

Department of the Army  
Pamphlet 350–58

Training

# Army Leader Development Program

Headquarters  
Department of the Army  
Washington, DC  
8 March 2013

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

DA PAM 350-58

Army Leader Development Program

This major revision, dated 8 March 2013--

- o Changes the title from Leader Development for America's Army to Army Leader Development Program (cover).
- o Introduces detailed processes for the Army Leader Development Program for Armywide implementation (chap 2)
- o Outlines the Army Leader Development Program standard forums (throughout).

## Training


### Army Leader Development Program

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By Order of the Secretary of the Army:

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Component military Soldiers and Department of the Army Civilians as stated in AR 350–1.

**Applicability.** This pamphlet applies to the Active Component, the Army National Guard/Army National Guard of the United States, and U.S. Army Reserve, unless otherwise stated.

**Proponent and exception authority.** The Deputy Chief of Staff, G–3/5/7 is the proponent of this pamphlet. The proponent has the authority to approve exceptions or waivers to this pamphlet that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this pamphlet by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be

endorsed by the requesting activity's commander or senior leader and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Deputy Chief of Staff, G–3/5/7 (DAMO–TR), Washington, DC 20310–0450.

**Distribution.** This publication is available in electronic media only and is intended for command levels C and D for the Active Component, the Army National Guard/Army National Guard of the United States, and U.S. Army Reserve.

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**History.** This publication is a major revision.

**Summary.** This pamphlet describes processes and methodology used to manage the Army Leader Development Program for Active Component and Reserve

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\*This pamphlet supersedes DA Pam 350–58, dated 13 October 1994.

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### Glossary

## **Chapter 1 Introduction**

### **1–1. Purpose**

This pamphlet outlines the processes for the Army Leader Development Program (ALDP). It guides those who are responsible for developing officers, warrant officers, noncommissioned officers, and civilian leaders of the Active Component, the Army National Guard, and the U.S. Army Reserve. It describes methodology and processes used to manage the ALDP which supports the three pillars of leader development: education, training, and experience.

### **1–2. References**

Required and related publications and prescribed and referenced forms are listed in appendix A.

### **1–3. Explanations of abbreviations and terms**

Abbreviations and special terms used in this pamphlet are explained in the glossary.

### **1–4. Army Leader Development Program defined**

The ALDP is the Army's program for managing Headquarters, Department of the Army (HQDA) approved leader development initiatives. The ALDP is the sole management process for program execution, approval, incorporation of new initiatives, and recommendations for prioritization of resources.

### **1–5. Current perspective**

Today's complex operational environment poses a wide range of possible threats under chaotic conditions. This complex environment requires leaders that can perform across the range of military operations, guided by the doctrine of mission command and operating under the ideals of the Army Profession. Accordingly, it is critical that the Army focus on the strategic end of developing military and civilian leaders to meet the challenges of the 21st Century. The ALDP supports this objective.

### **1–6. Leader development overview**

Leader development is a deliberate, continuous, sequential, and progressive process grounded in the Army values. It grows Soldiers and Civilians into competent and confident leaders capable of directing teams and organizations to execute decisive action. Leader development is achieved through the lifelong synthesis of the knowledge, skills, and abilities gained through education, training, and experience. The ALDP generates a range of initiatives to produce leaders with the proper education, training, and experience to lead our Army in the future. Leader development foundations and principals are described in AR 350–1 and ADP 7–0. The Army's Leader Development Model is depicted below.

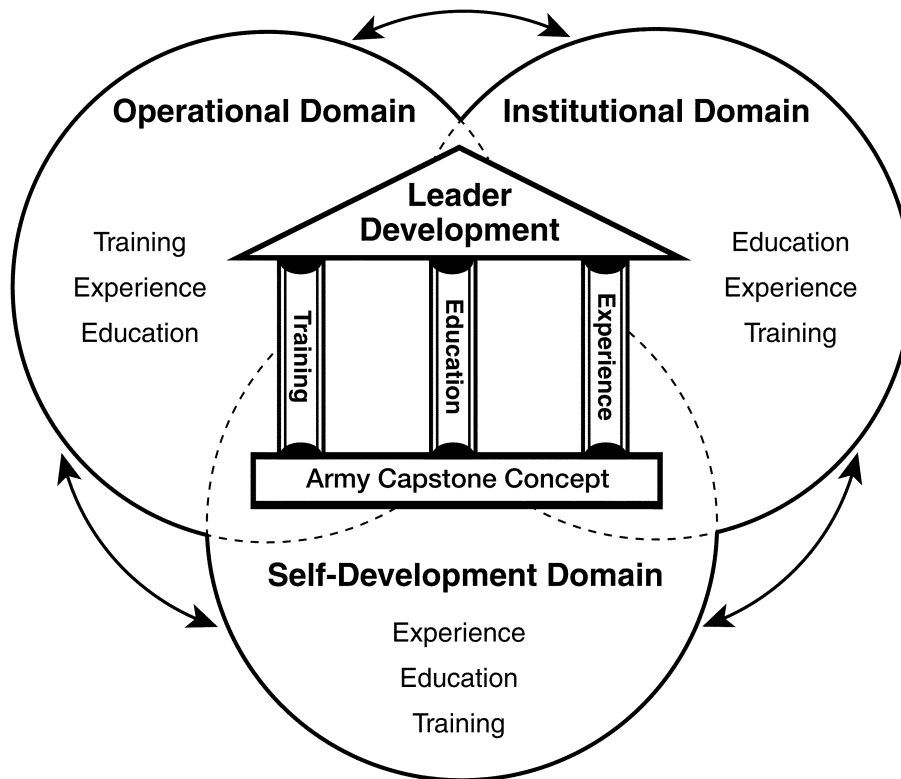


Figure 1-1. Army's Leader Development Model

## Chapter 2 Framework

### 2-1. Army Leader Development Program framework

This chapter outlines the framework used to execute the ALDP.

### 2-2. Army Leader Development Process

Multiple stakeholders are involved in shaping strategic decisions that impact Army leader development. The Army Leader Development Process Model communicates fundamental leader development authorities, roles, stakeholder organizations, and forums. Proposed policy changes flow top to bottom and bottom to top, while synchronization and integration occur between each of the organizations and forums. Figures 2-1 and 2-2 are simple depictions of the boundaries and interface between key stakeholder organizations. It is essential to understand—

*a.* The Secretary of the Army has statutory authority to administer Title 10 (10 USC) functions on behalf of the Army and vests authority in the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) to execute their responsibilities.

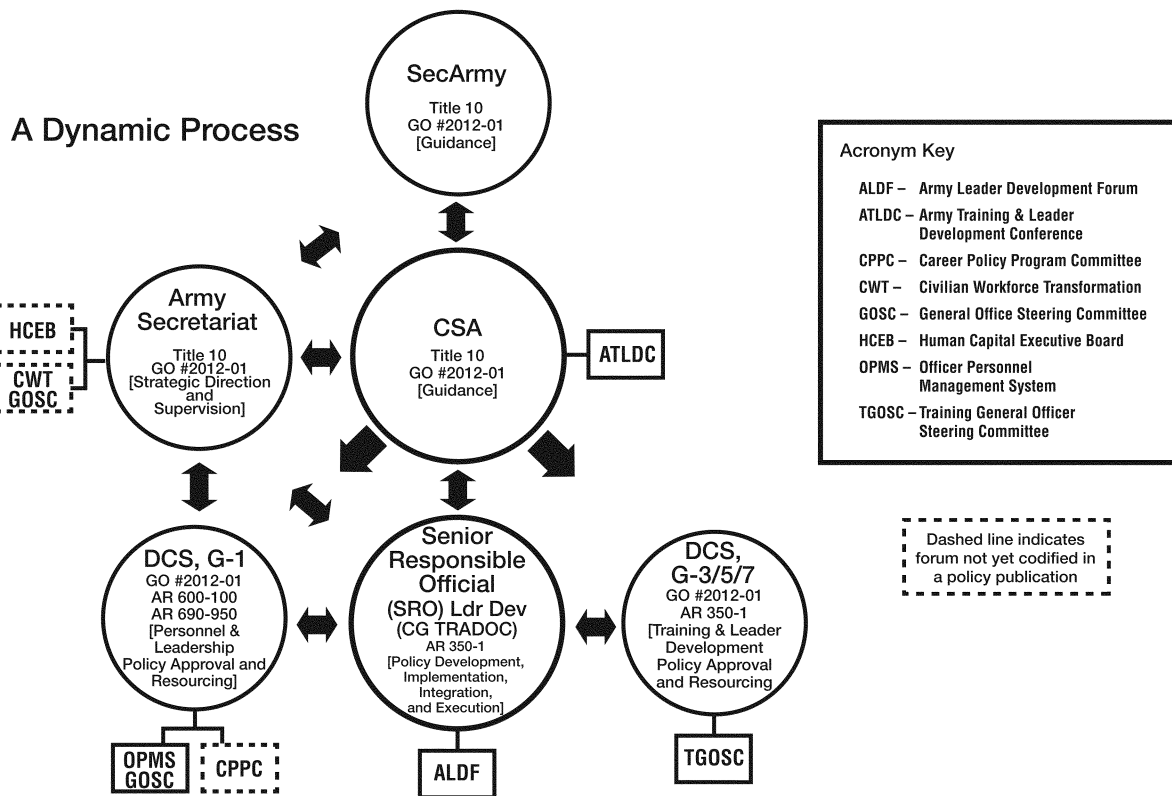
*b.* The Chief of Staff, Army (CSA) leads and shapes leader development for the Army.

