



DEPARTMENT of DEFENSE

Defense Commissary Agency
Fort Lee, VA 23801-1800

DIRECTIVE

DeCAD 50-20
January 8, 2016

Human Resources/Training

SUBJECT: Workforce Development Policies and Procedures

References: See Enclosure 1

1. PURPOSE. This Directive:

- a. Establishes policy and provides procedures governing human capital development in the Defense Commissary Agency (DeCA).
- b. Establishes guidance in Title 5, Code of Federal Regulations, Chapter 41, Part 410 and 412.
- c. Is established in compliance with references listed in Enclosure 1.

2. APPLICABILITY. The policy and guidance outlined in this Directive apply to DeCA activities involved in the training, education, and career development of government and contract employees.

3. POLICY. It is DeCA's policy in accordance with (IAW) Title 5, Code of Federal Regulations, Chapter 41, Part 410 and 412 that:

- a. A diverse cadre of highly capable, high performing, and results-oriented civilian leaders shall be developed and sustained to lead effectively in increasingly complex environments, ensure continuity of leadership, and maintain a learning organization that drives transformation and continuous improvement across the enterprise.
- b. The training programs and plans will be evaluated and modified on a regular basis with respect to the accomplishment of DeCA's specific performance plans and strategic goals.

c. Individuals shall receive, to the maximum extent possible; timely and effective individual, collective, and staff training, conducted in a safe environment to enable performance to standards of operations. Employees shall be encouraged in their efforts for self-development.

d. The development of net centric, computer, or web based training capabilities shall be considered as the first alternative for cost-effective delivery of instruction.

e. Training activities shall share training infrastructure, information, resources, facilities, and devices to the maximum extent possible, with DoD components using a scheduling and priority rule set that balances the requirements of both communities as broadly as possible except where limited by law, policy, or security classification.

f. Leadership competencies of the civilian workforce shall be assessed periodically and appropriate learning opportunities (including education, training, self-development, and assignments) shall be provided to broaden experience and increase leadership capabilities.

g. Investments in civilian leader development programs shall be planned, programmed, and budgeted at levels to provide for the deliberate development of civilian leaders at all levels of the continuum, aligned with the DoD Civilian Leader Development Framework and Continuum: (CLDF&C) to maximize overall return on investment.

h. Training shall be provided within one year of an employee's initial appointment to a supervisory position or when individuals make critical career transitions. Follow-on training will be provided periodically, but at least once every three years, by providing each supervisor and manager additional training on the use of appropriate actions, options, and strategies to:

- (1) Mentor employees;
- (2) Improve employee performance and productivity;
- (3) Conduct employee performance and productivity assessments;
- (4) Identify and assist employees with unacceptable performance.

i. Managers and employees shall develop and maintain an Individual Development Plan (IDP) that will identify career developmental goals and strategies for achieving those goals.

j. All employee training records will be maintained IAW Chapter 41, Parts 410 and 412 of Title 5, Code of Federal Regulations.

k. Cultural awareness and language training shall be provided, as needed, for all overseas appointments.

l. Training will be provided for all qualified civilian employees regardless of race, color, religion, national origin, sex, age, marital status, physical handicap, or any other prohibited factors.

m. Training shall not be allowed in a non-government facility that discriminates because of race, color, religion, national origin, sex, age, marital status, physical handicap, or any other prohibited factor in the admission or in the subsequent treatment of students.

n. Conduct all mandatory training as required by law or guiding directives.

o. Sponsor an employee's attendance at meetings, conferences, and symposia when the primary purpose of the event is training or development; the content is pertinent to DeCA's mission, functions, and activities; and attendance will result in improvements in the conduct, supervision, or management of work activities.

p. Provide tuition assistance for employees taking mission-related courses through regionally and state accredited institutions of higher learning.

4. RESPONSIBILITIES. All responsible parties listed below shall conform to the policies and procedures as described in this directive.

a. Director of DeCA. The Director of DeCA, or their designee, shall:

(1) Be responsible for overseeing the administration of the Agency's training, education, and development programs.

(2) Prescribe procedures, as necessary, to ensure that the selection of employees for training is made without regard to political preference, race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights as provided by merit system principles set forth in DeCA Directive (DeCAD) 70-2.

b. Human Resources (HR) Director. The HR Director, or their designee, shall:

(1) Exercise overall responsibility for plans, programs, requirements, systems, criteria, and standards to implement this Directive.

(2) Provide general program oversight and serve as a proponent for guidance and administration of training and career development.

(3) Monitor and assess Agency training needs and requirements.

(4) Ensure the alignment of DeCA's training programs to DoD CLDF&C.

