



DEPARTMENT OF THE ARMY  
U.S. ARMY CORPS OF ENGINEERS  
441 G STREET NW  
WASHINGTON, D.C. 20314-1000

CEHR-D

MAR 15 2011

MEMORANDUM FOR Commanders, Directors, and Chiefs of Separate Offices,  
HQ USACE

SUBJECT: USACE Leadership Development Program

1. Reference: Engineer Regulation (ER) 690-1-1214, Civilian Personnel – USACE Leadership Development Program (LDP).
2. It is important in our environment of increased retirements, overseas contingency operations, and constrained budgets that we continually invest in our people and develop leaders to meet the challenges of our mission. The USACE Leadership Development Program (LDP) is designed to provide a progressive avenue to develop and train leaders at all levels of the organization as part of “building the bench”. We must train our leaders to be agile, have broad perspectives, and be successful results oriented change agents.
3. All Great organizations have vibrant LDPs and leaders who are engaged. I know I can count on Corps leaders to fully support the LDP and actively engage in ensuring the right people are selected for the program. There should be a continuous cycle of employees moving through the LDP to build the next generation of leaders.
4. The key components of the LDP are as follows:
  - a. Education: To build the Corps bench we must continue to encourage high performers to attend leadership education such as Civilian Education System (CES), Senior Service College (SSC), DoD Executive Leadership Development Program (DELDP), and Defense Senior Leader Development Program (Army and DoD leadership programs) that are built into our LDP levels as post utilization or prerequisite assignments.
  - b. Developmental Assignments: We should place these high performers in developmental assignments where they stretch and grow their leadership and technical competencies. These assignments may be at different organizational levels, in different functional areas, and for varying time frames as we develop leaders with broad perspectives.


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c. Mentoring: Mentoring is a critical part of developing our leaders. I expect Corps leaders to reach out to the next generation of leaders through mentoring relationships.

Investing in our future leaders through training/education, developmental assignments, and mentoring is how we must do business. Each of us must take the time to develop our future leaders in order to ensure the Corps moves to GREAT.

5. I challenge you, as Corps leaders, to continue to develop the workforce to ensure talents are being fully utilized to successfully accomplish the mission of the Corps. The HQUSACE POC for the LDP is Rebecca Thompson, 202-761-8997 or [rebecca.s.thompson@usace.army.mil](mailto:rebecca.s.thompson@usace.army.mil).

*Building Strong Leaders,*  
  
R. L. VAN ANTWERP  
Lieutenant General, US Army  
Commanding

CEHR-D

Regulation  
No. 690-1-1214

28 February 2011

Civilian Personnel  
USACE LEADERSHIP DEVELOPMENT PROGRAM (LDP)

1. Purpose. Purpose of the LDP is to develop results oriented, agile leaders with broad perspectives who lead people and lead change successfully in complex environments. The Corps will use the DoD Civilian Leader Development Framework to develop our leaders. The leadership competencies we are building include: Leading Change, Leading People, Results Driven, Business Acumen, Building Coalitions, and Enterprise-Wide Perspective (see Appendix A).
2. Applicability. All USACE organizations to include Major Subordinate Commands (MSC), Districts, Field Operating Activities (FOAs), Laboratories, and Centers.
3. Distribution Statement. For public release, unlimited.
4. References.
  - a. AR 600-100, *Army Leadership*, 8 March 2007
  - b. FM 7-0, *Training for Full Spectrum Operations*, 12 December 2008
  - c. DA PAM 350-58, *Leader Development for America's Army*, 13 October 1994
  - d. FM 22-100, *Army Leadership, Be, Know Do*, 31 August 1999
  - e. USACE, *USACE 2012: Aligning the U.S. Army Corps of Engineers for Success in the 21<sup>st</sup> Century*, October 2003
  - f. USACE, *Learning Organization Doctrine: Roadmap for Transformation*, November 2003
  - g. USACE, *USACE Strategic Direction*, June 2005
  - h. EIG, *Inspection of Leader Development Programs*, March 2005
  - i. DA PAM 690-46, *Mentoring For Civilian Members of the Force*, 31 Jul 1995
  - j. AR 350-1, *Army Training and Leadership Development*, 18 December 2009 (CES and SSC)
  - k. DoDI 1430.16 *Growing Civilian Leaders*, 19 Nov 2009
  - l. Levels 1-5 Leadership Development Program Quality Management System Business Process Documents:  
[https://kme.usace.army.mil/CE/QMS/Pages/Welcome.aspx?Region=HQUSACE&Group=National\\_x0020\\_Process\\_x0020\\_Number](https://kme.usace.army.mil/CE/QMS/Pages/Welcome.aspx?Region=HQUSACE&Group=National_x0020_Process_x0020_Number)
  - m. USACE Campaign Plan
  - n. Civilian Education System (CES) Strategic Communication Plan