*c.* The ASA (M&RA) is responsible for supervising the development of all policies, plans, and programs pertaining to readiness resourcing, training, and professional and leader education and development.

*d.* The Deputy Chief of Staff, G-3/5/7 (DCS, G-3/5/7) is the Army staff (ARSTAF) proponent for Army training and leader development policy and resourcing.

*e.* The Commanding General, U.S. Army Training and Doctrine Command (CG, TRADOC) is the senior responsible official (SRO) for Army leader development.

*f.* The Army Leader Development Process Model depicts the various roles and responsibilities for leader development by forum (see fig 2-1). The matrix represents the four levels of authority within the Army Leader Development Process:



**Figure 2-1. Army Leader Development Process Model**

(1) The ASA (M&RA) exercises statutory authority through its lead of Army Campaign Plan objectives to supervise and set the strategic direction for leader development and provides synchronization through the Human Capital Executive Board.

(2) The CSA exercises authority to provide guidance through the annual Army Training and Leader Development Conference. The CSA approves and directs Army Leader Development efforts based on input from the SRO on leader development initiatives, programs, policies, and priorities. AR 350-1 provides details on the conference.

(3) ARSTAF.

(a) Deputy Chief of Staff, G-1 is a leader development stakeholder with ARSTAF policy and regulatory authority for leadership and personnel policies that support leader development.

(b) The DCS, G-3/5/7 is the ARSTAF proponent for leader development policy and resourcing.

(4) CG ,TRADOC leads, manages, and shapes leader development for the Army. On behalf of the CSA, the CG, TRADOC serves as the SRO for Army leader development and provides the CSA recommendations for decisions on leader development policies, programs, and priorities. As the SRO for leader development, CG, TRADOC is vested with authority to shape and lead Army leader development for all cohorts and provides visibility and guidance to shape Army leader development efforts. CG, TRADOC and the Army Leader Development Forum (ALDF) represent the focal point of the Army Leader Development Process, integration, and execution. The ALDF is where leader development initiatives are introduced, developed, tracked, and approved to compete for funding, implementation, and integration across the Army.

## ALDF is 'Focal Point' for Army Leader Development

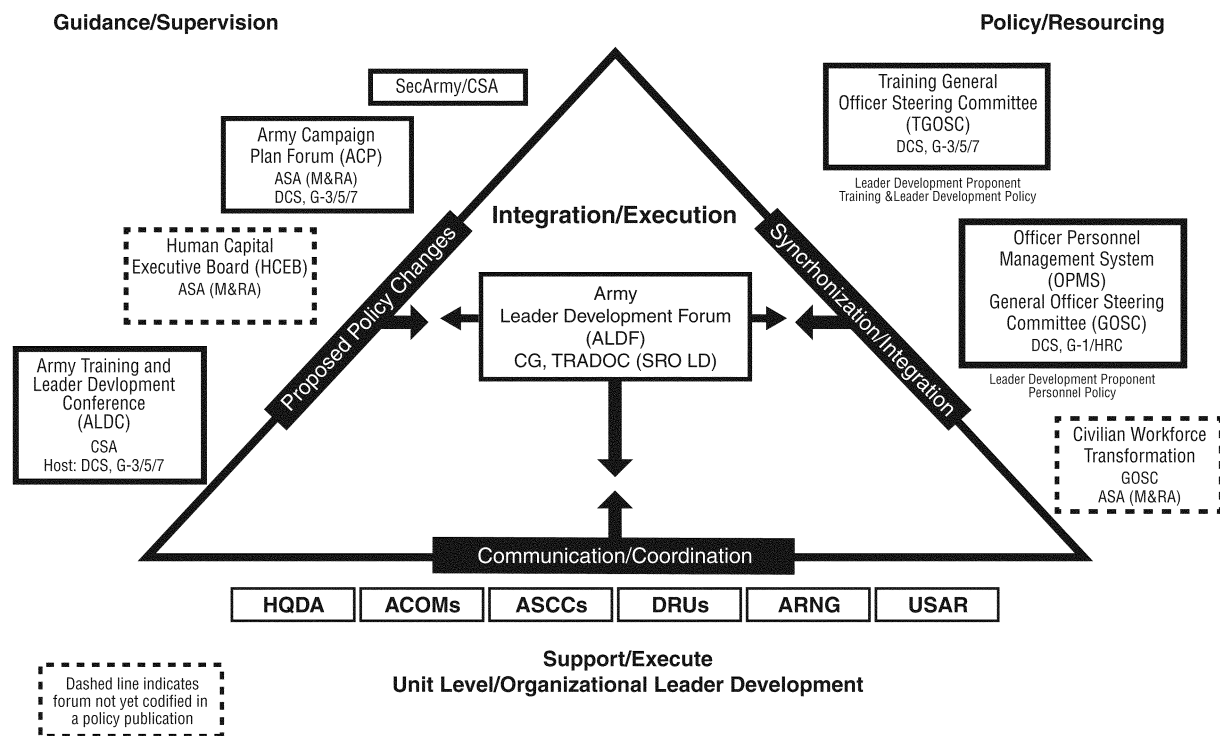


Figure 2–2. Army Leader Development Execution Model

### 2–3. Army Leader Development Program forums

Four standard forums operate to manage and oversee execution of the ALDP. From action-officer level to culminating forum they are as follows:

a. *Action Officer and/or Lead Agent Forum.* The Center for Army Leadership (CAL), Army Leader Development Division hosts the action officer and/or lead agent forum to monitor progress in achieving milestones and reporting on the funding status, and other developments affecting initiative execution. Unresolved issues at the action officer level may be brought to the Army Leader Development Council of Colonels and/or recommended for elevation to the Army Leader Development Forum. Action officer and/or lead agent Forum participants include TRADOC staff, initiative lead agents, HQDA staff (Secretariat and ARSTAF), and action officers representing Army commands (ACOM), Army service component commands (ASCC), direct reporting units (DRU), the Army National Guard (ARNG), and the U.S. Army Reserve Command (USARC)..

b. *Council of Colonels* The Army Leader Development CoC is conducted prior to an ALDF. CoC participants provide recommendations to the ALDF on current leader development issues and initiatives and aid in maintaining a continuous leader development dialog. Representatives typically track working group progress and recommend actionable items that must go to CG, TRADOC for decision. CoC voting members include representatives from: ACOM, ASCC, DRU, Field Operating Agencies, HQDA staff (Secretariat and ARSTAF), Director, Army National Guard (DARNG), Chief of Army Reserve (CAR), and other organizations, as appropriate.

c. *The Army Leader Development Forum, (formerly the Prepare the Army Forum).* The Army Leader Development Forum is an Army-level forum governed by TRADOC. The ALDF critically examines leader development initiatives and programs, discusses issues, and advises CG, TRADOC and/or SRO.

