

# 2018



## TRADOC Calendar

### Civilian Leader Development Training Opportunities

*(Training opportunities are IAW FY18 DA ACTEDS Training Catalog)*



#### **TRADOC PROFESSIONALS**

*A highly engaged  
workforce developed  
to effectively lead and  
operate in today's  
complex environment  
as integral partners in  
the Army profession.*

*Building Success!*

HQ TRADOC  
Office of the DCS, G-1/4  
Civilian Human Resources Directorate  
ATTN: ATBO-C (Civilian Leader Development)  
661 Sheppard Place, Fort Eustis, VA 23604  
(757) 501-6867; DSN: 501

*Please report any problems with this .pdf  
to (757) 501-6867*

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# Army Civilian Training Education and Development System



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## NOTICE

**Content from [cpol.army.mil](https://cpol.army.mil) has being transitioned to <https://www.milsuite.mil/book/community/spaces/Civ-HR>; however, you can access [Army Career Tracker \(ACT\)](#) to view your CP detailed/specific information regarding the following:**

- Professional Development Model (PDM)
- Competencies
- Professional Development
- Occupational Development
- Mandatory Training
- Career Path Builder
- Duty Position Search
- Leader and Mentor Information
- Career Maps
- Leader Development
- Academic Training
- Certifications
- Goals Management
- IDP Plan/Creation
- Course Search
- Career Dashboard/Record

### 31 Army Career Programs

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# Application Checklists

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<a href="#">ACFP Checklist</a>	<a href="#">LDS at FEI Checklist</a>	<a href="#">SETM Programs</a>
<a href="#">ADT Checklist</a>	<a href="#">SLS Checklist</a>	Review SETM/ETM requirements located on the CSLDO site below.
<a href="#">DCELP Checklist</a>	<a href="#">SMC Checklist</a>	<a href="https://www.csldo.army.mil">https://www.csldo.army.mil</a>
<a href="#">HU SEF Checklist</a>	<b><a href="#">TRADOC ILDP Checklist</a></b>	
	<b><a href="#">TRADOC SLDP Checklist</a></b>	



# PROGRAM FORMS

## Army Congressional Fellowship Program (ACFP)

### **Print this checklist for use in completing your application package.**

All of the forms and documents listed below must to be completed and forwarded as part of your application package. The on-line forms (links provided below) must be used. Please assemble the forms in the order listed.

**Note: Incomplete application packages will NOT be processed.**

1. **\_\_\_ Application for ACTEDS Training Opportunities**

2. **\_\_\_ ACOM/ASSC/DRU/OAASA Endorsement(s)/Letters of Recommendation (minimum of two, maximum of five) -**

Completed packets must be endorsed and submitted by the respective Army Command (ACOM), Army Service Component Command (ASSC), Direct Reporting Unit (DRU), or the Office of the Administrative Assistant to the Secretary of the Army (OAASA). Note: Employees who work for an Army Staff Principal, Headquarters Department of the Army, the Army Staff, or a Program Executive Office must obtain OAASA endorsement. Any packet received that does not contain appropriate endorsement(s) will not be processed.

3. **\_\_\_ Supervisor's Validation of Requirement: Utilization Plan (not to exceed 500 words)**

**Note: DESCRIBE THE POSITION TO WHICH THE NOMINEE WILL BE ASSIGNED UPON COMPLETION OF THE PROGRAM. MUST BE RELATED TO CONGRESSIONAL AFFAIRS).**

4. **\_\_\_ Nominee's Statement of Interest** (not to exceed one page). Applicant must explain reason(s) why he/she is applying for this program. The information must be typed (Arial 10-pitch) and contain the title statement, "Why I am applying for the Army Congressional Fellowship". The applicant's name, grade must also be typed under this title - FORM MUST BE ATTACHED.

5. **\_\_\_ One page Bio** (no picture).

6. **\_\_\_ Resume:** Must provide the following information in the order listed: full name; home address and telephone; work address and telephone; current pay plan, series and grade; work experience, formal education (degree obtained, dates name of educational institution and subject major(s); brief accounting of foreign languages; special skills; and interests (not to exceed two pages) - MUST BE ATTACHED

7. **\_\_\_ Three most recent, consecutive performance ratings** (including annotated Support Forms) – **MUST BE ATTACHED.** If these appraisals are not available, you must include an explanation about the missing appraisals, verified by your supervisor or CPAC, and your "next" most recent appraisals.

8. **\_\_\_ SF 181, Ethnicity and Race Identification**

**Note: Completion/submission of the SF-181 is strictly voluntary. It will be used for statistical purposes only, not for purposes of determining eligibility for participation in any training opportunity.**

9. **\_\_\_ Copy of CES Intermediate Course certificate of completion** (for GS-11 and GS-12/ equivalent pay bands), or copy of CHRTAS Intermediate Course Credit Documentation; Copy of CES Advanced Course certificate of completion (for GS-13 and GS-GS-14/equivalent pay bands) or copy of CHRTAS Advanced Course Credit Documentation.

10. **\_\_\_ Verification** - Command statement that the nominee has served three (3) years, or any combination thereof, in a Department of the Army civilian permanent position(s).

**THIS REQUIREMENT MUST BE MET BY THE POSTED HQDA SUSPENSE DATE.**

11. **\_\_\_ Continued Service Agreement (CSA)**

12. **\_\_\_ Transcripts.** Must possess a baccalaureate degree or higher from an accredited college or university. (GPA must be 3.0 unless applicant has previously earned a Master's degree).

