



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY EUROPE  
UNIT 29351  
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AEPE-C

11 December 2018

MEMORANDUM FOR HQ USAREUR Staff Principals and Commanders of USAREUR  
Major Subordinate Commands

SUBJECT: Implementation of the USAREUR Civilian Professional Development for  
Emerging Leaders Program (AE Cmd Memo 2018-045)

This memorandum expires in 2 years.

### 1. References.

- a. Army Directive 2017-14, Department of the Army Emerging Enterprise Leader Development Program, 28 June 2017.
- b. AR 350-1, Army Training and Leader Development.
- c. AR 690-950, Career Program Management.

**2. Introduction.** It is the goal of the United States Army Europe to ensure that our civilian employees, including foreign national employees, are provided the opportunity to engage in self-development and to increase their skills to serve as future leaders within the DOD. Employees are expected to take control of their own developmental aspirations and set realistic and challenging goals for themselves. Organizations, however, must take an active role in providing opportunities for these emerging leaders to develop their chosen skills. The USAREUR Civilian Professional Development for Emerging Leaders (UCPDEL) Program is designed to provide such opportunities.

**3. Purpose.** This memorandum implements the UCPDEL Program as required by Army Directive 2017-14. The [enclosures](#) to this memorandum provide descriptions of all actions and interrelationships and explains in detail the various steps for creating a meaningful, effective, and efficient UCPDEL Program.

**4. Commanders Intent.** USAREUR will sustain a workforce of multiskilled employees who have the knowledge, capabilities, and opportunities to develop themselves and successfully and innovatively support the *Strong Europe* concept. USAREUR will prepare Army Civilian employees for continued career development, committed to serving our Nation as an integral part of the Army team and future leaders.

**5. Program Description.** The UCPDEL Program is based on a systematic plan exercising a complete approach to leveraging existing capabilities and optimizing resources. The program helps organizations develop activities that lead to improved work performance and increase the value of employee contributions to current and future missions.

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The program provides career broadening, multifunctional training, experience, and assignments to strengthen the knowledge, skills, and attributes of employees and prepare them for broader responsibilities, improve organizational communication, and develop well-rounded professionals. Additionally, it will help home in on several critical core competencies.

a. The UCPDEL Program incorporates and encourages self-motivated learning through each of the four required program components: (1) Mentoring, (2) Team-based Problem Solving, (3) Self-Development, and (4) Developmental Assignments. This four-module approach is designed to develop individual midgrade Army civilians' growth and effectiveness in executive core qualifications, emphasizing competencies and thereby providing participants a path for success.

b. Program duration is 12 months, beginning on 1 April of each year and ending on 31 March of the following year. This cycle coincides with the rating cycle of the DOD Performance Management and Appraisal Program and will enable the evaluation of the employee's performance within the UCPDEL Program during the employee's rating cycle.

c. Eligible participants are U.S. civilian employees in General Schedule grades 9 through 12 (and equivalent grades in other pay schedules) and foreign national employees in the grades of C6 through C7A. Participants will be selected through an application process. A panel of command career program managers will review the applications and select candidates based on their current performance, future potential, individual initiative, and projected ability to complete the program successfully.

**6. Objectives.** The objectives of the UCPDEL Program are to—

a. Enhance employee flexibility by strengthening their experience to prepare them for broader and potentially increased responsibilities.

b. Develop multifunctional personnel with opportunities to develop leadership competencies.

c. Improve organizational communication and performance.

d. Provide employees additional learning opportunities in diverse environments and across functional lines.

e. Provide an avenue for exchanging ideas and sharing experiences.

f. Encourage new cooperative approaches to problem-solving in and between participating organizations.

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**7. Benefits.** The following are the benefits of the UCPDEL Program:

a. For participants.

(1) Developing a broader perspective in their functional or an alternate functional area.

(2) Strengthening of their skills and competencies while fostering a commitment to life-long learning, development, and achievement.

(3) Diversifying their abilities and experiences through real-time work and learning.

(4) Gaining an understanding of the administrative process and the decision-making procedure of other jurisdictions.

b. For participating organizations.

(1) The ability to provide expanded opportunities for learning and development to their employees.

(2) Better trained, multifunctional, and responsive employees.

(3) An increase in employee engagement through a workforce that has a comprehensive agency perspective and enhanced leadership skills.