- (1) CG, TRADOC chairs the ALDF. Authority for decisions at the ALDF rest with CG, TRADOC and/or SRO.
  - (2) ALDF primary membership includes general officers and/or equivalent from each ACOM, ASCC, DRU, ARNG, USAR, U.S. Army Human Resources Command, as well as HQDA (Secretariat and ARSTAF), and other organizations when appropriate. The SRO may invite other principals to attend based upon issues being presented.
  - (3) The ALDF meets four times annually to synchronize issue development.
  - (4) The SRO-approved recommendations from the ALDF are forwarded to Army Senior Leaders, as appropriate
- d. *Chief of Staff, Army Review.* Following an ALDF, the CG, TRADOC routinely conducts a leader development



review and update with the CSA. Attendance typically includes: CG, TRADOC; CG, Combined Army Center (CAC); DCS, G-1; and DCS, G-3/5/7. The CSA review provides a forum to:

- (1) Approve and/or disapprove leader development initiatives
- (2) Approve policy decisions.
- (3) Make decisions on adjustments to the ALDP.
- (4) Approve the ALDP Initiatives Priorities List (APL).
- (5) Provide direction to CG, TRADOC as SRO.

## **2-4. Framework, duties, and functions**

### *a.* CG, TRADOC—

- (1) Leads, manages, and executes Army leader development.
- (2) Synchronizes ALDP initiatives and recommends policy revisions to HQDA.
- (3) Approves limits on the incubation, pilot, and/or test period, or life cycle of an initiative based on an evaluation for redundancy, return on investment, and suitability for continuation in the ALDP.
- (4) Recommends prioritization of leader development initiatives. Develops and forwards priorities list recommendations to the CSA for approval.
- (5) Approves or disapproves initiatives for inclusion or removal from the ALDP.

### *b.* Army Leader Development Forum members—

- (1) Submit proposed leader development initiatives to CG, TRADOC for assessment for inclusion into the ALDP.
- (2) Request CG, TRADOC approval for modifications to initiatives or lead agent reassignments.
- (3) Forward all correspondence through the Army Leader Development Division.

### *c.* Organizations or lead agents—

- (1) Identify action officers for assigned initiatives and update Army Leader Development Division when action officers are reassigned or replaced.
- (2) Attend action officer and executive-level forums, teleconferences, and in progress reviews.
- (3) For assigned or submitted initiatives—
  - (a)* Forward all correspondence through the Army Leader Development Division.
  - (b)* Develop and maintain an assessment support document and submit quarterly (see app C).
  - (c)* Develop and submit a cost-benefit analysis, if required (see app D).
  - (d)* Develop and maintain an updated resource management worksheet or TRADOC-approved alternative format.
  - (e)* Develop and maintain a policy implications worksheet (see app E).
  - (f)* Develop and maintain a detailed milestone plan leading to implementation (see app F).
  - (g)* Provide status, updates on return on investment, status of funding requirements, and suitability for initiative continuation.
  - (h)* Coordinate efforts to achieve objectives identified in the Assessment Support Document.
  - (i)* Perform staff coordination necessary to implement approved initiatives.
  - (j)* Ensure organizations submit concept plans to DCS, G-3/5/7 (DAMO-FM) for approved initiatives involving manpower requirements or adjustments.
  - (k)* Identify and assess appropriate measures of effectiveness.
  - (l)* Brief for approval, any required changes to initiative objectives, ways, or means.
  - (m)* Brief initiatives for program removal, when appropriate.
  - (n)* Adhere to established management controls.
  - (o)* Coordinate requests for policy changes for approved initiatives with TRADOC prior to submission to HQDA.

## **Chapter 3 Initiative Process**

### **3-1. Army Leader Development Program initiative process and life cycle**

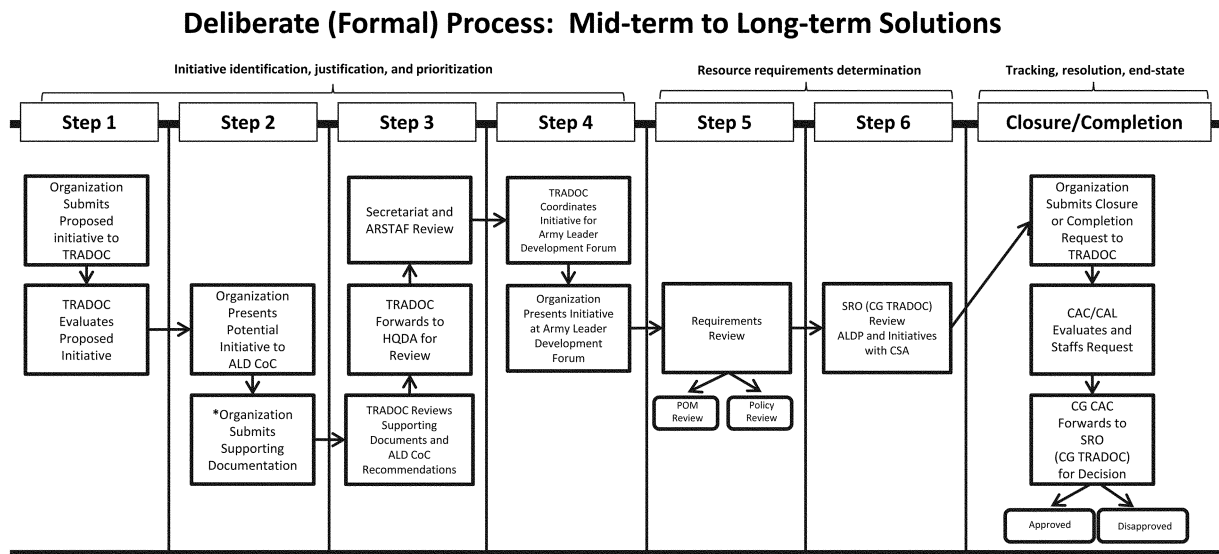
The following describes the life cycle of ALDP initiatives, from emerging initiatives through removal from the program.

### **3-2. Initiative development**

*a.* Any organization or Army Leader Development Forum member may generate an ALDP initiative. Proposing a new initiative into the ALDP requires collaboration between the agency with primary responsibility for its accomplishment, as well as assisting agencies, TRADOC, and Army Leader Development Forum members and their organizations. Figure 3-1 represents an overview of the ALDP initiative process.

b. The ALDP process is the method for generating, developing, and assessing the progress of leader development-related initiatives, until the initiative is declared closed or complete. Implementation of approved ALDP initiatives is exercised through existing Army systems and is the responsibility of respective commands and organizations. The ALDP execution process is synchronized with the planning, programming, budgeting, and execution process.

c. ALDP initiatives will be intended primarily to produce, promote, or enhance one or more of the attributes or competencies in the ADP 6–22 the Leadership Requirements Model and/or the leader development imperatives. Any initiative that does not meet these criteria; that does not define a solution aimed at achieving specific Army and leader development goals or objectives; or that does not address a specific leader development gap or shortfall, is an invalid proposal and should not be initiated.



\*Note: Supporting documents mentioned in Step 2 include a cost-benefit analysis (if required), Resource Management Worksheet, Policy Implications Worksheet, and Milestone Plan.

