



SECRETARY OF THE ARMY
WASHINGTON

02 JUN 2023

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2023-09 (Army Coaching Program)

1. References.

- a. Title 5, Code of Federal Regulations, Part 410 (Training), Subpart B (Planning and Evaluating Training), 10 December 2009, section 203
- b. Title 5, Code of Federal Regulations, Part 412 (Supervisory, Management, and Executive Development), 1 January 2022, section 201
- c. Director, United States Office of Personnel Management (OPM) memorandum (Coaching in the Federal Government), 10 September 2018
- d. Army Regulation 611-1 (Military Occupational Classification Structure Development and Implementation), 15 July 2019

2. Purpose. This directive establishes the Army Coaching Program, a non-attributional, leader-focused, career-long program that emphasizes self-development, performance, and potential to cultivate war-winning talents in support of the Army mission. The Army Coaching Program provides a valuable coaching capability to support Soldiers and Civilians in identifying the foundation for a successful, long-term career.

3. Applicability. The provisions of this directive apply to the Regular Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve.

4. Policy.

a. Pursuant to Federal regulations and OPM guidance (references 1a-1c), the Army will incorporate coaching on improving performance and productivity as a sanctioned learning and development experience for supervisors, managers, and executives. This includes utilizing the expertise of Soldiers with personnel development skill identifiers (PDSIs) for coaching prescribed in Headquarters, Department of the Army (HQDA) pamphlets and future regulations.

b. The Army Coaching Program will operate under the direction of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) to meet the following objectives:

SUBJECT: Army Directive 2023-09 (Army Coaching Program)

- (1) Differentiate Army coaching from performance counseling and mentoring.
- (2) Provide a coach to HQDA Civilians and Soldiers.
- (3) Provide a coach at pivotal assignments in a leader's career.
- (4) Promote the effectiveness of coaching as an investment in Army leadership.
- (5) Implement peer coaching and provide introductory training on coaching skills to leaders.
- (6) Ensure that coaching is a voluntary resource for personal and professional growth.
- (7) Liaison with, assist, and accept assistance from outside agencies and departments on coaching policy, program development, support, and training.
- (8) Leverage external coaches and provide oversight and guidance for external coaching provided to the Army.
- (9) Develop a qualified, voluntary cadre of Army coaches certified to industry standards to support our workforce now and to further develop our Soldiers and Civilians for Life.
- (10) Develop coaching skills in supervisors, managers, and executives by embedding coaching in leadership programs for targeted populations (such as the Senior Executive Service and participants in onboarding programs and new supervisor training).

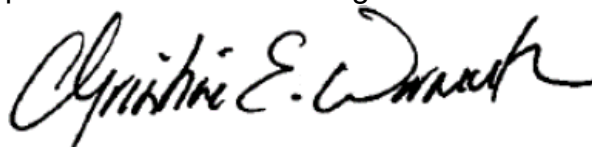
5. Responsibilities.

- a. The ASA (M&RA) has oversight responsibility for Army Coaching Program policy and will coordinate stakeholders to publish Army Coaching Program implementing procedures.
- b. The Deputy Chief of Staff, G-1 and supporting directorates will coordinate with the ASA (M&RA) to develop and review Army Coaching Program procedures that align with references 1a–1d and stated objectives.
- c. The Commanding General, U.S. Army Training and Doctrine Command will coordinate with the ASA (M&RA) to develop and review Army Coaching Program procedures that align with references 1a–1d and stated objectives.

SUBJECT: Army Directive 2023-09 (Army Coaching Program)

6. Proponent. The ASA (M&RA) is the proponent for this policy, responsible for incorporating the provisions of this directive and all applicable laws, regulations, and funding requirements into a new Army regulation covering Army Coaching Program functions, roles, competencies, and ethics within 2 years of the date of this directive.

7. Duration. This directive is rescinded on publication of the new regulation.



Christine E. Wormuth

DISTRIBUTION:

Principal Officials of Headquarters, Department of the Army
Commander

- U.S. Army Forces Command
- U.S. Army Training and Doctrine Command
- U.S. Army Materiel Command
- U.S. Army Futures Command
- U.S. Army Pacific
- U.S. Army Europe and Africa
- U.S. Army Central
- U.S. Army North
- U.S. Army South
- U.S. Army Special Operations Command
- Military Surface Deployment and Distribution Command
- U.S. Army Space and Missile Defense Command/Army Strategic Command
- U.S. Army Cyber Command
- U.S. Army Medical Command
- U.S. Army Intelligence and Security Command
- U.S. Army Corps of Engineers
- U.S. Army Military District of Washington
- U.S. Army Test and Evaluation Command
- U.S. Army Human Resources Command
- U.S. Army Corrections Command

Superintendent, U.S. Military Academy

Commandant, U.S. Army War College

Director, U.S. Army Civilian Human Resources Agency

Executive Director, Military Postal Service Agency

Director, U.S. Army Criminal Investigation Division

Director, Civilian Protection Center of Excellence

(CONT)

SUBJECT: Army Directive 2023-09 (Army Coaching Program)

DISTRIBUTION: (CONT)

Superintendent, Arlington National Cemetery
Director, U.S. Army Acquisition Support Center

CF:

Principal Cyber Advisor
Director of Enterprise Management
Commander, Eighth Army