**8. Definition of Success.** The success of the UCPDEL Program highly depends on the participating employees' attention and effort and their completion of all four program modules ([para 5a](#)). USAREUR is committed to ensuring that high-performing midgrade civilian employees are prepared and have the tools to develop their skills and knowledge to enable outstanding potential for assignment to positions of greater importance, responsibility, and effect across our Army.

**9. POC.** Personnel with questions regarding the UCPDEL Program may contact the Workforce Development Programs Branch, Civilian Personnel Directorate, Office of the Deputy Chief of Staff, G1, HQ USAREUR, at military 537-1512.



CHRISTOPHER G. CAVOLI  
Lieutenant General, USA  
Commanding

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## USAREUR CIVILIAN PROFESSIONAL DEVELOPMENT FOR EMERGING LEADERS (UCPDEL) PROGRAM

### PROGRAM FRAMEWORK

**General.** In order to ensure a fair, equitable, and robust program, applicants for the UCPDEL must meet specific criteria and standards in order to be eligible to participate. A rigorous selection process will ensure the exceptional nature of participation in this opportunity and attract the most highly motivated and qualified applicants.

#### **Eligibility Criteria.**

1. Opportunities are designed for junior and mid-level employees, both supervisors and non-supervisors. Eligible applicants are Army civilian U.S. employees, GS grades 09 through 12 (and equivalent other pay schedules, GG, NF, etc.) and foreign national employees in comparable grades (C6 through C7A).
2. Candidates must have been employed with USAREUR for 6 months and have at least 13 months remaining overseas at the start of the program to be considered.
3. Candidates must have satisfactory conduct over the previous 12 months (or since employed with USAREUR if less than 12 months).
4. Candidates must have completed their probationary period and completed grade and position appropriate Civilian Education System (CES) courses. Candidates who have completed the Distributed Learning portion of the appropriate level CES course and who either have a confirmed seat in a future course or can show evidence that they have been unable to get a seat in the resident course will be eligible for participation.
5. Candidates must have served not less than 1 year at full performance level in their occupation; and whose most current performance rating is “Fully Successful” (or equivalent based on performance management system) or higher. Foreign national employees that do not have a performance rating will obtain a supervisor verification that their current performance level is “Fully Successful” or higher.
6. Employees can participate in the program only once per tour, or once every five years as a foreign national employee.

**Command Career Program Managers (CCPM).** Command Career Program Managers (CCPMs) (Activity Career Program Managers (ACPMs)) are a key component of developing talent with USAREUR and will have an active role in recommendations of candidates to participate in the UCPDEL. CCPM and ACPM assessment of an individual’s possession of technical and functional competencies will be considered by the command board for selection.

**Command Board Guidance.** The Talent Management Command Board will convene to evaluate candidates and recommend selections for the program.

1. The board will be comprised of at least three appointed members and will carefully evaluate and make recommendations for selection.

2. Selection process. The board will review the submitted electronic application and evaluate candidates based on materials submitted in the application, augmented as deemed appropriate (e.g., interviews), and make merit-based recommendations for selection of top-ranked candidates assessed. The board will consider the following as part of the selection process:

a. Background experience of the participant to include but not limited to education, work experience, and extracurricular activities.

b. Developmental needs and expectations of the participant.

c. Overall performance needs of the sponsoring organization.

d. The potential for the participant to develop and improve their professional capabilities.

e. CCPM assessment of technical and functional competencies.

3. At conclusion, the board will assign a Readiness Rating for each applicant. The following Readiness Ratings will be used after a consensus is reached and will determine the order of merit candidates who will be considered for participation:

a. Ready for Development for Increased Challenge: This rating is most applicable to individuals whose record indicates a consistent level of high performance and demonstrated potential for expanded scope and responsibility stronger than the majority of their peer group. The applicant has maximized his or her contribution in his or her current position and is prepared for development for new challenges that benefit the Department, command, and individual.

b. Ready for Development for Career Broadening: This rating is most applicable to individuals making valuable contributions in their current position who have demonstrated potential within their current organization. These individuals would benefit from a career-broadening opportunity or focused developmental program that offers different challenges, growth, and broadening opportunities.

c. Build Tenure/Experience: The applicant is ready for continued experience in his or her current position. This rating is most applicable to individuals needing additional time to build depth of experience and a record of strong performance, and to demonstrate potential.

4. The Chief of Staff, HQ USAREUR, will review the command board recommendations and is the final approving authority for participation.