Figure 3–1. Army Leader Development Program Initiative Process

### 3–3. Initiative process

a. *Steps.* Essential steps in the ALDP initiative process are as follows:

- (1) Identification, justification, and prioritization of initiatives for Armywide implementation.
- (2) Determination of resource requirements.
- (3) Identification and resolution of issues, and follow through to achieve the desired end state.

b. *Step One (Potential initiative identification and initial submission.)* Army Leader Development Forum members or organizations must submit proposed initiatives to TRADOC, Center for Army Leadership, Army Leader Development Division for assessment and suitability for inclusion in the ALDP (see app J). Required documents for submitting a proposed leader development initiative are as follows:

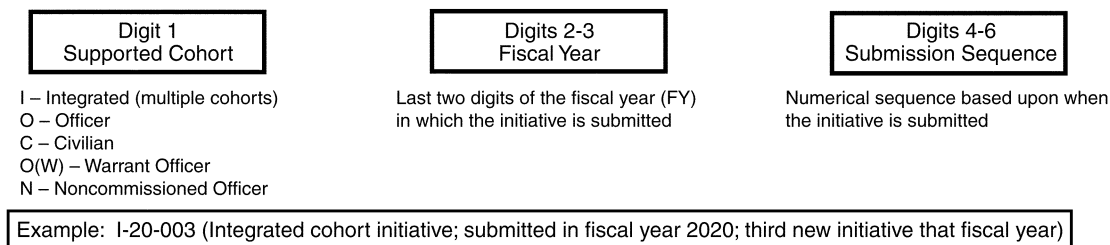
- (1) A proposed initiative submission memorandum signed by a colonel or Army civilian equivalent or above (see app B).

(2) The assessment support document must contain all basic information required to assess the feasibility, suitability, necessity, and projected resources required to institute the initiative (see app C). Approval of an initiative into the ALDP indicates a strong “value proposition.” A clear statement that the benefits more than justify the costs and required tradeoffs.

(3) Once the Army Leader Development Division receives all required documents, the proposed initiative is assigned to an initiative manager. If determined suitable and acceptable, an initiative number is reserved for the proposed initiative. Figure 3–2 describes the initiative numbering methodology.

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Each initiative accepted into the Army Leader Development Program is assigned a distinctly coded identifier. This enables key information about the initiative to be readily understood.



**Figure 3–2. Army Leader Development Program Initiative Numbering Methodology**

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(4) In Step One, a CBA is optional for the initiative submission. However, a modified CBA is required for all proposed initiatives recommended for further consideration. Army leader development division will provide instructions to lead agents regarding this simplified cost-benefit analysis.

*c. Step Two (Potential Initiative Justification and Prioritization).*

(1) Brief and/or review at leader development council of colonels. Organizations and/or lead agents will brief proposed initiatives at the Army leader development council of colonels. Initiatives determined to be consistent with the intent of the ALDP require additional supporting documents (see Step Three). If there are issues with the proposal, Army Leader Development Division will inform the organization and/or lead agent. The lead agent will have an opportunity to make corrections or changes based on the Army leader development council of colonels. Top driven initiatives (pre-approved, CSA, or SRO directed initiatives) may be exempt from council of colonels review.

(2) Once Army Leader Development Division accepts an initiative for further consideration, the organization and/or lead agent must submit the following supporting documents:

(a) A cost-benefit analysis (CBA) may be necessary to inform and support Army decision makers. The CBA must identify the total proposal cost, the benefits that will result, bill-payers that would be used to pay for it, and second and third order effects of the funding decision. The ALDP Resource Manager will assist in determining if a CBA is necessary (see app D).

(b) A resource management worksheet must accompany initiative submissions that require monetary resourcing. The resource management worksheet assists the Army Leader Development Division Resource Manager’s determination and justification of resources required. A concept plan must accompany proposals that result in requirements for additional manpower.

(c) Each new proposal must include a policy implications worksheet to help shape required changes, updates, or the need to develop new policy (see fig E–1).

(d) The milestone plan is a detailed chronological list of actions required to bring the initiative to completion (see app F).

*d. Step Three (Initiative Review and Staffing).*

(1) After obtaining ALDP Resource Management Program Manager input, as TRADOC Army Leader Development Division determines, the completed package, accompanied by a colonel or Army Civilian equivalent signed coordination memo, is forwarded to DCS, G–3/5/7 (DAMO–TR) for further review.

(2) If further review is necessary, DCS, G–3/5/7 (DAMO–TR) will lead the HQDA review, which includes coordination with appropriate offices at the Army Secretariat level to include: ASA (M&RA); Assistant Secretary of the Army (Financial Management & Comptroller) (ASA (FM&C)); Deputy Chief of Staff, G–1; DCS, DCS, G–3/5/7 (Force Management Directorate); DCS, G–3/5/7 Training Directorate (Leader Development Division, Integration, and

Transformation Division, and Civilian Training and Leader Development Division); Deputy Chief of Staff , G-4; and Deputy Chief of Staff, G-8 (DCS, G-8).

(3) Upon completion of the HQDA review, DCS, G-3/5/7 (DAMO-TR) will return fully coordinated, proposed initiatives to TRADOC and/or Army Leader Development Division.

(4) This staffing and review process (step 3) can be superseded by council of colonels' concurrence and recommendation for approval after lead agent presentation of proposed initiative during an ALDCC VTC.

*e. Step Four (Army Leader Development Forum approval).* Organizations or lead agents forward complete, coordinated initiative packages through TRADOC Army Leader Development Division to CG, Combined Arms Center, for presentation or approval at an Army Leader Development Forum.

*f. Step Five (Requirements Review).* Every initiative will undergo a thorough review during each POM cycle.

(1) In preparation for the review, the initiative manager and ALDP Resource Management Program Manager will work with organizations or lead agents to develop three courses of action for funding: full, partial, and minimal. These courses of action will include all costs and identify what each level of funding will achieve.

(2) The review should include identified tradeoffs or offsets to support the initiative.

(3) An initiative's subsequent years' funding will be contingent upon demonstrating return on investment and the extent to which the initiative accomplishes its proposed goals.

(4) There is no requirement to develop three courses of action for new funding requirements for ALDP policy initiatives.

*g. Step Six (Chief of Staff, Army approval.)* CG, TRADOC, as the leader development SRO, presents new initiatives (and any ACOM, ASCC, or DRU submitted reports) at the periodic CSA review. Following CSA approval of an ALDP initiative, organizations or lead agents or submit resource requirements for consideration to the POM and policy change requests to ASA (M&RA). The initiative then becomes part of the ALDP for maintenance and tracking. Proper staffing procedures are outlined in DA Memo 25-52.

### **3-4. Monitor and assess progress**

*a.* Once an initiative is accepted into the ALDP, it becomes part of the formal ALDP process for tracking and assessment.

*b.* The Army Leader Development Division manages and tracks the ALDP process.

*c.* The ALDF is the venue for organizations or lead agents to provide updates on the status of initiatives.

*d.* As the Army Leader Development Division directs, lead agents must:

(1) Provide periodic updates and current assessment support documents in preparation for ALDFs.

(2) Assessment support documents must provide—

*(a)* Information for evaluating the initiative's return on investment. Without an evaluation and clear indicators, it will be difficult for the leader development SRO to make informed and objective decisions regarding continued investment (time, money, other resources) in an initiative.

*(b)* Clear indication of the benefit of investing or continued investment in the initiative. Tangible and nontangible inputs and measures need to be considered, including nonmonetary and nonquantifiable benefits. The output will be an objective evaluation of the economic benefit and other impacts of a given leader development initiative.

(3) Present formal initiative updates at the Army Leader Development Forum.

*Initiative Removal* CG, TRADOC, as the leader development SRO, is the approval authority for removing an initiative. Leader development decision makers and key contributors in the leader development community are also informed and have input into the acceptability of removing initiatives from the ALDP. Figure 3-3 represents an overview of the removal process.

*a. Categories for removal.* Two categories define conditions for removing an initiative from the ALDP as follows:

(1) *Closed.* The initiative or program does not merit continued resource expenditures or tracking in the ALDP.

(2) *Complete.* The action, initiative, or program has achieved the desired end state, or if has been thoroughly integrated into the Army, so that it no longer requires oversight as part of the ALDP. Complete initiatives are sustained by an established funding stream.

*b. Valid reasons for removal status.* The ALDP is an Army program; therefore, removing an initiative must be a thoroughly staffed decision. There are four valid reasons to remove an ALDP initiative from the program:

(1) The initiative does not merit continued expenditure of resources. The resourced initiative has not demonstrated satisfactory return on investment for continued funding. (Close.)

(2) Conditions have changed and the initiative is no longer required. Due to the changing environment, what seemed like an appropriate initiative is no longer valid or has been included in another program or initiative. (Close.)

(3) Achieved the desired end state. The initiative completed what it set out to do. (Complete.)