**\*\*NOTE:** Must submit unofficial copy(s) of ALL transcripts.



## Academic Degree Training (ADT) Checklist

Use this checklist as a guide for completing and assembling the nomination package. The applicant is responsible for obtaining and assembling all documents. Make a checkmark by each item that is attached and assemble documents in the order listed. **Incomplete packets WILL be returned for action.**

**Employees who work for an Army Staff Principal, Headquarters Department of the Army, the Army Staff, or a Program Executive office must obtain endorsement from the Administrative Assistant to the Secretary of the Army (AASA).**

All Academic Degree Training request applications, regardless of funding source, must provide the following information:

1.  Academic Degree Training Application Form - CAREER PROGRAM FUNDED  
- or -  
 Academic Degree Training Application Form - COMMAND FUNDED
2.  Letter of Acceptance from Accredited institution (Must indicate full acceptance/unconditional).
3.  CSA Calculation Spreadsheet
4.  Continued Service Agreement - On line
5.  Resume (includes list of government-sponsored training and individual courses funded by ACTEDS)
6.  Ethnicity and Race Identification Form (SF 181) NOTE: Completion/submission of the SF-181 is strictly voluntary. It will be used for statistical purposes only, not for purposes of determining eligibility for participation in any training opportunity.
7.  Academic Degree Plan Continuation Sheet (if required)
8.  Attach and sign ADT Checklist as cover to ADT application packet

\_\_\_\_\_  
Applicant's Signature

\_\_\_\_\_  
Date

CPM or Training POC certification of complete packet:

\_\_\_\_\_  
CPM or Training POC Signature

\_\_\_\_\_  
Date

PROGRAM FORMS  
**Department of Defense**  
**Defense Civilian Emerging Leader Program (DCELP)**

This checklist is provided for the sole purpose of assisting the applicant in the self-review process prior to submission. This checklist is NOT an official portion of the nomination package.

**Note: Nomination Packages Must Include All The Documents Described Below. All Memorandums/Letters Must Be Formatted IAW With AR 25-50. Incomplete Nomination Packets Will Not Be Considered.**

1. \_\_\_ **DCELP Course Application. Complete in its Entirety (See Sample Biography Template to Use; No Pictures)**
2. \_\_\_ **Command Endorsement (s)** - Completed Packets Must Be Endorsed And Submitted By The Respective Army Command (ACOM), Army Service Component Command (ASCC) Or The Civilian Personnel Director For The Office Of The Administrative Assistant Secretary To The Army (OAASA). **NOTE: Employees who work for an Army Staff Principle, Headquarters Department of the Army, the Army Staff, or a Program Executive Office must obtain OAASA endorsement. Any packet received that does not contain appropriate endorsement(s) will not be processed.**
3. \_\_\_ **Resume** - Must Provide The Following Information In The Order Listed: Full Name; Home Address And Telephone; Work Address And Telephone; Current Pay Plan, Series And Grade; Work Experience, Formal Education (Degree Obtained, Dates Name Of Educational Institution And Subject Major(s); Special Skills; And Interests. **(Not to exceed three pages and No Pictures.) (see sample Resume here).**
4. \_\_\_ **Verification That The Nominee Has Served Three (3) Years, Or Any Combination thereof, in A Department Of The Army Civilian Permanent Position(s). This Requirement Must Be Met By The Posted HQDA Suspense Date**
5. \_\_\_ **Current SF-50, Notice Of Personnel Action** - Must Indicate Proof Of Status (For Example, Career Employee) and should identify the Position, Title, Series, Grade, Step, Tenure, and Type Of Service.
6. \_\_\_ **Special Accommodations** – Signed Memorandum from command/agency including descriptions and requirement(s)
7. \_\_\_ **Copy Of CES Course Certificate Of Completion or copy of CHRTAS Course Credit Documentation**
  - a. GS-7-9 or Equivalent Pay Bands: CES Basic Course Certificate of Completion or Copy of CHRTAS Basic Course Credit Documentation
  - b. GS-10-12 of Equivalent Pay Band: CES Intermediate Course Certificate of Completion of Copy of CHRTAS Intermediate Course Credit Documentation
  - c. GS 13 -14 or Equivalent Pay Bands: CES Advanced Course Certificate of Completion Or Copy Of CHRTAS Advanced Course Credit Documentation.

(For additional information on CES Courses or CES Course Credit, go to:

<https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?CallingURL=%2fchannels%2fchrtas%2fstudent%2fmain.aspx&Caller=1>



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## PROGRAM FORMS

### Harvard University Program for Senior Executive Fellows (SEF)

**Print this checklist for use in completing your application package.**

All of the forms and documents listed below must to be completed and forwarded as part of your application package. The on-line forms (links provided below) must be used. Please assemble the forms in the order listed.

**Note: Incomplete application packages will NOT be processed.**

1. \_\_\_ **Application for ACTEDS Training Opportunities**
2. \_\_\_ **Nominee's Statement of Interest**
3. \_\_\_ **Supervisor's Validation of Requirement: Utilization Plan (not to exceed 500 words)**  
**Note: THIS DOCUMENT MUST BE COMPLETED AND SIGNED BY SUPERVISOR**
4. \_\_\_ **Resume** - Containing the following information in order: name; current grade; mailing address/phone number/email; and supervisor's name and telephone number for each position held; brief description of work experience; education (include type of degree; major; dates attended; grade point average); completed training; licenses/certifications; and awards. NOTE: Must include a separate list of all government sponsored training, to include any courses/training funded by Army Civilian Training, Education and Development System (ACTEDS).
5. \_\_\_ **Last three (3) Performance Ratings** (including annotated Support Forms). If these appraisals are not available, you must include an explanation about the missing appraisals, verified by your supervisor or CPAC, and your "next" most recent appraisals.
6. \_\_\_ **CES Completion** - Include copy of required level CES Certificate of Completion, equivalent course documentation, or request for waiver with supporting documentation.
7. \_\_\_ **Verification that the nominee has served the requisite time (refer to training announcement)**, or any combination thereof, in a Department of the Army **civilian** permanent position(s).
8. \_\_\_ **Continued Service Agreement (must be signed and dated)**. Applicants must agree to continue service within the Department of Defense for not less than three (3) times the length of the training.
9. \_\_\_ **SF 181, Ethnicity and Race Identification**  
**Note: Completion/submission of the SF-181 is strictly voluntary. It will be used for statistical purposes only, not for purposes of determining eligibility for participation in any training opportunity.**
10. \_\_\_ **SF 182, Authorization, Agreement and Certification of Training**  
**This document must be submitted immediately upon notification of the nominee's selection.**

**IF REQUESTING CAREER PROGRAM/ACTEDS FUNDING, THE FOLLOWING FORM MUST ALSO BE COMPLETED AND SUBMITTED TO THE RESPECTIVE CAREER PROGRAM/FUNCTIONAL CHIEF REPRESENTATIVE (FCR) POC PRIOR TO SUBMISSION TO HQDA.**

11. \_\_\_ **Career Program Support Form**



PROGRAM FORMS  
**Leadership for a Democratic Society (LDS)  
at the Federal Executive Institute (FEI)**

**Print this checklist for your use in completing your application package.**

All of the forms and documents listed below must to be completed and forwarded as part of your application package.