## USAREUR CIVILIAN PROFESSIONAL DEVELOPMENT FOR EMERGING LEADERS (UCPDEL) PROGRAM

### PROGRAM EXECUTION

**General.** Participants will be enrolled in the program and assigned to complete the focus areas and deliverable between 1 April and 31 March of each year. The application window will be from 1 – 31 December of each year. Command Career Program Managers (CCPM) (or Activity Career Program Managers (ACPM)) will provide assessments by 31 January and the Talent Management Command Board will convene and provide results no later than 15 February. Candidates will be selected and notified (or notified of non-selection) no later than the end of February each year.

Applications will be submitted electronically through the G1 SharePoint site. Applications will consist of a complete application data form, statement of interest, last previous evaluation, supervisor recommendation and statement of intent.

**Selection Criteria.** Applicants will be selected based on supervisor recommendations, CCPM or ACPM assessments and consensus by the Talent Management Command Board.

1. Supervisors will provide recommendations and assessment of the applicant's performance and potential against the following criteria:
  - a. Performance: Accomplishments are well beyond reasonable but demanding standards of performance, especially in key areas of responsibility; demonstrates a consistent level of performance stronger than the majority of the peer group.
  - b. Potential: Expandable, able to make greater contributions through expansion of scope and responsibility; may become clearly promotable over time with job expansion and/or targeted development.
2. CCPMs or ACPMs will review applications and provide a recommendation and assessment of the candidate's technical/functional competencies prior to the application being submitted to the Command Board. Applications where CCPMs/ACPMs fail to provide or do not provide a favorable assessment of the candidate's competencies will not be further considered for participation.
3. At conclusion of the command board, each applicant will be placed on an Order of Merit (OML) that will be reviewed by the HQ USAREUR Chief of Staff for approval. Applicants with an assigned utilization rating as "Ready for Career Broadening" or "Ready for Increased Challenge" will be selected for participation.
4. Notification of selectees and non-selectees. Candidates who are selected will be notified by the Program Manager upon approval of the command board recommendations and final approval. Non-selectees will be notified and will be

encouraged to apply for future program opportunities. Selection results will be made and communicated to applicants no later than 30 days prior to the beginning of the program.

**Program Completion.** Each focus area must be completed in order to complete the program successfully.

1. Team-based project. Participants will be required to complete a team-based project that will last for 30-45 days during the program. The capstone event to achieve completion will be an executive level out-brief. Date and location will be determined by the project sponsor and will vary based on mission requirements, but must be accomplished within the program year.
2. Mentoring. Each mentor will certify that they have met with the mentee (virtually, telephonic, in-person or otherwise) at least once quarterly throughout the program. Mentor-mentee relationships are encouraged to continue after completion of the program and therefore, will not have a completion certification. Mentors will certify to the Program Manager dates mentoring session took place.
3. Developmental Assignments. Developmental assignments will be 30-90 days in duration during the program year. The developmental assignment ends at the specified time announced, a renegotiated date, or upon completion of performance objectives, whichever is earlier. Successful completion is documented when the sponsoring supervisor completes the "Guest" input to the participant's performance appraisal or provides a letter to the parent organization's supervisor for foreign national employees, evaluating the performance during the developmental assignment. Successful completion of the developmental assignment entails achievement of goals identified in the developmental assignment or performance plan. The sponsoring supervisor of the selectee will provide a certification that this has been accomplished to the Program Manager.
4. Self-development. Self-development module will completed throughout the program year. Each candidate will present a lessons learned briefing on the mandatory reading material and of their additionally chosen self-development activity. This briefing will be given to their appropriate CCPM/ACPM.
  - a. The report will be a professional briefing lasting 5-7 minutes and a questions and answers period of not exceeding 20 minutes.
  - b. Briefings must be focused at an executive level displaying lessons or themes learned from the reading, expressing a point of view from the professional publication submission or lessons learned from the self-paced development course.
  - c. Candidates should also consider application of skills learned in the performance of the position of record and the learned skills application to further the USAREUR mission.
5. A completion ceremony will be conducted in February of each year.

6. The parent organization is expected to continue employee development upon employee's return through continuous learning and increased levels of responsibility. Continuation of employee development will enhance the employee's skills, and continue to support USAREUR's goal to develop a multifunctional workforce.