(4) Thoroughly integrated into the Army. The initiative has become an established Army program. (Complete.)

*c. Initiative Removal Process.*

(1) The process for removing an initiative begins with a lead agent decision memorandum forwarded through the Army Leader Development Division to CG, TRADOC (see app G) . The memo must be signed by a colonel or Army

civilian equivalent, include approval or coordination with all initiative stakeholders, an Initiative Removal Quad Chart (see app I), and a copy of the most recent assessment support document. All documents may be transmitted electronically.

(2) Army Leader Development Division will review the request for removal to determine if it is valid and reasonable.

(3) Following the TRADOC review, Army leader development division will coordinate staffing of the removal request. This staffing can be completed two ways:

(a) Organization or lead agents may be required to brief removal during an Army leader development council of colonels or ALDF. If CG, TRADOC approves the decision, the initiative will no longer be tracked in the ALDP. The Director CAL, will sign a memorandum for record that includes supporting documents to administratively document the approved decision.

(b) Army leader development division will assist the lead agent in completing and submitting a removal packet, and will staff the finalized packet with all supporting documents through CG, Combined Arms Center and CG, TRADOC for approval.

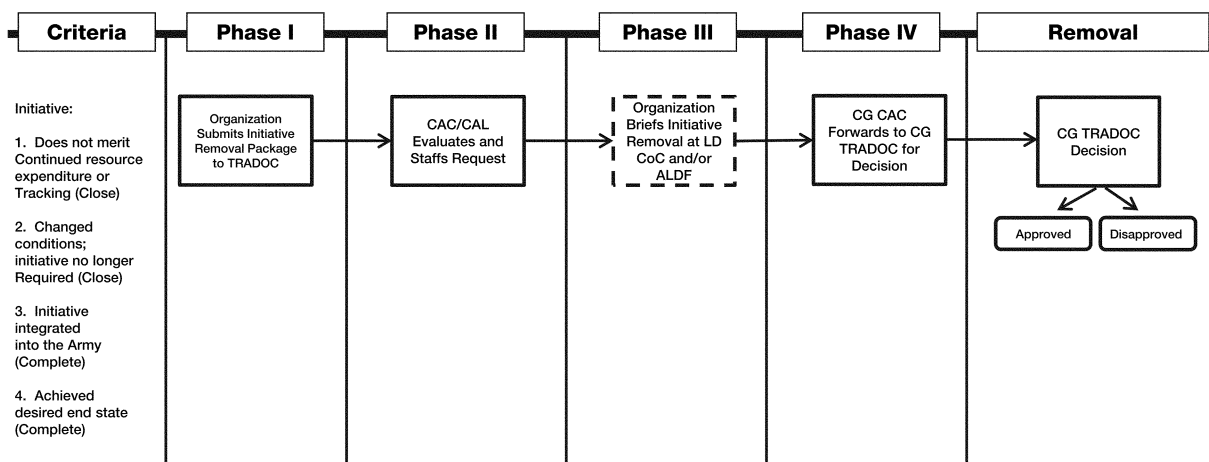


Figure 3–3. ALDP Initiative Removal Process

## Chapter 4 Army Leader Development Program Initiative Prioritization

### 4–1. Army Leader Development Program Priority List Development

The Army Leader Development Priority List Development (APL) development is a four-phase process that culminates with the SRO approved priorities list, which is then forwarded to the CSA for approval. Army Leader Development Division leads and manages the priorities list development process. The APL differs from the Department of Defense IPL.

a. The purpose of the priorities list process is to ensure consistency between Leader Development Program priorities and resourcing decisions. There are two distinct types of priority lists: a resource priorities list for leader development initiatives that require funding to implement, and a policy priorities list for leader development initiatives that impact Army policy, but do not require funding to implement.

b. The resource priorities list is developed over an annual cycle to coincide with the established program objective memorandum cycle. While the resource priorities list does not justify funding, it does inform and identify initiatives that have been deemed a higher priority in the ALDP.

(1) Phase I of priorities list development is an objective calculation of all current approved ALDP initiatives to determine the total number of Army leader development strategy imperatives and paradigm shifts the initiative supports, how many cohorts it impacts, and how many of the three leader development pillars and/or domains it affects. This numerical computation is coordinated with each initiative lead agent for review and concurrence. If the

lead agent nonconcur, the process allows for submission of written justification for desired changes which is adjudicated by a board of Army Leader Development Division members.

(2) Phase II is a cost-benefit analysis that applies to all proposed ALDP initiatives requiring resources. The cost-benefit analysis is generally based upon three criteria—

- (a) Tangible outcomes. Does the initiative produce students, skills, and/or other intangibles?
- (b) Total number of individuals directly affected by the initiative.
- (c) Total cost associated with implementing the initiative.

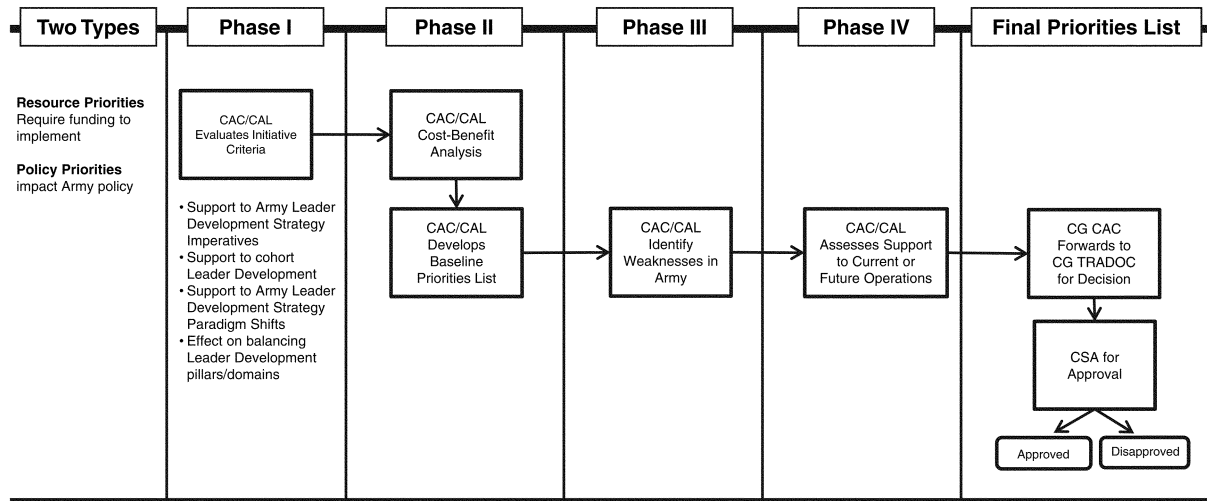
(3) Upon completion of Phase I and Phase II, a baseline priorities list is developed that incorporates those two results. Further refinement of the baseline priorities list is conducted during Phase III and Phase IV to ensure initiatives are prioritized to best support identified critical needs for leader development within the Army.

(4) Phase III determines which initiatives will have the greatest impact on addressing identified weaknesses in Army leader development.

(5) Phase IV establishes which initiatives require greater emphasis, due to their support of the current or future operations.

(6) The total number of criteria met within Phase I and Phase II, and any additional weighting justified within Phase III and Phase IV, combines to determine the numerical placement of initiatives within the priorities list.

(7) The priorities list development criteria may be adjusted to address emerging critical needs within the current operating environment or to target specific identified gaps or areas of increased emphasis within Army leader development.