Assemble the forms in the order listed below.

**Incomplete application packages will NOT be processed.**

1. \_\_\_ **Application for ACTEDS Training Opportunities**
2. \_\_\_ **Nominee's Statement of Interest**
3. \_\_\_ **Supervisor's Validation of Requirement: Utilization Plan** (not to exceed 500 words)  
**NOTE: MUST BE COMPLETED AND SIGNED BY SUPERVISOR**
4. \_\_\_ **Resume** - Containing the following information in order: name; current grade; mailing address/phone number/email; and supervisor's name and telephone number for each position held; brief description of work experience; education (include type of degree; major; dates attended; grade point average); completed training; licenses/certifications; and awards. NOTE: Must include a separate list of all government sponsored training, to include any courses/training funded by Army Civilian Training, Education and Development System (ACTEDS). **DO NOT INCLUDE SUPPLEMENTAL DATA**
5. \_\_\_ **Last 3 Performance Ratings** (including annotated Support Forms). If these appraisals are not available, you must include an explanation about the missing appraisals, verified by your supervisor or CPAC, and your "next" most recent appraisals.
6. \_\_\_ **CES Completion** - Include copy of required level CES Certificate of Completion or equivalent course documentation. See course/program requisite(s) located in announcement.
7. \_\_\_ **Verification that the nominee has served the requisite time (refer to training announcement), or any combination thereof, in a Department of the Army civilian permanent position(s).**
8. \_\_\_ **Continued Service Agreement** (must be signed and dated). Applicants must agree to continue service within the Department of Defense for not less than three (3) times the length of the training.
9. \_\_\_ **SF 181, Ethnicity and Race Identification**  
**NOTE: Completion/submission of the SF-181 is strictly voluntary. It will be used for statistical purposes only, not for purposes of determining eligibility for participation in any training opportunity.**
10. \_\_\_ **SF-182, Authorization, Agreement And Certification Of Training**  
**This document must be submitted immediately upon notification of the nominee's selection.**

**IF REQUESTING CAREER PROGRAM/ACTEDS FUNDING, THE FOLLOWING FORM MUST ALSO BE COMPLETED AND SUBMITTED TO THE RESPECTIVE CAREER PROGRAM/FUNCTIONAL CHIEF REPRESENTATIVE (FCR) POC PRIOR TO SUBMISSION TO HQDA.**

11. \_\_\_ **Career Program Support Form**

## PROGRAM FORMS

### Senior Leader Seminar: Senior Leader Development Course

Print this checklist for your use in completing your application package.

Do not send this form with your package.

All of the forms and documents listed below must to be completed and forwarded as part of your application package. The on-line forms (links provided below) must be used. Please assemble the forms in the order listed.

**Note: Incomplete application packages will NOT be processed.**

1. \_\_\_ **Application for ACTEDS Training Opportunities**
2. \_\_\_ **Nominee's Statement of Interest**
3. \_\_\_ **Supervisor's Validation of Requirement: Utilization Plan (not to exceed 500 words)**  
**Note: THIS DOCUMENT MUST BE COMPLETED AND SIGNED BY SUPERVISOR**
4. \_\_\_ **Resume** - Containing the following information in order: name; current grade; mailing address/phone number/email; and supervisor's name and telephone number for each position held; brief description of work experience; education (include type of degree; major; dates attended; grade point average); completed training; licenses/certifications; and awards. NOTE: Must include a separate list of all government sponsored training, to include any courses/training funded by Army Civilian Training, Education and Development System (ACTEDS).
5. \_\_\_ **Last 3 Performance Ratings** (including annotated Support Forms). If these appraisals are not available, you must include an explanation about the missing appraisals, verified by your supervisor or CPAC, and your "next" most recent appraisals.
6. \_\_\_ **CES Completion** - Include copy of required level CES Certificate of Completion, equivalent course documentation, or request for waiver with supporting documentation.
7. \_\_\_ **Verification that the nominee has served the requisite time (refer to training announcement),** or any combination thereof, in a Department of the Army **civilian** permanent position(s).
8. \_\_\_ **SF 181, Ethnicity and Race Identification**  
**Note: Completion/submission of the SF-181 is strictly voluntary. It will be used for statistical purposes only, not for purposes of determining eligibility for participation in any training opportunity.**



## PROGRAM FORMS

### Senior Manager Course (SMC) in National Security Leadership

Print this checklist for use in completing your application package.

All of the forms and documents listed below must to be completed and forwarded as part of your application package. The on-line forms (links provided below) must be used. Please assemble the forms in the order listed.