7. There is no entitlement nor provision, stated or implied, to promote candidates based solely on participation in the program nor after successful completion of the program. Participants will gain experience and knowledge that will benefit them through their careers and prepare them for positions and assignments of broader scope and potentially greater responsibility

## USAREUR CIVILIAN PROFESSIONAL DEVELOPMENT FOR EMERGING LEADERS (UCPDEL) PROGRAM

### ROLES AND RESPONSIBILITIES

**General.** UCPDEL is a USAREUR-specific command program, supporting Army Directive 2017-14 and executed by the USAREUR, G1. It will be supported by major subordinate command (MSC) commanders and Headquarter USAREUR staff elements.

#### **Responsibilities.**

##### 1. USAREUR G1 CIVILIAN PERSONNEL DIRECTORATE:

a. The USAREUR G1 Civilian Personnel Directorate will be the proponent for this program and appoint a program manager to administrate all needed aspects to ensure the program is successful.

b. The Program Manager is responsible for coordination and administration of the program and all aspects of the focus area coordination.

c. Program leadership will strive to match participant's skills and abilities to suit the sponsoring/host organization. The overall developmental assignment should contribute to the participant's professional development and to the parent organization's strategic goals and mission.

##### 2. USAREUR MSCs and HQ USAREUR Staff Elements:

###### a. Parent organization.

(1) Parent Organization supervisors and managers are responsible for supporting participants involved with the program and identifying developmental assignment opportunities in their organization. Sponsoring supervisors and managers are responsible for providing learning objectives and providing support to accomplish them.

(2) Parent organizations will continue to fund the salary of their participants.

(3) Record of leave, time, and attendance will be provided to the parent organization on a bi-weekly basis by the participant.

(4) Leave will be determined and approved by the parent organization.

b. Sponsoring organization. Supervisors and managers from sponsoring organizations are responsible for helping participants gain insight of their tasks and objectives through guidance and support. They are to identify the participant's strong points as well as areas that need improvement in order to create a support structure which will enable the participant to succeed at the duties and tasks during their assignment.

c. Command Career Program Managers (CCPMs). CCPMs will—

- (1) Support the execution and sustainment of the UCPDEL
- (2) If selected, serve as command board members to assess and identify the best-qualified candidates for participation.
- (3) Provide appropriate input to candidates Career Program training, education, and developmental assignment opportunities supporting the program outcomes and goals.
- (4) Assist in soliciting for volunteer mentors and matching mentors with participants.

### **Roles.**

1. Participants.

- a. Participants are responsible for a personal commitment of their time and efforts to gain maximum benefit from the assignments given to them as part of the program.
- b. Participants are responsible to communicate to the Program Manager any changes or barriers to completion or continued participation. Such changes and barriers should also be communicated with the Parent and Sponsoring organizations in a timely manner in order to come to alternate solutions.

2. Mentors.

- a. Mentoring is the cornerstone of the developmental of our leaders, therefore, a deliberate and active relationship must be sought in order to reach successful development of participants.
- b. Mentors are required to meet with participants on a quarterly basis, at a minimum, to discuss developmental needs, achievements and set realistic goals.
- c. Mentors will inform the program manager of milestones reached throughout the course of participation.

## USAREUR CIVILIAN PROFESSIONAL DEVELOPMENT FOR EMERGING LEADERS (UCPDEL) PROGRAM

### MENTORING

**General.** Mentoring provides a developmental tool beneficial to all other program components and goals. A formal mentoring relationship, between the participant and a more experienced senior Civilian employee, providing guidance focused on professional growth will help shape the developmental activities during participation in the UCPDEL.

1. Mentors will be at least GS-13 or above (or C-8 LN grade), two grades higher than the candidate (or one grade higher if LN) and, when possible, not in the candidate's chain of command.
2. A pool of mentors will be obtained throughout the command through a TASKORD call for volunteer mentors.
3. Participants will be provided an opportunity to contact and link with a volunteer mentor or utilize a current mentor of their choice.
4. Candidates and current or volunteer mentors will discuss intentions, roles and determine if the mentor-mentee relationship is a good fit. Mentors may request completion of a self-assessment to determine developmental needs
5. The mentor-mentee relationship should encourage open dialogue to provide meaningful interactions between the mentor and the mentee (for example, by developing an Individual Development Plan (IDP), subject to additional input and approval by the participants supervisor; considering developmental assignment options; developing a self-development approach/curriculum).
6. Success requires clearly understood mentor and mentee roles and expectations, and regular meaningful interactions over the course of the program.
7. Mentorship should focus on means to develop the following targeted competencies:
  - a. Interpersonal skills: treat others with courtesy, sensitivity, and respect; considers and respond appropriately to the needs and feelings of different people in different situations.
  - b. Partnering: develop networks and builds alliances, collaborates across boundaries to build strategic relationships and achieve common goals.