5. Policy. Major Subordinate Commanders, Center Commanders, the Director of Engineer Research and Development Center (ERDC), and District Commanders will ensure that LDP programs meet the minimum requirements provided in the LDP process documents in the USACE Quality Management System (QMS). Commanders are encouraged to supplement the USACE LDP with local needs; however, all elements should support the leadership competencies and attributes.

The developmental key components of the LDP are as follows:

a. Education:

We must encourage attendance at Civilian Education System (CES), Senior Service College (SSC), DoD Executive Leadership Development Program, and Defense Senior Leader Development Program (Army and DoD leadership programs) that are built into our LDP levels as post utilization or prerequisite assignments.

b. Developmental Assignments:

In order to successfully prepare our future leaders, LDP participants should participate in developmental assignments. These assignments may be at different organizational levels, in different functional areas, and for varying time frames as we develop leaders with broad perspectives.

c. Mentoring:

Mentoring is a critical part of developing our leaders. Corps leaders are expected to reach out to the next generation of leaders through mentoring relationships in all LDP levels.

6. Operational Requirements.

a. LDP participants will be able to transfer what they have learned about leadership from one location, and have it corporately accepted and applied anywhere within the Corps. Accomplishments in a particular level in one location will be accepted in another location.

b. If a USACE LDP participant transfers within USACE, the two organizations will work together with the participant to ensure he/she either completes the program at the original location or transfers smoothly into the program at the new organization, with acceptance into a future LDP class as an option.

7. Roles and Responsibilities.

a. Commander, USACE communicates leadership development philosophy and program through policy to achieve strategic goals.

b. Directors and MSC Commanders may supplement programs with curriculum that is congruent with the USACE LDP goals and objectives. Commanders and Directors are responsible for providing oversight and direction by:

- (1) Appointing a USACE LDP Champion within their respective organization.
- (2) Ensuring subordinate commanders and senior staff are aware of USACE LDP opportunities and encourage subordinates to take advantage of these opportunities.
- (3) Ensuring managers and supervisors are actively involved with the USACE LDP.
- (4) Determining annual level of participation in collaboration with subordinate organizations.

c. District Commanders, Laboratory Directors, Center Commanders and FOAs are responsible for providing oversight and direction by:

- (1) Promoting leadership development and may supplement with curriculum that is congruent with the USACE LDP goals and objectives.
- (2) Ensuring discussion of the program is included as part of an employee's performance counseling.
- (3) Ensuring supervisors and staffs are aware of USACE LDP opportunities encouraging employees to take advantage of these opportunities, and that time is available to support employee participation.
- (4) Determining annual level of participation.

d. USACE LDP Champion - CEHR Director is responsible for ensuring the strategic goals of the USACE LDP are achieved.

e. USACE LDP Organizational Champions – an individual in a top leadership role in each organization with a passion for leadership development. The Organizational Champion is responsible for ensuring the USACE LDP is executed throughout their respective regions, meeting strategic and operational requirements, and achieving intended outcomes.

f. USACE LDP Program Manager, Human Resource Development Division, Directorate of Human Resources, HQUSACE, provides program management and oversight for the USACE Leadership Development Program throughout USACE, and is responsible for ensuring the USACE LDP is accomplishing intended outcomes. The USACE LDP Program Manager works closely with the USACE LDP Organizational Champions.

g. USACE LDP Regional Program Manager, MSC Level, provides program management and oversight for the USACE Leadership Development Program throughout the region, and is responsible for ensuring the USACE LDP is accomplishing intended outcomes. The USACE

LDP Regional Program Manager works closely with the Regional Champion, Senior Leaders, District Program Coordinators, Supervisors and Managers.

h. Senior Leaders and Supervisors at all levels support the USACE LDP and ensure that employees are well informed regarding its development opportunities. Ensure discussions of the program are included as part of performance counseling. Support the development of leadership potential by encouraging participation in the USACE LDP and LDP oversight committees as needed.

i. Corps Employees are offered leadership development opportunities through the USACE LDP. Each member is encouraged to actively participate in the program to fully develop leadership potential. Employees in the Corps should include USACE LDP participation in their Individual Development Plans (IDP). The Civilian Leader Improvement Battery (CLIMB) Assessment (<http://www.123assess.com/climb/home.do>) is a tool that can be used to measure level of leadership competencies.