**Note: Incomplete application packages will NOT be processed.**

1.  **Application for ACTEDS Training Opportunities**
2.  **Nominee's Statement of Interest**
3.  **Supervisor's Validation of Requirement: Utilization Plan (not to exceed 500 words)**  
**Note: THIS DOCUMENT MUST BE COMPLETED AND SIGNED BY SUPERVISOR**
4.  **Resume** - Containing the following information in order: name; current grade; mailing address/phone number/email; and supervisor's name and telephone number for each position held; brief description of work experience; education (include type of degree; major; dates attended; grade point average); completed training; licenses/certifications; and awards. NOTE: Must include a separate list of all government sponsored training, to include any courses/training funded by Army Civilian Training, Education and Development System (ACTEDS).
5.  **Last three (3) Performance Ratings** (including annotated Support Forms). If these appraisals are not available, you must include an explanation about the missing appraisals, verified by your supervisor or CPAC, and your "next" most recent appraisals.
6.  **CES Completion** - Include copy of required level CES Certificate of Completion, equivalent course documentation, or request for waiver with supporting documentation.
7.  **Verification that the nominee has served the requisite time (refer to training announcement),** or any combination thereof, in a Department of the Army **civilian** permanent position(s).
8.  **Continued Service Agreement (must be signed and dated).** Applicants must agree to continue service within the Department of Defense for not less than three (3) times the length of the training.
9.  **SF 181, Ethnicity and Race Identification**  
**Note: Completion/submission of the SF-181 is strictly voluntary. It will be used for statistical purposes only, not for purposes of determining eligibility for participation in any training opportunity.**
10.  **SF 182, Authorization, Agreement and Certification of Training**  
**This document must be submitted immediately upon notification of the nominee's selection.**

**IF REQUESTING CAREER PROGRAM/ACTEDS FUNDING, THE FOLLOWING FORM MUST ALSO BE COMPLETED AND SUBMITTED TO THE RESPECTIVE CAREER PROGRAM/FUNCTIONAL CHIEF REPRESENTATIVE (FCR) POC PRIOR TO SUBMISSION TO HQDA.**

11.  **Career Program Support Form**

PROGRAM FORMS

**Applicant Process for ALL SETM PROGRAMS  
(Senior Enterprise Talent Management)**

**Defense Senior Leader Development Program (DSLDP)**

**Senior Service Colleges (SSCs)**

**Army War College (AWC),  
AWC-Distance Education (AWC-DE),  
National Defense University - The Eisenhower School (NDU/ES)**

**Enterprise Placement Program (EPP)**

**Project-Based SETM Temporary Duty (TDY) Assignments**

**Access the CSLDO website below for SETM  
application process (Applicant Toolkit)**

**<https://www.csldo.army.mil/>**

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# **Introduction to the Civilian Education System (CES) and Civilian Human Resources Training Application System (CHRTAS)**

There have been many changes in the last year. The Army is in a period of transition, and transformation.

Transformation of the Army begins with educating the Army's leaders. The Civilian Education System (CES) is a progressive and sequential leader development program that provides enhanced leader development and education opportunities for Army civilians throughout their careers. Army civilians will become multi-skilled leaders of the 21st Century who personify the warrior ethos in all aspects, from war-fighting support to statesmanship, to business management. CES provides the Army Civilian Corps self-development and institutional training (leader development) opportunities to develop leadership attributes through distance learning (dL) and resident training.

The CES leader development program includes five courses that replace the previous inventory of legacy courses offered for Army Civilians- Foundation Course (FC), Basic Course (BC), Intermediate Course (IC), Advanced Course (AC) and Continuing Education for Senior Leaders (CESL). In addition, CES also includes the Action Officer Development Course (AODC), Supervisory Development Course (SDC), Manager Development Course (MDC), and Senior Service College (SSC).

The Civilian Human Resources Training Application System (CHRTAS) is the on-line method for submitting your CES application. CHRTAS is an automated management system that allows you to develop and record your completed training, apply for Civilian Human Resource and NSPS courses, and CES courses. Your CES leader development experience starts at <https://www.atrrs.army.mil/channels/chrtas>. Begin by preparing/ updating your profile, which contains critical information we need to know about you. Once this is complete, you can begin to search for courses and apply for training.

Additional information on CES and available courses may be found on the Army Management Staff College (AMSC) web site.

## **Apply to Courses** *(click course title below)*

- \* **Action Officer Development Course (AODC)**
- \* **Supervisor Development Course (SDC)**
- \* **Manager Development Course (MDC)**
- \* **Foundation Course (FC)**
- \* **Basic Course (BC)**
- \* **Intermediate Course (IC)**
- \* **Advance Course (AC)**
- \* **Continuing Education for Senior Leaders (CESL)**

## Action Officer Development Course (AODC)

Course Number	1-250-AODC(DC)
Mode	Distance Learning
Location	<a href="https://www.atrrs.army.mil/channels/chrtas/student/main.aspx">https://www.atrrs.army.mil/channels/chrtas/student/main.aspx</a>
Eligibility Requirements	Available to all Army employees as a self-development Tool. AODC is a required course for all Army interns and completion is required before completion of the intern program.
Purpose	Provide action officer procedures to a staff member with subject matter expertise who works actions on behalf of senior staff officers or commanders. The term "action officer" does not refer to a duty position. This course describes "staff work" as it is generally practiced Army-wide.
Description	The AODC covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army standard; coordinating; conducting briefings; and ethics.
Applicant Eligibility	<p>AODC is available to all Army employees as a self-development tool.</p> <p>Army Non-appropriated Fund (NAF), Wage Grade (WG), Local National (LN)</p> <p>It is a required course for all Army interns before completion of the intern program.</p>
Registration Process	<p>To register, go to the Civilian Human Resource Training Application System at <a href="https://www.atrrs.army.mil/channels/chrtas/student/main.aspx">https://www.atrrs.army.mil/channels/chrtas/student/main.aspx</a></p> <p>Ensure profile is updated before applying for training.</p> <p>Further information is available via the Army Civilian Training and Leader Development Site at: <a href="http://www.t3ac.army.mil/leader/pages/aodc.aspx">http://www.t3ac.army.mil/leader/pages/aodc.aspx</a></p>