(5) Advise and support the DeCA Director in establishing training programs, policies, and procedures in order to meet the Agency's strategic mission and performance goals.

c. Area Director/Functional Process Owner/Special Staff Group (FPO/SSG). Each area director and FPO/SSG shall:

(1) Provide general program oversight and serve as a proponent for guidance and administration of training and career development within their area of responsibility.

(2) Monitor and assess training needs and requirements.

(3) Advise and support the DeCA Director in establishing training programs, policies, and procedures in order to meet the strategic mission and performance goals.

d. Chief, Workforce Development. The Chief, Workforce Development, or their designee, shall:

(1) Maintain/update training records as annotated in Defense Civilian Personnel Data System (DCPDS) and produce records/reports, as necessary.

(2) Provide technical advice and assistance to DeCA's FPOs and their designees relative to the development, procurement, payment, and delivery of training.

(3) Conduct training evaluations of all training programs and instructors, internal and external.

(4) Monitor funding, expenditures, and central funding associated with training and career development.

(5) Ensure and annotate the completion of all mandatory training requirements in a timely manner, as appropriate.

(6) Provide general program oversight and serve as a proponent for guidance and administration of training and career development.

e. Managers/Supervisors. Managers/supervisors, or their designees, shall:

(1) Determine and document training needs on the employee's IDP.

(2) Plan and provide functional and cross functional training opportunities to suit the needs, competencies, and skill improvement of employees.

(3) Encourage self-development and foster employee improvement in job skills.

(4) Enhance professional growth through coaching, mentoring, and counseling.

f. Employees. Employees shall:

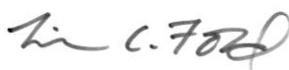
(1) Identify and pursue available training and developmental opportunities in order to enhance their job performance and productivity.

(2) Attend, fully participate in, and satisfactorily complete all scheduled training and developmental activities.

5. MANAGEMENT CONTROL SYSTEM. This Directive contains internal management control provisions that are subject to evaluation and testing as required by DeCAD 70-2 and DoD Instruction 5010.40.

6. RELEASABILITY. **Unlimited - Cleared for public release**. This directive is available on DeCA's Internet Web site at www.comissaries.com/employees/careers_and_training/index.cfm.

7. EFFECTIVE DATE. This directive is effective January 8, 2016.



Timothy C. Ford
Chief, Executive Services

Enclosures
References
Glossary
Acronyms
Definitions

ENCLOSURE 1

REFERENCES

DeCAD 70-2, "Internal Control Program," December 17, 2007

DoD Instruction 5010.40, "Managers' Internal Control (MIC) Program Procedures,"
May 30, 2013

Title 5, Code of Federal Regulations, Chapter 41, Part 410 and 412, Training; Executive Order
12107, "Relating to the Civil Service Commission and Labor-Management in the Federal
Service," 1978

GLOSSARY

G.1. ACRONYMS

CFR	Code of Federal Regulations
CLDF&C	Civilian Leader Development Framework and Continuum
DeCA	Defense Commissary Agency
DeCAD	Defense Commissary Agency Directive
DoD	Department of Defense
FPO	Functional Process Owner
IAW	In accordance with
IDP	Individual Development Plan
MIC	Managers Internal Control
SSG	Special Staff Group

G.2 DEFINITIONS

Code of Federal Regulations - The Code of Federal Regulations is the codification of the general and permanent rules and regulations published in the Federal Register by the executive departments and agencies of the federal government of the United States.

Civilian Leader Development Framework and Continuum - The Civilian Leader Development Framework identifies the critical leadership competencies that Defense leaders need to meet the complex 21st Century national security mission. The DoD Civilian Leader Development Continuum depicts the progression of competencies needed as one rises through the leadership ranks, from the foundational core competencies required for all, to the strategic capabilities required of our most senior executives.

Defense Commissary Agency - The Defense Commissary Agency (DeCA) operates a worldwide commissary system that provides quality grocery products at cost to active duty military personnel and retirees, members of the Reserve and National Guard, and their families. The agency employs about 18,000 people and its annual sales exceed \$5 billion.

Defense Commissary Agency Directive - The directive is a detailed explanation of specific policy and procedures within the agency.

Functional Process Owner - The person who has the ultimate responsibility for the performance of a process and has the authority and ability to make necessary changes.

Individual Development Plan - An individual development plan, also named an IDP, is a document completed by individuals for the planning of self-development over a period of time, usually one year. This plan is reviewed and discussed by supervision to match the individual goals with company goals.

Managers Internal Control Program Procedures - Provides an annual statement of assurance to the Secretary of Defense, which includes an explicit level of assurance about the effectiveness of internal controls.

Special Staff Group - The DeCA offices that report directly to the Director.