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POLICY LETTER 2-11

From: Assistant Director of Intelligence, Headquarters,
U.S. Marine Corps

Subj: PROFESSIONAL DEVELOPMENT OF CIVILIAN EMPLOYEES

1. The expertise and competency of our civilian workforce are essential to the success of Marines on the battlefield. Accordingly, I expect leaders at all levels to enable our civilians to reach their full potential by taking advantage of available professional development resources and programs. Likewise, I hold each employee accountable for mapping and navigating a progressive program of self development. Our Corps demands that each of us commit to a lifetime of professional and personal growth, in order to faithfully sustain our distinction as America's premier force in readiness.

2. The Marine Corps Intelligence Enterprise promotes a holistic approach to civilian career development. Therefore, for each employee I envision a well-planned mix of self development, professional and technical training, leadership development, on-the-job training, developmental job assignments, academic education, and long-term competitive programs, within an environment of continuous mentoring and coaching. Supervisors and managers share responsibility for identifying training and education opportunities that will improve individual and organizational performance. Therefore, leaders will partner with employees to fulfill this intent, and will employ positive leadership skills to motivate and encourage employees as they pursue continuing development.

3. Consistent with these concepts, I call upon supervisors and managers to ensure that:

a. Training opportunities are provided to employees in an equitable manner without regard to race, religion, color, national origin, sex, age, or physical handicap.

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b. Individual Development Plans (IDP) are developed for each employee using the civilian career development program, and are monitored on an annual basis.

c. In addition to mandatory training, all employees complete at least one formal professional development or technical competency training opportunity per year.

d. Employees complete at least one "soft skill" or core competency training opportunity per year.

e. Employees in supervisory positions complete at least one leadership development opportunity per year.

f. Upon completion of training, employees complete a training assessment form that will address the effectiveness of the program.

4. Accomplishment of professional development activities will be monitored and reflected in annual Defense Civilian Intelligence Personnel System (DCIPS) evaluations. Results of attendance should be cited in both employee self assessments and supervisor comments with an emphasis on individual improvement noted as a result of training and education activities.

5. Employees will be permitted duty time to pursue professional development, contingent on mission requirements. Training programs will be evaluated on an annual basis to ensure they remain relevant and effective to our mission accomplishment. When I engage with each of you, I will seek insight into your professional development plans so that we can have a mutual understanding of the investments- and the returns- which will enable the continuing success of our Enterprise.



P. C. CHUDOBA