## Supervisor Development Course (SDC)

Course Number	1-250-C53 (DL)
Mode	Web-Based Training
Location	Army Learning Management System (ALMS) <a href="https://www.lms.army.mil/Saba/Web/Main">https://www.lms.army.mil/Saba/Web/Main</a>
Eligibility Requirements	Required for all Military and Civilian supervisors of Army Civilians. The SDC must be completed within one year of placement in a supervisory position. The SDC is also required for supervisors as refresher training every 3 years. The course is available to all Army employees as a self-development tool. It is highly recommended for supervisors or managers to complete SDC before enrolling in any of the CES resident courses.
Purpose	Provides supervisors with civilian personnel administration skills such as work management and basic supervision.
Description	The SDC contains lessons on topics mandated by the NDAA 2010. Topics include: Workforce Planning, Position Management and Classification, Hiring, Merit Systems Principles & Prohibited Personnel Practices, Onboarding, Performance Management, Training & Development, Recognition, Incentives and Awards, Coaching, Counseling and Mentoring, Leave Administration, Workers' Compensation, Labor Relations, Supervising a Diverse Workforce, Hostile Work Environment, Reasonable Accommodations, Creating an Engaging Work Environment, Managing Conflict, Valuing Individual Differences, Leading Change. There a final test at the end of the course. You must score at least an 80% to pass the course, and you will have 2 opportunities to pass the test. If you do not pass the test on the second attempt, you must contact your supervisor, and the test will be reset.
Application Process	To enroll in this course, go to the Civilian Human Resource Training Application site <a href="https://www.atrrs.army.mil/channels/chrtas">https://www.atrrs.army.mil/channels/chrtas</a> . Click on the Apply for Training menu option on the left side of the screen and follow the steps. Step 1, select the current FY; Step 2, select supervisor training; Step 3, select Supervisor Development Course (SDC); Step 4, click the search button to register. You will have to verify your AKO username and password.  Once you complete the registration process, your supervisor will receive a system-generated email with instructions to approve your training. You will then receive an email with instructions on how to access the course. Be sure to print and save the SDC Lesson Desk Reference.



## Manager Development Course (MDC)

Course Number	MDC 1-250-
Mode	Distance Learning CD & Web
Location	Civilian Human Resource Training Application System <a href="https://www.atrrs.army.mil/channels/chrtas/student/main.aspx">https://www.atrrs.army.mil/channels/chrtas/student/main.aspx</a>
Eligibility Requirements	Available to all Army employees as a self-development tool. It is highly recommended for all civilians in supervisory or managerial positions before attending CES courses.
Purpose	Assists supervisors or managers basic skills for managing work and leading people.
Description	The MDC includes modules in organizational culture; time management; objectives and plans; problem solving and decision making, planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental Program; equal
Application Process	To enroll in this course, go to Civilian Human Resource Training Application System web-site <a href="https://www.atrrs.army.mil/channels/chrtas/student/main.aspx">https://www.atrrs.army.mil/channels/chrtas/student/main.aspx</a> . Ensure profile is updated before applying for training

## Foundation Course (FC)

Course Number	ATRRS (1-250-C59 (DL))
Mode	Distributed Learning Web
Location	Civilian Human Resource Training Application System <a href="https://www.atrrs.army.mil/channels/chrtas/default.asp">https://www.atrrs.army.mil/channels/chrtas/default.asp</a>
Eligibility Requirements	Required course for all Army Civilians hired after 30 September 2006. Employees with a break in service, and previous service date is before 30 September 2006, are required to take FC. Interns are required to complete the FC before completion of the intern program. The FC is available to other members of the Army Civilian Corps for self-development.
Purpose	Provides employees with an understanding of the structure of the U.S. Army, the Army's leadership doctrine, and the personnel system for Department of Army civilians.
Description	The FC course objectives are to understand U.S. Army leadership doctrine; increase self-awareness, as it relates to their profession; understand team building, group dynamics, and effective communication; assess individual values and how they relate to professional ethics; understand how to manage professional advancement and leverage career potential; and complete administrative requirements expected of DA civilians.
Application Process	Self-registration process through the Civilian Human Resource Training Application System web-site <a href="https://www.atrrs.army.mil/channels/chrtas/default.asp">https://www.atrrs.army.mil/channels/chrtas/default.asp</a> . AKO logon and password or Common Access Card (CAC) required to enroll.
Funding	No cost to participants

## **Basic Course (BC)**

### **Distributed Learning (DL) and Resident**

Course Number	ATRRS (1-250-C-60 (DL) & 1-250-C60 phase 2)
Mode	Distributed Learning Web and classroom
Location	Civilian Human Resource Training Application System <a href="https://www.atrrs.army.mil/channels/chrtas/default.asp">https://www.atrrs.army.mil/channels/chrtas/default.asp</a> Resident course located at Army Management Staff College, Fort Leavenworth, KS
Eligibility Requirements	Required for Army Civilians GS01-09 (and equivalent WG/NAF/pay bands). Applicants must have completed the Foundation Course (FC) if employed as an Army civilian after 30 September 2006 or had a break in service, and previous service date is before 30 September 2006. Applicants must have a current TAPES performance rating of successful or NSPS rating of Level (2) or above, and be in good standing regarding conduct.
Admission Priorities	Priority 1 - Army civilians in a permanent appointment to a supervisory or managerial position and have not received course/experience substitution.  Priority 2 - Other Army civilian employee.  Priority 3 - Military supervisors of civilians and other DoD leaders.  Distributed Learning (dL) course is available to other members of the Army Civilian Corps as self-development.
Purpose	Designed for civilian leaders to exercise direct leadership to effectively care for teams. Training focuses on basic education in leadership and counseling fundamentals, interpersonal skills and self-awareness.
Description	The BC consists of a dL course and a two week resident course. The resident course will be taken after successful completion of the dL course and takes place in a university setting encompassing a classroom environment and small group seminars.
Application Process	Self-registration process through the Civilian Human Resource Training Application System web-site <a href="https://www.atrrs.army.mil/channels/chrtas/default.asp">https://www.atrrs.army.mil/channels/chrtas/default.asp</a> . AKO logon and password or Common Access Card (CAC) required to enroll.
Funding	Most permanent Army civilians to include Local National, NAF, and WG employees are centrally funded. Military members; term and temporary employees; and non-Department of the Army employees, for example, are funded through their own organizations.