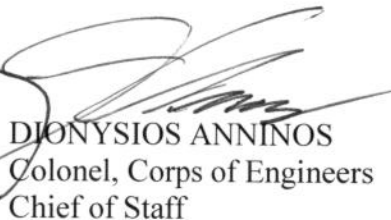
8. Metrics. Program evaluation will be conducted through the Directorate Management Review (DMR) process.

a. USACE LDP participants, their supervisors, and others as appropriate will complete program evaluations at the conclusion of each level of the program. Evaluation forms will be included in the QMS LDP Process documents. Regional Program Managers will compile and forward a standardized summary of these evaluations to their Division's HR Forward who will report the LDP status at the Human Resource Directorate 1<sup>st</sup> quarter Directorate Management Review (DMR).

b. Strategic Goals: Build a bench of agile leaders that have broad perspectives, are successful change agents, and are result oriented. Reporting metrics include: education completion (CES (each phase), SSC, DELDP, and DSLDP), developmental assignments, and mentoring.

FOR THE COMMANDER:

2 Appendices  
Appendix A – DoD Civilian Leader  
Development Framework  
Appendix B – LDP Reporting Metrics



DIONYSIOS ANNINOS  
Colonel, Corps of Engineers  
Chief of Staff

Appendix A – DoD Civilian Leader Development Framework

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions	Enterprise-Wide Perspective
<b>Definitions</b>					
<p>The core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balances change with continuity and addresses resistance.</p>	<p>This core competency involves the ability to lead and inspire a multi-sector group [not only employees (civilian and military), but also other government agency personnel at the Federal, State, and local levels, as well as contractors and grantees] toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that fosters the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice, and risk for the good of the mission, as well as trust, confidence, cooperation and teamwork, and supports constructive resolution of conflicts.</p>	<p>This core competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.</p>	<p>This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to this competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions and/or performance and organization goals and results, as well as external pressure points.</p>	<p>This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.</p>	<p>This core competency involves a broad point of view of the DoD mission and an understanding of individual or organizational responsibilities in relation to the larger DoD strategic priorities. The perspective is shaped by experience and education and characterized by a strategic, top-level focus on broad requirements, joint experiences, fusion of information, collaboration and vertical and horizontal integration of information.</p>
<b>Competencies</b>					
<p>Creativity and Innovation External Awareness Strategic Thinking Vision Flexibility Resilience</p>	<p>Conflict Management Leveraging Diversity Developing Others Team Building</p>	<p>Accountability Decisiveness Entrepreneurship Customer Service Problem Solving Technical Credibility</p>	<p>Financial Management Human Capital Management Technology Management Computer Literacy</p>	<p>Political Savvy Influencing/Negotiating Partnering</p>	<p>Joint Perspectives - Mission Orientation - DoD Mission and Culture - DoD Corporate Perspective - National Defense Integration - Global Perspective National Security - National Security Foundation - National Security Environment - National Security Strategy</p>
<b>Fundamental Competencies</b>					
<p>These Competencies are the foundation for success in each of the core competencies.</p>			<p>Interpersonal Skills, Integrity/Honesty, Written Communication, Continual Learning, and Public Service Motivation</p>		

Appendix B

Leadership Development Program (LDP) Metrics to be reported by HR Forwards at 1<sup>st</sup> Quarter Directorate Management Review (DMR) – Information provided by Regional LDP Program Managers

Feedback from Supervisor and Participants (during and after)  
Track individual's employment progress during program and after.

	Level 1	Level 2	Level 3	Level 4	Level 5
# of Participants					
# of Graduates					
# of Drop Outs					
# of CES Graduates <ul style="list-style-type: none"> <li>• Foundation</li> <li>• Basic</li> <li>• Intermediate</li> <li>• Advanced</li> </ul>					
# of SSC Graduates					
# of DELDP Graduates					
# of DSLPPD Graduates					
# of Developmental Assignments					
# of Participants in the Mentor Program					