## USAREUR CIVILIAN PROFESSIONAL DEVELOPMENT FOR EMERGING LEADERS (UCPDEL) PROGRAM

### TEAM-BASED PROBLEM SOLVING

**General.** Understanding how to lead and work as a member of a group to address a complex task develops participant confidence to take on progressively more difficult challenges. The team-based problem solving component will use activities and lessons to teach leader and team roles and responsibilities and broaden the participant's experience through the assigned project. The project will address key complex challenges within the U.S. Army Europe and require a result oriented deliverable to senior leaders of the command.

1. A team-based project will be assigned to the complete class to underscore a composition that fosters diversity and developing individual skills within a team. A team-based project will be identified by the DCG, USAREUR, and provided to the participants for solution.
2. In-progress reviews will be conducted by the appointed lead at appropriate intervals based upon the project requirements. Appropriate Command Career Program Managers (CCPMs) will be invited to attend to observe, provide assessment, and coach employees in their career program. An executive out-brief will be conducted to conclude the project.
3. The team problem will develop the following targeted competencies:
  - a. Interpersonal skills: treat others with courtesy, sensitivity, and respect; consider and respond appropriately to the needs and feelings of different people in different situations.
  - b. Oral communication: make clear and convincing oral presentations; listen effectively; clarify information as needed.
  - c. Written communication: write in a clear, concise, organized, and convincing manner for the intended audience.
  - d. Creativity and innovation: develop new insights into situations; question conventional approaches; encourage new ideas and innovations; design and implement new or cutting edge programs/processes.
  - e. Strategic thinking: formulate objectives and priorities, and implement plans consistent with long-term organizational interests in a global environment; capitalize on opportunities and manages risks.
  - f. Conflict management: encourage creative tension and differences of opinions; anticipate and take steps to prevent counter-productive confrontations; manage and resolve conflicts and disagreements in a constructive manner.

g. Leveraging diversity: foster an inclusive workplace where diversity and individual differences are valued and leveraged to achieve vision and mission of the organization.

h. Team building: inspire and foster team commitment, spirit, pride, and trust: facilitate cooperation and motivate team members to accomplish group goals.

i. Decisiveness: make well-informed, effective, and timely decisions, even when data is limited or solutions produce unpleasant consequences; perceive the impact and implications of decisions.

j. Problem solving: identify and analyze problems; weigh relevance and accuracy of information; generate and evaluate alternative solutions; make recommendations.

k. Partnering: develop networks and builds alliances, collaborate across boundaries to build strategic relationships and achieve common goals.

l. Influencing/negotiating: persuade others; build consensus through give and take; gain cooperation from others to obtain information and accomplish goals.

## USAREUR CIVILIAN PROFESSIONAL DEVELOPMENT FOR EMERGING LEADERS (UCPDEL) PROGRAM

### SELF-DEVELOPMENT

**General.** Goal-oriented self-development actions accelerate learning and broaden skills and knowledge. Aspiring leaders must learn how to invest time in self-study and self-development to improve and prepare for increasingly complex environments. Participants will use self-development lessons and activities to discover and use, techniques, theories and tools at their disposal. Participants will become more self-aware and, as a result, be motivated to address individual areas needing improvement and embrace the value of lifelong learning by reserving time for self-development, reflection, and personal growth.

1. The UCPDEL Self-development component is comprised of the following requirements:

a. All participants will be required to read two books from the provided reading list. The two books can be chosen from the reading list at the candidate's discretion and interest.

b. Participants will elect to complete one of the following self-development activity:

(1) Submit a professional article to a military publication.

(2) Complete at least 20 hours of self-paced development course(s) that corresponds with their Individual Development Plan (IDP).

2. Candidates will out-brief their mentor on lessons learned from the required reading.

3. Mentors should focus on the developmental needs to the candidate and advise accordingly as to the additional requirement completion.

4. The professional article should be submitted for publication prior to the end of the current program (successful completion of this option does not require publication, however, the mentor must certify that the article met requirements to be considered for publication).