## Intermediate Course (IC) Distributed Learning (DL) and Resident

Course Number	ATRRS (1-250-C-61 (DL) & 1-250-C61 phase 2)
Mode	Distributed Learning Web and classroom
Location	Civilian Human Resource Training Application System <a href="https://www.atrrs.army.mil/channels/chrtas/default.asp">https://www.atrrs.army.mil/channels/chrtas/default.asp</a> Resident course located at Army Management Staff College - Fort Leavenworth, KS
Eligibility Requirements	Required for Army civilians GS10-12 (equivalent LN/WG/NAF/pay bands). Applicants must have completed the Foundation Course, if required. Applicants must have a current TAPES performance rating of successful or NSPS rating of Level (2) or above, and be in good standing regarding conduct.
Admission Priorities	Priority 1 - Required course for all Army civilians in a permanent appointment to a supervisory or managerial position and have not received course/experience substitution.  Priority 2 - Other Army civilian employees.  Priority 3 - Military supervisors of civilians and other DoD leaders.  Distributed Learning (dL) course is available to other members of the Army Civilian Corps as self-development.
Purpose	Designed for civilians who must be adaptive, innovative, self-aware, and prepared to effectively lead and care for personnel and manage assigned resources. Training and developmental exercises focus on planning, team building, establishing command climate, and stewardship of resources.
Description	The IC consists of a dL course and a three week resident course. The resident course will be taken after successful completion of the dL course and takes place in a university setting encompassing a classroom environment and small group seminars.
Application Process	Self-registration process through the Civilian Human Resource Training Application System web-site <a href="https://www.atrrs.army.mil/channels/chrtas/default.asp">https://www.atrrs.army.mil/channels/chrtas/default.asp</a> . AKO logon and password or Common Access Card (CAC) required to enroll.
Funding	Most permanent Army civilians to include Local National, NAF, and WG employees are centrally funded. Military members; term and temporary employees; and non-Department of the Army employees, for example, are funded through their own organizations.



## Advanced Course (AC) Distributed Learning (DL) and Resident

Course Number	ATRRS (1-250-C-62 (DL) & 1-250-C62 phase 2)
Mode	Distributed Learning Web and classroom
Location	Civilian Human Resource Training Application System <a href="https://www.atrrs.army.mil/channels/chrtas/default.asp">https://www.atrrs.army.mil/channels/chrtas/default.asp</a> Resident course located at Army Management Staff College – Ft. Leavenworth, KS
Eligibility Requirements	Required for Army civilian employees GS-13-15. Applicants must have completed the Foundation Course, if required. Applicants must have a current TAPES performance rating of successful or NSPS rating of Level (2) or above, and be in good standing regarding conduct.
Admission Priorities	<p>Priority 1 - Required course for all Army civilians in a permanent appointment to a supervisory or managerial position, GS-13 and above who have not received course/experience substitution.</p> <p>Priority 2 - Army senior level civilians, GS-13 and above or comparable pay band, currently not in a supervisory or managerial position.</p> <p>Priority 3 - Military supervisors of civilians or in managerial positions and other DoD leaders.</p> <p>Distributed Learning (dL) course is available to other members of the Army Civilian Corps as self-development.</p>
Purpose	Designed for civilian leaders who must be adaptive, innovative, self-aware, and capable of effectively leading a complex organization, guiding programs, and managing associated resources. The focus is on strategic thinking and assessment, change management, developing a cohesive organization, managing a diverse workplace, and management of resources.
Description	The AC consists of a dL course and a four week resident course. The resident course will be taken after successful completion of the dL course and takes place in a university setting encompassing a classroom environment and small group seminars.
Application Process	Self-registration process through the Civilian Human Resource Training Application System web-site <a href="https://www.atrrs.army.mil/channels/chrtas/default.asp">https://www.atrrs.army.mil/channels/chrtas/default.asp</a> . AKO logon and password or Common Access Card (CAC) required to enroll.
Funding	Most permanent Army civilians to include Local National, NAF, and WG employees are centrally funded. Military members; term and temporary employees; and non-Department of the Army employees, for example, are funded through their own organizations.

## Continuing Education For Senior Leaders (CESL) Distributed Learning (DL) and Resident

Course Number	ATRRS (1-250-C63 phase 2)
Mode	Classroom
Location	Civilian Human Resource Training Application System <a href="https://www.atrrs.army.mil/channels/chrtas/default.asp">https://www.atrrs.army.mil/channels/chrtas/default.asp</a> Resident course located at Ft. Leavenworth, Kansas
Eligibility Requirements	Designed for Army civilian employees permanent appointment GS-14/15 or equivalent for Army Non-appropriated Fund (NAF), Wage Grade (WG), Local National (LN); active duty military at the rank of COL, LTC, CW5, CW4, CSM, or SGM and other DoD leaders. Applicants must have completed the AC or granted AC course credit. One year is required between each CESL attendance.
Admission Priorities	Priority 1 - Army civilians in permanent appointment GS-14/15 or comparable pay band. Active duty military at the rank of COL, LTC, CW5, CW4, CSM, SGM.  Priority 2 - DoD civilians in permanent appoint GS-14/15 or comparable pay band.
Purpose	Designed to be a continuing education sustainment program to bring senior leaders together to discuss current and relevant issues facing the Army. The intent is for leaders to return to the program continuously every three or more years to refresh and update on current Army initiatives.
Description	The CESL is conducted through blended learning - precourse work and a 4.5 day resident course. The resident course consists of both small and large group activities. The course structure is a combination of guest speakers and interactive exercises. Updates on Army initiatives are also included in the program.
Application Process	Self-registration process through the Civilian Human Resource Training Application System web-site <a href="https://www.atrrs.army.mil/channels/chrtas/default.asp">https://www.atrrs.army.mil/channels/chrtas/default.asp</a> . AKO logon and password or Common Access Card (CAC) required to enroll.
Funding	Most permanent Army civilians to include Local National, NAF, and WG employees are centrally funded. Military members; term and temporary employees; and non-Department of the Army employees, for example, are funded through their own organizations.