- Army Leader Development Strategy Imperatives:**
- Encourage an equal commitment by the institution, by leaders, and by individual members of the profession to life-long learning and development
  - Balance our commitment to the training, education, and experience pillars of development
  - Prepare leaders for hybrid threats and decisive action through outcomes-based training and education
  - Achieve balance and predictability in personnel policies and professional military education in support of Army Force Generation (ARFORGEN)
  - Manage the Army's military and Civilian talent to benefit both the institution and the individual
  - Prepare our leaders by replicating the complexity of the operational environment in the classroom and at home station
  - Produce leaders who are mentors and who are committed to developing their subordinates
  - Prepare select leaders for responsibility at the national level
  - Strengthen Army leader's demonstrated understanding of their profession of arms and inspire commitment to the professional military ethic

- Army Leader Development Strategy Paradigm Shifts:**
- The Effect of Increasing Complexity and Time
  - The Effect of Decentralization
  - The Need to Frame Ill-Structured Problems

- Army Leader Development Pillars/Domains:**
- Training
  - Education
  - Experience

**Figure 4–1. Army Leader Development Program Initiatives Priorities List Development**

#### **4-2. Resourcing**

Organizations or lead agents use the priorities list as a basis to recommend resource requirements for all approved ALDP initiatives in the PPBE process. Recommended year of execution adjustments may be considered as part of the mid-year review by providing recommended changes to ASA (FM&C) and the DCS, G-8 (Program, Analysis, and Evaluation).

## **Appendix A References**

### **Section I Required Publications**

#### **AR 350-1**

Army Training and Leader Development (Cited in paras 1-6, 2-2e(2).)

### **Section II Related Publications**

A related publication is a source of additional information. The user does not need to read it to understand this publication.

#### **ADP 6-22**

Army Leadership

#### **ADP 7-0**

Training Units and Developing Leaders

#### **AR 25-30**

The Army Publishing Program

#### **DA Memo 25-52**

Staff Action Process and Correspondence Policies

#### **DODI 1400.25**

Civilian Strategic Human Capital Planning (SHCP) (Available at <http://www.dtic.mil/whs/directives/>.)

#### **DODI 1430.16**

Growing Civilian Leaders (Available at <http://www.dtic.mil/whs/directives/>.)

#### **10 USC**

Armed Forces (Available at <http://www.law.cornell.edu/uscode/>.)

### **Section III Prescribed Forms**

This section contains no entries.

### **Section IV Referenced Forms**

#### **DA Form 2028**

Recommended Changes to Publications and Blank Forms

## **Appendix B Proposed Initiative Submission Memorandum**

Below is an sample of a proposed initiative submission memorandum.





DEPARTMENT OF THE ARMY  
ORGANIZATION  
STREET ADDRESS  
CITY STATE ZIP

Office Symbol

Date

MEMORANDUM FOR Chief, Army Leader Development Division, Center for Army Leadership, U.S. Army Combined Arms Center, Leader Development and Education, Fort Leavenworth, Kansas 66027-2301

SUBJECT: Submission of Proposed Army Leader Development Program Initiative  
*(Insert Suggested Initiative Title)*

1. Enclosed is an Assessment Support Document for a proposed initiative for consideration and inclusion in the Army Leader Development Program. The proposed title is *(insert suggested initiative title)*. Refer to AR 25-50 for proper memorandum formatting.
2. Narrative indicating why this proposed initiative should be considered and recommend a responsible lead organization.
3. POC for this action: Name, telephone number, and email address.

Encl

Signature Block  
*(Signed by colonel/Army Civilian equivalent)*

Figure B-1. Sample Memorandum

## Appendix C Assessment Support Document

### C-1. Sample assessment document

See figure C-1 for a sample of an assessment support document.

**ALDP Initiative #:** I-20-003

**Short Title:** Insert Text

**Lead:** DCS, G-1 (DAPE-MP)

**Assist:** HRC

**Action officer (AO):** Mr. XXXXXXXXXX, email: [XXXXXXXX.civ@mail.mil](mailto:XXXXXXXX.civ@mail.mil)

**Army Leader Development Division (ALDD) AO:** LTC XXXXXX, email: [XXXXXXXXX.mil@mail.mil](mailto:XXXXXXXXX.mil@mail.mil)

**Problem the initiative addresses:** *What identified requirements determination does this initiative address?*

**Measures of performance and measures of effectiveness:**

**Ends.** *Describe the proposed initiative's desired outcome or impact.*

**Ways.** *What are the execution milestones for this initiative? How does this initiative achieve its ends? What is required to move the initiative from the initial state to the end state? Describe the methods, processes, and tools to achieve the desired end state.*

**Means.** *What resources are needed to achieve the desired end state? Address time, manpower, money and other relevant resources. How must those resources be allocated? Indicate funding allocations by year in the status of funding table at the end of the Assessment Support Document.*

**Reserve Component integration.** *What efforts have been made to ensure the benefits of the initiative will be applied to the Reserve Components? What coordination has been made to this effect? What are the likely funding impacts on the Army if the initiative is made to include the Reserve Components?*

**Risk.** *There are two pieces to this section. First, the narrative should describe likely adverse effects resulting from **not** implementing the initiative. Second, the narrative should address possible negative impacts that could take effect if the initiative **is** implemented.*

**Quarterly summary.** *Insert narrative intended to inform the reader of issues, concerns, successes, and obstacles encountered during the last quarter. Follow-up on issues, concerns, and obstacles from previous quarters until resolved. Include a brief statement of expected activities for the coming quarter.*

Figure C-1. Sample Document

## C-2. Funding status

See table C-1 for a list of FY20 funding status.

**Table C-1  
Funding status**

PRI	Type	Option	FYXX	FYXX	FYXX	FYXX	FYXX	FYXX	FYXX	FYXX-XX
	Requested									
	Validated									
	Funded									
	Not CSA vali- dated and/or fun- ded									

## Appendix D Cost Benefit Analysis Guidelines

### D-1. Purpose

A CBA is a decision support tool that assists with identifying, quantifying, and evaluating the future costs and benefits of alternative solutions. Based on a structured process, a CBA helps in recommending an optimum course of action for decision-making purposes. CBAs are prepared, because decision makers need reliable, objective assessments of alternative courses of action.

### D-2. General

A CBA must be performed by government employees. A CBA may be developed by a contractor but must be reviewed and validated by the government employee.

### D-3. Cost benefit analysis Guide

The CBA Guide is for analysts and agencies to use as they perform cost benefit analysis to support Army decision makers. The CBA Guide is located on the ASA (FM&C) Web site under cost and economics, "Documents and Related Links." (Available at <http://asafm.army.mil/offices/>.)

### D-4. Cost benefits analysis steps

The CBA Guide describes a CBA process that comprises eight major steps.

- a. Define the problem or opportunity (include background and circumstances).
- b. Formulate assumptions and identify constraints.
- c. Define and document alternatives (including the status quo, if relevant).
- d. Develop cost estimates for each alternative (including status quo, if relevant).
- e. Identify quantifiable and nonquantifiable benefits.
- f. Define alternative selection criteria.
- g. Compare alternatives.
- h. Report results and recommendations.

## Appendix E Policy Implications Worksheet

Below is an example of a ALDP worksheet.

---

**Policy Implications Worksheet**  
**I-20-003 Initiative Title**

**Policy Implication Requirements for Each Initiative:**

1. Identify existing policy which is an obstacle/roadblock to implementing the initiative (statute and AR):
2. Identify new policy required to enable the initiative to be implemented:
3. Identify existing policy, not necessarily an obstacle and/or roadblock, which will require revision and/or clarification to fully accommodate implementing the initiative:
4. Provide recommended language for identified new policy requirements or needed policy changes:
5. To prevent duplication of effort, identify all other policy publications not referenced above that you examined and made a determination did not require changes/additions for implementing the initiative:
6. Provide key actions the lead agent must accomplish to move the initiative forward including estimated completion dates. List all actions in chronological order beginning with the most recent and ending with an estimated implementation date.
7. Provide the names, rank/grade, telephone number, and e-mail addresses of the primary and assisting points of contact assigned to the initiative.

Primary POC:

Assist POC:

---

**Figure E-1. Policy Implications Worksheet**

**Appendix F**  
**Army Leader Development Plan Initiative Milestone Plan**

Below is an sample of the ALDP Milestone Plan.