5. Completion of a self-paced development course(s) will be certified by the mentor. The course total will be at least 20 hours of course participation. Learning objectives of the course should complement the employee's developmental plan. The course(s) can be offered from any source available, however, participants are encouraged to utilize the Army eLearning System content. No funding is available from the program in order to attend training.

6. Self-development activities should be focused to develop the following targeted competencies:

a. Continual learning: assess and recognize own strengths and weaknesses; pursue self-development.

b. External awareness: understand and keep up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; be aware of the organization's impact on the external environment.

## USAREUR CIVILIAN PROFESSIONAL DEVELOPMENT FOR EMERGING LEADERS (UCPDEL) PROGRAM

### DEVELOPMENTAL ASSIGNMENT

**General.** Developmental assignments are short-term job assignments that provide a ready and valuable resource for experiential development and broadening. Developmental assignments should explore areas out of the participants comfort zone, exposing them to more complex environments and different leadership experiences. Participants should apply lessons learned to achieve assignment objectives, adding depth to their individual leadership skills; fundamental competencies; and practical knowledge, skills and abilities.

1. The length and type of assignment may vary based on organizational or individual needs. Developmental Assignments will not be less than 30 days or exceed 90 days. Candidates must meet security requirements of developmental assignment opportunities.
2. Participants on developmental assignments remain on the employees' parent organization's roles and continue to receive salary and benefits from his or her parent organization. At the end of the assignment, the employee returns to his or her parent organization. When and where possible, developmental assignments will be in the commuting area of the employee.
3. Employees may apply for multiple developmental assignment opportunities at one time, once announced to candidates, which will assist in placement opportunities.
4. Candidates will begin their assignment upon agreement with the sponsoring organization, the parent organization, and the candidate. Parent organization management officials may agree to delay reporting dates for mission-related reasons, unforeseen medical complications, or the need to retain the employee for a reasonable period to provide continuity of operations until a solution is identified. This determination must be made before the assignment begins. The Assistant Deputy Chief of Staff, G1, Civilian Personnel Directorate, will be the final deciding official if the sponsoring and parent organization's management officials cannot reach agreement on a reporting date. All changes must be reported to the Program Manager as soon as possible.
5. Developmental assignments will typically be working in a different organization, function, or doing substantially different work than in the candidate's current position of record.
6. Sponsoring organization management officials will provide a bid for opportunities which will entail well-defined learning objective(s) and projected/requested timeline for reporting.
7. Developmental assignments will require the following:
  - a. The participant to provide a deliverable (information paper, briefing, article) at the conclusion of the assignment.

- b. The developmental assignment sponsoring supervisor will provide written feedback to the participant.
8. Upon completion of the assignment period, participants will return to their official position of record prior to the developmental assignment.
9. Developmental assignments may conclude early if the sponsoring supervisor determines that the objectives of the assignment are completed earlier than expected.
10. Situations may arise that will necessitate termination of a developmental assignment that do not result in successful completion of the assignment. To request termination, the participant must contact the sponsoring supervisor or parent organization supervisor. The sponsoring supervisor or parent organization supervisor may submit a written request to the Program Manager. The Program Manager will review and forward the request to the Assistant Deputy Chief of Staff, G1, Civilian Personnel Directorate, who will render a decision as to whether termination may be granted. The Program Manager will forward the decision to the participant, sponsoring supervisor, and parent organization supervisor. Every attempt will be made to identify a new developmental opportunity if termination is granted. If a new opportunity cannot be determined, or the participant does not complete a developmental opportunity, completion of the program will not be awarded.
11. Developmental assignments should develop the following targeted competencies:
  - a. Interpersonal skills: treat others with courtesy, sensitivity, and respect; consider and respond appropriately to the needs and feelings of different people in different situations.
  - b. Oral communication: make clear and convincing oral presentations; listen effectively; clarify information as needed.
  - c. Written communication: write in a clear, concise, organized, and convincing manner for the intended audience.
  - d. Continual learning: assess and recognize own strengths and weaknesses; pursue self-development.
  - e. Flexibility: be open to change and new information; rapidly adapt to new information, changing conditions, or unexpected obstacles.
  - f. Partnering: develop networks and build alliances, collaborate across boundaries to build strategic relationships and achieve common goals.

# USAREUR CIVILIAN PROFESSIONAL DEVELOPMENT FOR EMERGING LEADERS (UCPDEL) PROGRAM

## TIMELINE OVERVIEW



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### UCPDEL Timeline Overview