# TRADOC Army Command Career Program Manager (CCPM) Contact Roster

Career Program	U.S. Army TRADOC Command Career Program Manager (CCPM)
Civilian Personnel Administration (CP10)	Director, Civilian Human Resources Directorate HQ TRADOC, DCS G-1/4 ATTN: ATBO-C 661 Sheppard Place Fort Eustis, VA 23604-5748 Phone: (757) 501-6822 DSN 501 POC: (757) 501-6867
Comptroller (CP11)	Assistant Deputy Chief of Staff, G-8 HQ TRADOC, DCS G-8 ATTN: ATRM 661 Sheppard Place Fort Eustis, VA 23604-5727 Phone: (757) 501-6683 DSN 501 POC: (757) 501-6722
Safety and Occupational Health (CP12)	Director, Command Safety Office HQ TRADOC, Command Safety Office ATTN: ATCS-S 950 Jefferson Avenue Fort Eustis, VA 23604-5700 Phone: (757) 501-5462 DSN 501 POC: (757) 501-5451
Supply Management (CP13)	Deputy Director, Logistics Directorate HQ TRADOC, DCS G-1/4 ATTN: ATBO-H 661 Sheppard Place Fort Eustis, VA 23604-5759 Phone: (757) 501-6903 DSN 501 POC: (757) 501-6912
Quality and Reliability Assurance (CP15)	Deputy Director, Logistics Directorate HQ TRADOC, DCS G-1/4 ATTN: ATBO-H 661 Sheppard Place Fort Eustis, VA 23604-5759 Phone: (757) 501-6903 DSN 501 POC: (757) 501-6912
Engineers and Scientists (Non Construction) (CP16)	Concepts Development, CDID CDI Integration Cell U.S. Army Fires Center of Excellence 700 McNair Avenue Fort Sill, OK 73503-4436 Phone: (580) 442-6952 DSN 639 FAX: (580) 442-7216

Career Program	U.S. Army TRADOC Command Career Program Manager (CCPM)
Matériel Maintenance Management (CP17)	Deputy Director, Logistics Directorate HQ TRADOC, DCS G-1/4 ATTN: ATBO-H 661 Sheppard Place Fort Eustis, VA 23604-5759 Phone: (757) 501-6903 DSN 501 POC: (757) 501-6912
Engineers and Scientists (Construction) (CP-18)	Director, Engineer Directorate HQ TRADOC, DCS G-1/4 ATTN: ATBO-G 661 Sheppard Place Fort Eustis, VA 23604-5759 Phone: (757) 501-6881 DSN 501
Physical Security and Law Enforcement (CP-19)	G-34 Protection Directorate HQ TRADOC, DCS-3/5/7 ATTN: ATTG-OPJ Fort Eustis, VA 23604-5714 Phone: (757) 501-5818
Quality Assurance (Ammunition-Surveillance) (CP-20)	Deputy Director, Logistics Directorate HQ TRADOC, DCS G-1/4 ATTN: ATBO-H 661 Sheppard Place Fort Eustis, VA 23604-5759 Phone: (757) 501-6903 DSN 501 POC: (757) 501-6912
Public Affairs and Communication Media (CP-22)	Deputy Chief, TRADOC Public Affairs HQ TRADOC, OPA ATTN: ATPA 950 Jefferson Avenue Fort Eustis, VA 23604-5709 Phone: (757) 501-5866 DSN 501
Transportation and Distribution Management (CP-24)	Deputy Director, Logistics Directorate HQ TRADOC, DCS G-1/4 ATTN: ATBO-H 661 Sheppard Place Fort Eustis, VA 23604-5759 Phone: (757) 501-6903 DSN 501 POC: (757) 501-6912

*Note*

*CP14: Contracting and Acquisition  
TRADOC CCPM To Be Determined*

# TRADOC Command Career Program Manager

Career Program	U.S. Army TRADOC Command Career Program Manager (CCPM)
Manpower and Force Management (CP-26)	Director, Manpower & Force Analysis Directorate HQ TRADOC, DCS G-8 ATTN: ATRM-FA 661 Sheppard Place Fort Eustis, VA 23604-5727 Phone: (757) 501-6575 DSN 501 POC: (757) 501-6722
Equal Employment Opportunity (CP-28)	Director, Diversity Office/Equal Employment Opportunity HQ TRADOC, TRADOC EEO ATTN: ATCS-E 661 Sheppard Place Fort Eustis, VA 23604-5755 Phone: (757) 501-6508 DSN 501
Installation Management (CP-29)	Acting Director, Integration & Support Directorate HQ TRADOC, DCS G-1/4 ATTN: ATBO-S 661 Sheppard Place Fort Eustis, VA 23604-5752 Phone: (757) 501-6931 DSN 501 Deputy CCPM: (757) 501-6817
Education Services (CP-31)	Acting Director, Integration & Support Directorate HQ TRADOC, DCS G-1/4 ATTN: ATBO-S 661 Sheppard Place Fort Eustis, VA 23604-5752 Phone: (757) 501-6931 DSN 501 Deputy CCPM: (757) 501-6817
Training, Capabilities and Doctrine Warfighting Developers (CP-32)	Director, TRADOC QA Directorate HQ TRADOC 705 Washington Blvd Fort Eustis, VA 23604-1278 Phone: (757) 501-7099 DSN 501 Deputy CCPM: (757) 501-7116
Ammunition Management (CP-33)	Deputy Director, Logistics Directorate HQ TRADOC, DCS G-1/4 ATTN: ATBO-H 661 Sheppard Place Fort Eustis, VA 23604-5759 Phone: (757) 501-6903 DSN 501 POC: (757) 501-6912