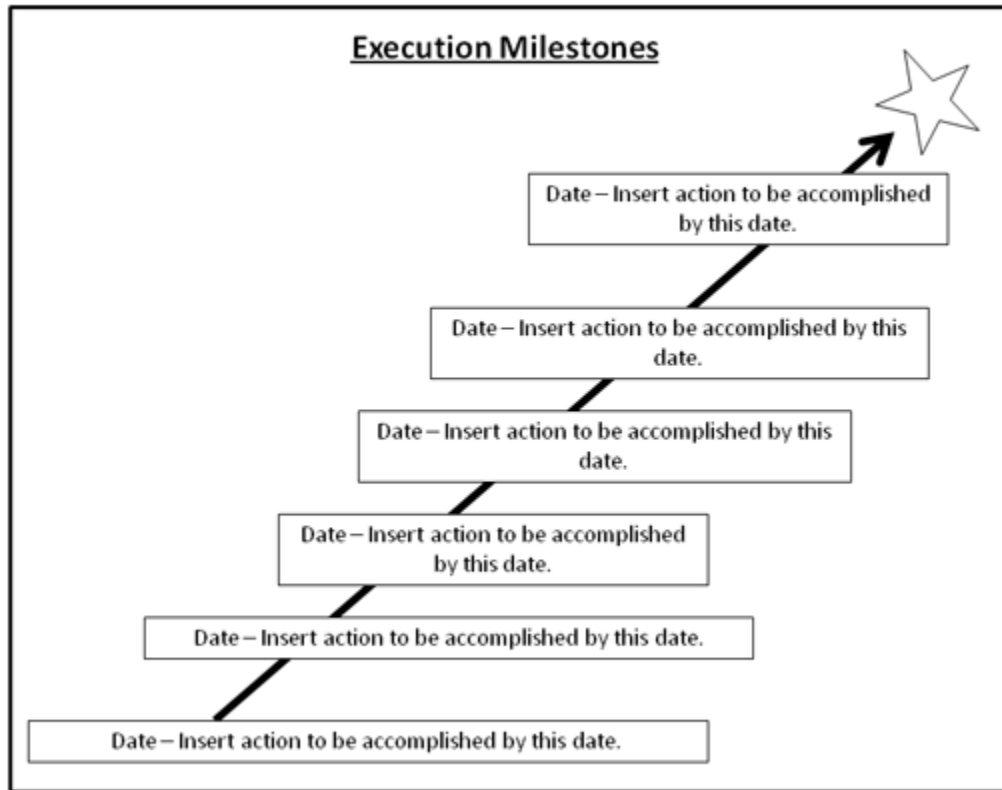


Figure F-1. Army Leader Development Program Milestone Plan

**Appendix G**

**Army Leader Development Program Initiative Removal Memorandum**

Below is a sample of an ALDP initiative removal memorandum.



DEPARTMENT OF THE ARMY  
ORGANIZATION  
STREET ADDRESS  
CITY STATE ZIP

Office Symbol

Date

MEMORANDUM THRU

Director, Center for Army Leadership, U.S. Army Combined Arms Center, Leader Development and Education, Fort Leavenworth, KS 66027-2301  
Deputy Commanding General, U.S. Army Combined Arms Center, Leader Development and Education, Fort Leavenworth, KS 66027-2301  
Commanding General, U.S. Army Combined Arms Center, Fort Leavenworth, KS 66027-2300

FOR Commanding General, U.S. Army Training and Doctrine Command (TRADOC)

SUBJECT: Request to Remove Initiative I-20-003 (Include Initiative Title) from the Army Leader Development Program

1. For DECISION.
2. PURPOSE. To obtain Leader Development Senior Responsible Official (SRO) decision on the recommendation to remove ALDP Initiative 1-20-003 be removed from the ALDP.
3. RECOMMENDATION. CG, TRADOC approve removal of Initiative I-20-003 from the ALDP.

APPROVED \_\_\_\_\_ DISAPPROVED \_\_\_\_\_ SEE ME \_\_\_\_\_

4. BACKGROUND. Include background information on the initiative; what it has accomplished and recommended action (closed or complete).

5. DISCUSSION.

a. Criteria. Please check which of the following apply.

- \_\_\_ The initiative does not merit continued expenditure of resources. (Close)
- \_\_\_ Conditions have changed and the initiative is no longer required. (Close)
- \_\_\_ Initiative is thoroughly integrated into the Army. (Complete)
- \_\_\_ Initiative achieved the desired end state. (Complete)

b. Rationale. Detailed discussion to include facts that support removing the initiative from the ALDP.

6. IMPACT. Indicate impact of the recommended decision (resources, personnel, organizations).

7. COORDINATION.

Lead Agent (Circle one): \_\_\_\_\_ CONCUR/NONCONCUR CMT \_\_\_\_\_ DATE: \_\_\_\_\_  
Assist (Circle one): \_\_\_\_\_ CONCUR/NONCONCUR CMT \_\_\_\_\_ DATE: \_\_\_\_\_

8. POC for this action, telephone number, and email address.

- 2 Encls  
1. ALDP Quad Chart (TAB A)  
2. ASD (TAB B)

Signature Block

Figure G-1. Sample of a Army Removal Memorandum

## Appendix H Army Leader Development Program Initiative Measures of Success

Below is an example of the program's measures of success.

---

### Measure of Effectiveness

A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect  
(JP 3-0; ADP/FM 3-0)

### Measure of Performance

A criterion used to assess friendly actions that is tied to measuring task accomplishment (JP 3-0; ADP/FM 3-0)

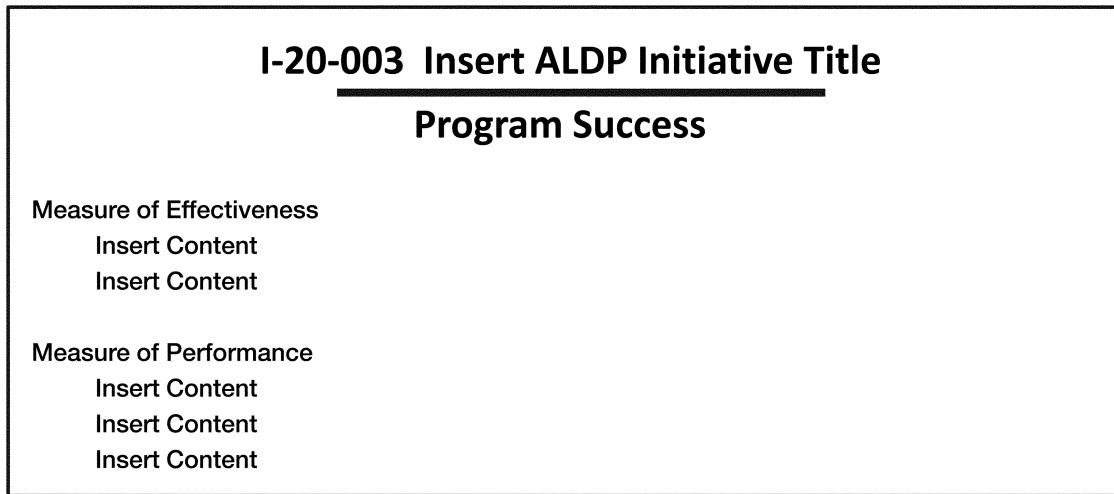


Figure H-1. ALDP Measures of Success

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## Appendix I Army Leader Development Program Quad Chart

Below is a example of an ALDP removal quad chart.

