



UNDER SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

APR 27 2011

PERSONNEL AND  
READINESS

MEMORANDUM FOR: SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DEPUTY CHIEF MANAGEMENT OFFICER  
COMMANDERS OF THE COMBATANT COMMANDS  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
DIRECTOR, COST ASSESSMENT AND PROGRAM  
EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Department of Defense (DoD) New Supervisor Training

Ensuring that civilian employees have the required technical and leadership competencies to meet their mission is a readiness and talent management issue. In this era of constrained fiscal resources, the Department needs standard training curriculum, objectives, and resource materials to provide these competencies.

Through extensive engagement with the Components since July 2010, the Department has established a prototype training program that includes a comprehensive menu of topics and standardized learning objectives. To that end, a pilot training course will be offered during May 16-27 and June 6-17, 2011, for new supervisors who have fewer than two years supervising, for the first time, as Federal government civilian employees. I encourage maximum participation by your organizations in these pilot sessions.

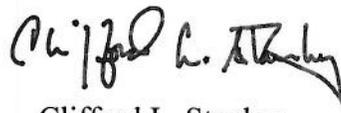
The National Defense Authorization Act for Fiscal Year 2010 (NDAA 2010), section 1113, and title 5, Code of Federal Regulations (CFR) Part 412, mandate that the Department provide training for new managers and supervisors, and sustainment training every three years. The NDAA 2010 and the CFR also prescribed a list of training topics. This new curriculum accomplishes these objectives and serves as the standard for new supervisor training across the Department.

Components have multiple options going forward, including:

- Suspending local curriculum and fully adopting the DoD curriculum. It is strongly suggested that Components which do not have a local new supervisor training curriculum adopt the DoD standard materials.
- DoD Components that already train new supervisors may continue to do so, provided they train on all required topics and meet all corporate learning objectives established by the cross-Component curriculum working group. For topics not addressed or learning standards not met, the Components may either augment their current training curriculum or may leverage the content from another Component (including the Civilian Personnel Management Service course).

Information on the course registration will be provided by the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD (CPP)). Corporate learning materials will be furnished by DASD (CPP) after the aforementioned pilot sessions occur. At that time, the Components will be tasked to self-validate the extent to which the topics and learning standards are met and, as applicable, submit a strategy for attaining the prescribed standard. In addition, I have authorized the DASD (CPP) to announce, in the months ahead, sustainment training requirements for managers and supervisors. Those requirements also stem from the NDAA 2010 and CFR requirements. Lastly, enclosed for your reference is a DoD White Paper, "Manager and Supervisor Training - A Leadership Imperative," which provides guiding principles and the Department's implementation approach for developing current and future DoD civilian managers and supervisors.

I thank you for your continued support, to ensure that our supervisors have the requisite competence required to manage and lead a caring, motivated and productive workforce. Please direct questions to Mr. David Rude, Chief, Leader & Professional Development, at [david.rude@cpms.osd.mil](mailto:david.rude@cpms.osd.mil) or (703) 696-9637.



Clifford L. Stanley

Attachment:  
As stated