTRIBUTION:
A, B, and C