MEMORANDUM THRU

Commanding General, U.S. Army Training and Doctrine Command (AT/CS), 950 Jefferson Avenue, Fort Eustis, VA 23604-5700

FOR Vice Chief of Staff, United States Army, 200 Army Pentagon, Washington, DC 20310-0200

SUBJECT: Fiscal Year (FY) 18 Army Leader Development Program Priority List (APL)

1. References: DA Pamphlet 350-58, 8 Mar 13, subject: Army Leader Development Program.

2. Background: The Army Leader Development Program (ALDP) contains all HQDA-approved leader development initiatives and provides the management process for program execution, approval and incorporation of new initiatives, and initiative prioritization.


   a. Resource Priority List:

<table>
<thead>
<tr>
<th>APL #</th>
<th>ALDP INITIATIVE TITLE / NUMBER</th>
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</thead>
<tbody>
<tr>
<td>1R</td>
<td>Junior Captain Talent Assessments [O-17-001] see Encl</td>
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<tr>
<td>2R</td>
<td>Regional and Strategic Broadening [I-14-002] see Encl</td>
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<td>3R</td>
<td>Cadre and Faculty Development Course [I-15-001] see Encl</td>
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<tr>
<td>4R</td>
<td>Mid-Grade Learning Continuum for 2015 [I-12-004] see Encl</td>
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<td>5R</td>
<td>Commander 360 [O-13-012] see Encl</td>
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<tr>
<td>6R</td>
<td>Enhance Officer/WO Assignment Process [I-13-002] see Encl</td>
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b. Policy Priority List:

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<td>Leader Development Community of Practice [I-16-002] see Encl</td>
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<tr>
<td>2P</td>
<td>Army's Framework for Character Development – Implementation and Assessment [I-14-007] see Encl</td>
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<tr>
<td>3P</td>
<td>America's Army - Our Profession Annual Theme [I-14-006] see Encl</td>
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<tr>
<td>4P</td>
<td>Army Civilian Acculturation Program [C-15-004] see Encl</td>
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</table>

4. Discussion:

   a. The APL process ensures consistency between leader development program priorities and resourcing decisions. There are two distinct priority lists – resource and policy. Both lists are developed annually to coincide with the established POM cycle.

      (1) The ALDP initiatives on the resource priority list require funding for implementation. While approval of the resource priority list does not guarantee funding, it does inform the POM process and identify the priority of initiatives for same.

      (2) The ALDP initiatives on the policy priority list do not require funding for implementation, but impact policy.

   b. APL development is a four-phase process that culminates with the creation of a recommended priority list which is forwarded for approval: Phase I - initiative assessment; Phase II - initiative cost benefit assessment; Phase III - initiative ranking; Phase IV - APL creation.

5. Request you review and approve this APL for continued execution of the Army Leader Development Program through FY18 and 1st Quarter FY19.

   [Signature]

   MICHAEL D. LUNDY
   LTG, USA
   Commanding

Encl
ATZL-MCV-L
SUBJECT: FY 18 Army Leader Development Program Priority List (APL)

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Commander, Eighth Army
Commander, U.S. Army Cyber Commander
ARMY STAFFING FORM
For use of this form, see DA Memo 25-52; the proponent agency is AASA.

1. TRACKING NUMBER
2. TODAY'S DATE
   (YYYY/MMDD)
   20171003
3. SUSPENSE DATE
   (YYYY/MMDD)

4. LEAD STAFF AGENCY
   TRADOC

5. SUBJECT
   Fiscal Year (FY) 18 Army Leader Development Program Priority List (APL)

6. ROUTING:
   (ECC USE ONLY)
   ECC POC (Initial) ECC (Rank, Name, Phone No.)
   DIR, ECC (Initial)

   Initial Date
   SA
   CSA
   USA
   VCSA
   AASA
   DAS
   SMA
   DUSA
   VDAS

   COMMENTS:

7. ORIGIN: Requirement from -
   [ ] SA [X] CSA [ ] USA [ ] VCSA [ ] Staff Initiated
   [ ] OSD [ ] Congress [ ] C.JCS/JJS [ ] Other

   Meeting/Forum/Other: Required by DA Pam 350-58, Army Leader Development Program, 8 Mar 13.

8. WHAT IS IN THE THE PACKET?
   TAB A: CG, CAC Memo, subject: FY18 Army Leader Development Program Priority List (APL)
   TAB B: Enclosure to Memo: FY18 APL Initiative Descriptions
   TAB C:

9. ACTION SEeks SENIOR LEADER
   [X] Signature [ ] Approval [ ] Guidance [ ] Information Only [ ] Other
   Recommendation: VCSA approve the FY18 ALDP Priority (APL) List memo (TAB A).