## Initiative Removal Quad Chart

### I-20-003 Short Title of Initiative

**Lead: Agency Responsible for Initiative**

**Assist: Agency or Agencies Needed to Assist with Initiative**

End State	Rationale/Coordination				
<p><b>Use narrative from the “Ends” portion of Assessment Support Document or bullet list initiative objectives.</b></p> <p><i>Example:</i> Prepare a bench (larger number) of select military and Army Civilian leaders for assignment at the national level.</p>	<p><b>List reasons/facts that support “Removal” and agencies with whom the lead agent coordinated.</b></p> <p><i>Example:</i></p>				
Tasks Accomplished	Recommendation				
<p><b>List what tasks were accomplished and when.</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"><u>WHAT</u></td> <td style="width: 50%; border: none;"><u>WHEN</u></td> </tr> <tr> <td style="border: none;"><i>Example:</i> Identified criteria for knowledge, Skills, abilities, attributes, and characteristics for assignment at national level.</td> <td style="border: none;">1<sup>st</sup> Qtr, FYxx</td> </tr> </table>	<u>WHAT</u>	<u>WHEN</u>	<i>Example:</i> Identified criteria for knowledge, Skills, abilities, attributes, and characteristics for assignment at national level.	1 <sup>st</sup> Qtr, FYxx	<p><b>State proposed recommendation, check which apply:</b></p> <p><input type="checkbox"/> Lead Agent recommends closing this initiative</p> <p><input type="checkbox"/> Lead Agent recommends declaring initiative complete</p> <p><input type="checkbox"/> Army Leader Development Division/Center for Army Leadership concurs with recommendation</p> <p><input type="checkbox"/> Army Leader Development Division/Center for Army Leadership non-concurs with recommendation</p> <p>Resource Impact: <i>Example:</i> No resources impacted.</p>
<u>WHAT</u>	<u>WHEN</u>				
<i>Example:</i> Identified criteria for knowledge, Skills, abilities, attributes, and characteristics for assignment at national level.	1 <sup>st</sup> Qtr, FYxx				

*Requested Decision: Close Initiative/Complete Initiative*

**Figure I-1. ALDP Removal Quad Chart**

## Appendix J

### Army Leader Development Program Address List

#### J-1. Submitting proposed initiatives

Chief, Army Leader Development Division, Center for Army Leadership, U.S. Army Combined Arms Center, Fort Leavenworth, KS 66027-2301.

#### J-2. Submitting initiative removal request

Director, Center for Army Leadership, U.S. Army Combined Arms Center, Leader Development and Education, Fort Leavenworth, KS 66027-2301.



## **Glossary**

### **Section I Abbreviations**

#### **ALDF**

Army Leader Development Forum

#### **ALDP**

Army Leader Development Program

#### **ARSTAF**

Army staff

#### **ASA (FM&C)**

Assistant Secretary of the Army (Financial Management and Comptroller)

#### **ASA (M&RA)**

Assistant Secretary of the Army (Manpower and Reserve Affairs)

#### **CBA**

cost benefit analysis

#### **CG**

Commanding General

#### **CSA**

Chief of Staff, Army

#### **HQDA**

Headquarters, Department of the Army

#### **IPL**

integrated priority list

#### **POM**

program objective memorandum

#### **SRO**

senior responsible official

#### **TRADOC**

U.S. Army Training and Doctrine Command

### **Section II**

#### **Terms**

#### **Army Leader Development Forum (formerly prepare the Army forum)**

CG, TRADOC chaired forum for the ALDP composed of senior commanders and staff principals both military and Army Civilians and representing active and reserve components.

#### **Army Leader Development Program**

CG, TRADOC led activity which executes Army leader development. The ALDP is the Army's program for managing HQDA-approved leader development initiatives. The ALDP is the sole management process for program execution, approval, and incorporation of new initiatives, and recommendations for prioritization of resources.

#### **Army Leader Development Strategy**

ALDS articulates the characteristics desired in our Army leaders and provides guidance for the career-long development of Army leaders through education, training, and experience. The ALDS describes leader development imperatives that will lead to developing agile, adaptive, and broad-minded leaders for the 21st Century.

**Assessment**

A method used to determine, from performance, the proficiency and potential of a leader. Ideally, assessment is characterized by an objective judgment against a criterion-based standard.

**Assessment support document**

The ASD is the foundational document of record for all decision making in ALDP. It defines the leader development initiative or program in terms of the ends the initiative or program is meant to achieve; the ways, or method to achieve those ends; and the means, or necessary resources. The ASD also describes the merit of the initiative in terms of five criteria. See appendix C for ASD format.

**Assist Agency (or agent)**

Office assigned to assist a leader development initiative lead agency. May assume lead agency responsibilities once all lead agencies major tasks are completed. Assist agents are usually the command required to execute or sustain leader development initiative.

**Benefits**

Benefits are results expected in return for costs incurred for a given initiative. They are the quantitative and qualitative improvements expected or resulting from the implementation of an initiative. Quantifiable benefits are benefits that can be assigned a numeric value such as dollars, physical count of tangible items, or percentage change. Nonquantifiable benefits are subjective in nature and can make a positive contribution to the analysis. An example of nonquantifiable benefits is improvement in aesthetics.

**Chief of Staff, Army review**

A decision point wherein CG, TRADOC recommends to the CSA resource requirements for approved Army leader development initiatives and programs to be reflected in the POM and budget. The recommendations take the form of a draft priorities list.

**Complete Leader Development Initiative**

An action, initiative, or program which has achieved the desired end state or has been thoroughly integrated into the Army, so that it no longer requires oversight as part of the ALDP. The CG, TRADOC is the approval authority for removing an initiative. Complete initiatives are sustained by an established funding stream which could not be used as a bill-payer for an ALDP initiative except by a deliberate decision approved by the CG, TRADOC.

**Closed Leader Development Initiative**

An action, initiative, or program that does not merit continued expenditure of resources or tracking in the ALDP. The CG, TRADOC is the approval authority for declaring an initiative closed.

**Cost benefit analysis**

A cost benefit analysis provides decision makers with facts, data, and analysis required to make an informed decision. In its most basic form the cost benefit analysis is a tool to support resource informed decision making.

**Education**

A pillar of Army Leader Development including, but not limited to, civilian education and professional military education provided by TRADOC schools.

**Experience**

A pillar of Army leader development including assignments and combat service.

**Initiative**

A leader development proposal approved by CG, TRADOC and the CSA, but without resource requirements documented in the program objective memorandum. The third stage for initiatives in the ALDP.

**Integrated priority list**

A list of a combatant commander's highest priority requirements, prioritized across Service and functional lines, defining shortfalls in key programs that, in the judgment of the combatant commander, adversely affect the capability of the combatant commander's forces to accomplish their assigned mission. Also called IPL.

**Lead agent (or Agency)**

Army organization and/or individual assigned responsibility for development and implementation of a leader development initiative or program.

**Leadership**

Leadership is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

**Leader development**

The deliberate, continuous, sequential and progressive process, grounded in Army values, that grows Soldiers and Civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the lifelong synthesis of the knowledge, skills, and experiences gained through the developmental domains of institutional training and education, operational assignments, and self-development.

**Leader development initiative**

A staff action intended to support a strategic Army goal or objective that provides or enhances a leadership capability derived essentially from the influence of one human upon the actions of another.

**Leader Development Program**

A program designed to train leaders. It incorporates formal and informal training; progressive and sequential duty assignments; an assessment, counseling, coaching and feedback to maximize a leader's potential.

**Measures of effectiveness**

A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect.

**Measures of performance**

A criterion used to assess friendly actions that are tied to measuring task accomplishment.

**Policy**

A plan, procedure, or principal designed to influence and determine decisions and actions. Policy is derived from doctrine. Doctrine describes how things should be while policy states how things are based on real-world constraints.

**Proposed initiative**

A leader development initiative with a completed assessment support document, but without a resource management worksheet, milestone plan, and policy implications worksheet. This is the initial stage for initiatives in the ALDP.

**Priorities list**

There are two types of priorities list: The resource priorities list contains approved leader development initiatives and programs ordered to reflect priority for allocation of resources. The priorities list identifies programmatic requirements that program evaluation groups compete in their base program as critical requirements and seek funding.

**Return on investment**

A performance measure used to evaluate investment decisions. Measures to evaluate the return on investment and efficiency of leader development initiatives may include monetary and nonmonetary, quantifiable or nonquantifiable, or tangible and nontangible inputs and benefits.

**Self-development**

A planned, dimension-based, progressive, and sequential process the individual leader uses to improve performance and achieve developmental goals. Self-development is a continuous process that takes place during institutional training and education and operational assignments. It is a joint effort that involves the leaders and the commander or supervisor. Self-development actions are structured to meet specific individual needs and goals. It starts with an assessment of leadership skills, knowledge, and potential. A counseling and feedback session follows each assessment. During the counseling sessions, commanders or supervisors assist the individual to identify strengths, weaknesses, and developmental needs. Additionally, they discuss causes for strengths and weaknesses, and courses of action to improve performance.

**Training**

A pillar of ALD including CTC rotations and individual and unit training.

**Section III****Special Abbreviations and Terms**

This section contains no entries.

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**PIN 073048-000**