



**DEPARTMENT OF THE ARMY**  
UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY  
UNIT 29351  
APO AE 09014-9351

S: 31 August 2005

26 July 2005

AEAGA-C

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Career Planning and Individual Development Plans

This memorandum expires 25 July 2007.

1. References:

- a. AR 690-400, Total Army Performance Evaluation System, 16 October 1998.
- b. AR 690-950, Career Management, 31 December 2001.
- c. DA Pamphlet 690-43, A Supervisor's Guide to Career Development and Counseling for Career Program Employees, 18 August 1989.
- d. FM 22-100, Army Leadership, 31 August 1999.
- e. Army in Europe Command Policy Letter 25, 21 December 2004, Civilian Employee and Leader Development.

2. Career planning is the responsibility of every U.S. civilian employee. This planning serves two purposes: it ensures that employees have the competencies necessary to accomplish the mission, and it prepares them for future assignments and promotions. Ensuring employees have the competencies needed to perform their job is a joint effort between supervisors and employees.

3. Effective immediately, all supervisors in USAREUR must engage in career planning with their U.S. civilian employees. By 31 August 2005, supervisors must hold career-planning meetings with their U.S. civilian employees and ensure that these employees document the outcome of these meetings on individual development plans (IDPs).

4. U.S. civilian employees are responsible for setting career goals, working with their supervisors to determine which competencies to develop, and pursuing training and development opportunities to achieve their career goals. Supervisors are responsible for coaching and counseling their U.S. civilian employees and supporting their developmental plans.

5. Career planning is most effective when it is an integral part of the performance appraisal process. This ensures training and development activities are aligned with the employee's developmental needs and the mission of the organization. This is best accomplished by matching the appropriate progressive and sequential work assignments, formal training and educational courses, and self-development activities to the competencies identified for development.

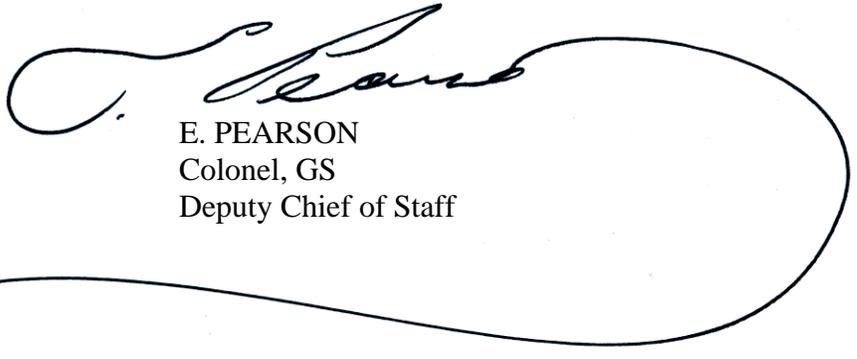
AEAGA-C

SUBJECT: Career Planning and Individual Development Plans

6. The IDP is a formal agreement between the supervisor and the employee. It is a living document that should be modified as the needs of the employee and the organization change. A sample IDP is available on the USAREUR Civilian Personnel Directorate Web site at <http://www.per.hqusareur.army.mil/cpd/>. As a minimum, supervisors and employees should review IDPs at the beginning, at the midpoint, and at the end of each rating period, updating them as needed. The ideal is to review IDPs quarterly and revise them whenever needed to ensure they remain current in relation to the needs of both the employee and the organization.

7. Career planning provides a means for developing employee competencies at all levels and results in a highly trained workforce prepared for current and future challenges. Making career planning a regular business practice will enable us to be proactive in accomplishing our mission while creating motivated, committed employees.

FOR THE COMMANDER:



E. PEARSON  
Colonel, GS  
Deputy Chief of Staff

DISTRIBUTION:  
C (AEPUBS)