10. KEY AREAS IMPACTED:
    [X] Funding [ ] Equipment [ ] Personnel [ ] Training [ ] Strategy
        [X] Policy [ ] Congressional [ ] Legal [X] Other Leader Development Initiative Approval

11. KEY POINT(S) THE SENIOR LEADERS SHOULD GET FROM THIS ACTION:
    a. Informs the Planning, Programming, Budgeting, and Execution System (PPBES) and HQDA staff on leader
devlopment priorities for FY18.
    b. The approved APL will maintain prioritization of the Army Leader Development Program through FY18 and the 1st
QTR FY19. There are 6 approved resourcing initiatives and 4 approved policy initiatives.

12. ADDITIONAL INFORMATION:
    a. The APL process ensures consistency between leader development program priorities and resourcing decisions.
       There are two distinct priority lists: resource and policy. Both lists are developed annually to coincide with the
       established POM cycle.
       (1) The ALDP initiatives on the resource priority list require funding for implementation. While approval of the
       resource priority list does not guarantee funding, it does inform the POM process and identify the priority of
       initiatives.
       (2) The ALDP initiatives on the policy priority list do not require funding for implementation, but impact policy.
    b. The APL development is a four-phase process that culminates with the creation of a recommended priority list
       which is forwarded for approval: Phase I - initiative assessment; Phase II - initiative cost-benefit analysis; Phase III -
       initiative ranking; Phase IV - APL creation.

13. SENIOR LEADER/DECISION/COMMENTS:
    APPROVED ________ DISAPPROVED ________ NOTED ________ SEE ME ________ COMMENT ________

HQDA FORM 5, AUG 2017
**KEY POINTS**

- Informs the Planning, Programming, Budgeting, and Execution System and HQDA staff of leader development priorities for FY18.
- The approved APL will maintain prioritization of the Army Leader Development Program through FY18 and 1st QTR FY19.
- There are six approved resource initiatives and four approved policy initiatives.

**Ref:** AR 350-1, 19 Aug 14, Army Training and Leader Development
DA PAM 350-58, 8 Mar 13, Army Leader Development Program

**Encl:**
- **TAB A:** HQDA Form 5
- **TAB A1:** Memo for VCSA
- **TAB B:** Enclosure to Memo: FY18 APL Initiative Descriptions

**1. Purpose:**
Obtain CG's initials/date on HQDA Form 5 (TAB A) and line-thru/initials/date on LTG Lundy's memo (TAB A1) endorsing FY18 APL to VCSA.

**2. Discussion:**

a. The APL process ensures consistency between leader development program priorities and resourcing decisions. There are two distinct priority lists: resource and policy. Both lists are developed annually to coincide with the established POM cycle.

   (1) The ALDP initiatives on the resource priority list require funding for implementation. While approval of the resource priority list does not guarantee funding, it does inform the POM process and identify the priority of initiatives for same.

   (2) The ALDP initiatives on the policy priority list do not require funding for implementation, but impact policy.

b. The APL development is a four phase process that culminates with the creation of a recommended priority list which is forwarded for approval: Phase I - initiative assessment; Phase II - initiative cost-benefit analysis; Phase III - initiative ranking; Phase IV - APL creation.

**3. Recommendation:**
CG initial/date HQDA Form 5 (TAB A) and line-thru/initial/date LTG Lundy's memo (TAB A1).
8. LEAD AGENCY STAFF COORDINATION

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<tr>
<td>PRINCIPAL</td>
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<td>LTG Michael D. Lundy, Commander, CAC &amp; FTLVN</td>
<td>20171005</td>
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<tr>
<td>ACTION OFFICER (Signature)</td>
<td></td>
<td>Ms. Heidi Stoetzel, AO, PMT, ALDD, CAL</td>
<td>20171004</td>
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<tr>
<td>(Name/Title/Phone Number/E-mail)</td>
<td>(913)758-3536/heidi.l.stoetzel.civ@mail.mil</td>
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RECOMMENDATION FOR COORDINATING STAFF:

9. STAFF COORDINATION

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10. REMARKS BY SGS: ☐ RETURNED REQUESTING ADDITIONAL INFORMATION/CLARIFICATION
14. LEAD AGENCY STAFF COORDINATION

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<td>LTG Michael Lundy</td>
<td>GEN David G. Perkins, CG, TRADOC</td>
<td>20171005</td>
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<td>GEN David G. Perkins, CG, TRADOC</td>
<td>Ms. Heidi Stoetzel, Analyst</td>
<td>20171004</td>
</tr>
<tr>
<td>(Name/Title/Phone No./Email/Office Symbol)</td>
<td>CAL/CAC (913)758-3536, <a href="mailto:heidi.l.stoetzel.civ@mail.mil">heidi.l.stoetzel.civ@mail.mil</a></td>
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RECOMMENDATION FOR STAFF PRINCIPAL:

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16. REMARKS BY ECC:
FY 18 Army Leader Development Program Priority List (APL) Initiative Descriptions

1R The Junior Captain Talent Assessment is a Talent Management Task Force (TMTF) initiative that takes inventory of early-career officer talent in the 3-5 years of service window. The assessment is a means both to inform post-command broaden, PME, and operational assignments as well as to begin the Voluntary Transfer Incentives Program (VTIP) discussion for some officers. The program began in spring 2017 with a prototype assessment for 54 Captains at the Aviation Captains’ Career Course (CCC). The phase 2 pilot is to begin in fall 2017 at eight CCCs and will include 630 Captains. The cost to execute Phase 2 is $302,000 to fund Graduate Record Exams (GRE), career coaching for all Captains, and TDY for evaluators. Phase 3 will expand the program to all CCCs. Resource funding estimated cost is $7.4 million dollars.

2R Regional Strategic Broadening Regional and Strategic Broadening initiative was developed to fill a need addressed in the CSA Strategic Priorities to Achieve Adaptive Army Leaders for a Complex World, the CJCS instruction 3126.01A, Language, Regional Expertise, and Culture Capability Identification, Planning, and Sourcing and to help achieve Officer Cohort ends as identified in the 2013 Army Leader Development Strategy and in subsequent Leader Development Guidance. This initiative addresses Professional Military Education gaps in Strategy, Regional Expertise and Culture by providing short-term (1 month) non-branch qualifying training and experience for high performing select (Company Grade) Maneuver, Fires and Effects Officers. SBS is funded by MDEP TFAO estimated cost is $3.2 million dollars.

3R Cadre and Faculty Development Course The CFDC establishes the capability to develop and transition Army faculty (officers, warrant officers, NCOs and civilians) from tactical trainers to educators. It provides Army faculty from all learning cohorts with the academic credentials to develop Cadets. Soldiers, NCOs, Warrant Officers and Officers as young adult learners. CFDC develops World Class ROTC faculty to educate Cadets in becoming adaptive leaders able to thrive in a chaotic and complex world. Resource funding estimated cost is $5.05 million dollars for FY17 and $3.98 million dollars for FY18 and beyond.

4R Mid-Grade Learning Continuum MLC 2015 provides officer continuing education for mid-grade officers—ILT through CPT(P) and WO1 through CW2(P)—toward developing the Scholar-Warr-or-Leader who is a critical and creative thinker, sufficiently agile and adaptive to address complex problems now and into the future. The MLC 2015 breaks the old brick and mortar based educational paradigm, replacing it with a tailored, student centered, and a lifelong learning continuum. Resource funding estimated cost is $2.9 million dollars.

5R Commander 360 Institutionalize and resource the 360° degree leadership assessment tool completed by brigade and battalion commanders that is shared with their immediate rater to promote leadership development. Resource funding estimated cost is $240,000 annually for FY-18 and beyond.

6R Enhanced Officer/ Warrant Officer Assignment Process (AIM2) Enhancing Officer and WO Assignment Processes are part of the overarching TM strategy that seeks to acquire, develop, employ, and retain a ready, diverse, and integrated team of trusted professionals optimized to win in a complex world. To that end, the Talent Management strategy outlines the importance of Soldier-Job fit in terms of employment which is "optimize the productivity of each Army professional by aligning an individual's unique talent against organizational talent.
demands, to the mutual benefit of both the individual and the Army." It also "aligns personnel to
the right job at the right time, assigning them where they can maximize their contributions and
includes the advancement of personnel through job placement and succession planning."
Currently OPMD is developing, implementing and sustaining AIM.2 with in-house personnel, 1
x GS-13 and 1 x LTC. This in-house sustainment is at the cost of the development and
sustainment of other in-house programs and initiatives. Our recent manpower study shows that
we will require 2 x GS programmers in the future to continue to maintaining and developing
AIM.2.

1P Leader Development Community of Practice The Army lacks a venue that supports an
Army wide leader development community of engagement, yet leadership and leader
development are at the core of all that the Army does and are critical to sustaining readiness.

2P Army’s Framework for Character Development – Implementation and Assessment
Gives leaders developmental experiences and feedback from actual practice, provides feedback
to the individual to diagnose development needs to improve in key areas and gives information
to predict future behavior that can be used by the individual or the Army to inform future career
steps.

3P America’s Army - Our Profession Annual Theme To address perceived weaknesses or
issues affecting character development, ethical decision-making, and professional conduct.
Developing a shared professional identity, reinforcing trust, and inspiring right decisions and
actions — in the performance of duty and in all aspects of life — are goals of this education
program. The ALDP recently approved in APLDF 17-2 to move the AAOP rhythm to every odd
fiscal year to nest with AAOP theme publication.

4P Army Civilian Acculturation Program The Army does not have a standardized orientation
and onboarding process for Civilians. The Acculturation program provides a positive, welcoming
experience for newly employed Army Civilians to: make the onboarding process smooth and
hassle-free; help them understand, appreciate, and feel connected to the Army culture and
mission; and build a culture of continual engagement between employees and supervisors.