Career Program	U.S. Army TRADOC Command Career Program Manager (CCPM)
Information Technology Management (CP-34)	Deputy Chief of Staff, G-6 HQ TRADOC, DCS G-6 ATTN: ATIM 661 Sheppard Place Fort Eustis, VA 23604-5733 Phone: (757) 501-6537 DSN 501 POC: (757) 501-6531
General Intelligence (CP-35)	Deputy Chief of Staff, G-2 HQ TRADOC, DCS G-2 ATTN: ATIN-ZA 950 Jefferson Avenue Fort Eustis, VA 23604-5734 Phone: (757) 501-6233 DSN 501 POC: (757) 501-6214
Analysis, Modeling and Simulation (CP-36)	Director, TRADOC Analysis Center TRAC-Fort Leavenworth ATTN: TRAC ATRC 255 Sedgwick Avenue Fort Leavenworth, KS 66027-2345 Phone: (913) 684-5132 DSN 552 POC: (575) 678-3493
Military Personnel Management (CP-50)	Deputy Director, Adjutant General Directorate HQ TRADOC, DCS G-1/4 ATTN: ATBO-B 661 Sheppard Place Fort Eustis, VA 23604-5744 Phone: (757) 501-6861 DSN 501
General Administration and Support (CP-51)	Assistant Deputy Chief of Staff, G-1/4 HQ TRADOC, DCS G-1/4 ATTN: ATBO-Z 661 Sheppard Place Fort Eustis, VA 23604-5748 Phone: (757) 501-6831 DSN 501 POC: (757) 501-6813
Medical (CP-53)	Office of the TRADOC Surgeon HQ TRADOC, TRADOC Surgeon's Office ATTN: ATBO-M 950 Jefferson Avenue Fort Eustis, VA 23604-5750 Phone: (757) 501-5631 DSN 501

*Note*

*CP27: Housing Management  
There are no CP27 civilians within TRADOC*

# TRADOC Command Career Program Manager

Career Program	U.S. Army TRADOC Command Career Program Manager (CCPM)
Inspector General (CP-55)	Deputy Inspector General HQ TRADOC, Office of IG ATTN: ATIG 661 Sheppard Place Fort Eustis, VA 23604-5708 Phone: (757) 501-6565 DSN 501 POC: (757) 501-6574
Legal (CP-56)	Office of the TRADOC Staff Judge Advocate HQ TRADOC, TRADOC SJA ATTN: ATJA 950 Jefferson Avenue Fort Eustis, VA 23604-5700 Phone: (757) 501-5769 DSN 501
Foreign Affairs/ Strategic Planning (CP-60)	<i>Pending CCPM Selection</i>  Deputy to the TRADOC G-3/5 HQ TRADOC, DCS G-3/5/7 950 Jefferson Avenue Fort Eustis, VA 23604-5718 Phone: (757) 501-5836 DSN 501

Career Program	U.S. Army TRADOC Command Career Program Manager (CCPM)
Historian/Museum Curator (CP-61)	Chief Historian, TRADOC Mil History Ofc HQ TRADOC, TRADOC Mil History Ofc ATTN: ATBO-MH 661 Sheppard Place Fort Eustis, VA 23604-5751 Phone: (757) 501-6656 DSN 501 POC: (757) 501-6653
Aviation (CP-64)	Director CP-64 Army Aviation Center of Excellence Bldg. 4506 Joker Street Fort Rucker, AL 36362 Phone: (334) 255-2811 DSN 558 Fax: (334) 255-2639 POC: (334) 255-0307

**TRADOC Career Management Program Manager**  
**HQ TRADOC, DCS G-1/4 (ATBO-C)**  
**Civilian Human Resources Directorate**  
**661 Sheppard Place**  
**Fort Eustis, VA 23604**  
**757-501-6867**

(10/2017)

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# FY18 CIVILIAN LEADER DEVELOPMENT TRAINING PROGRAMS/OPPORTUNITIES

## HQ TRADOC POC List - Civilian Leader Development

### Submitting Applications

Applicants **MUST** follow TRADOC specific guidance for submission of application packages.  
 Applicants should not send packages directly to DA/DoD/Other Program Vendors

**CLD Team Leader  
 (757) 501-6821**

### Mailing Address

HQ TRADOC, DCS G-1/4  
 ATTN: ATBO-C  
 Civilian HR Directorate  
 661 Sheppard Place  
 Fort Eustis, VA 23604  
 (Floor: 3<sup>rd</sup> Floor; Mail Room 357)

### TRADOC Programs

Program	Eligible Grade (and Equivalent)	TRADOC POC Number	Interactive Links
<b>(ALP)</b> TRADOC Aspiring Leader Program – PILOT	GS 05-10	(757) 501-6821 (757) 501-6807	ALP Program Guide
<b>(ILDLP)</b> TRADOC Intermediate Leader Development Program <i>ILDLP Info Document</i>	GS 11-12; GS-13 by Exception	(757) 501-6821 (757) 501-6816	ILDLP Program Guide (2017-2019)
<b>(SLDP)</b> TRADOC Senior Leader Development Program <i>SLDP Info Document</i>	GS 14-15; High Performing GS-13	(757) 501-6816 (757) 501-6807	SLDP Program Guide (2017-2019)

### Army Programs

Program	Eligible Grade (and Equivalent)	TRADOC POC Number	Interactive Links
<b>(ACFP)</b> Army Congressional Fellowship Program	GS 11-14	(757) 501-6867 (757) 501-6821	ACFP Info Document
<b>(ADT)</b> Academic Degree Training <i>(Must check with TRADOC Command CP Manager)</i>	Varies	(757) 501-6867	ADT Info Document
<b>(CES)</b> Civilian Education System <i>(Register on CHRTAS website)</i>	Varies by CES Program	(757) 501-6807	CES Info Document
<b>(DCELP)</b> DoD Defense Civilian Emerging Leader Program	GS 07-12	(757) 501-6867 (757) 501-6821	DCELP Info Document
<b>(DSLDP)</b> DoD Senior Leader Development Program <i>(part of SETM)</i>	GS 14-15	(757) 501-6816	CSLDO Website
<b>(ELDP)</b> DoD Executive Leadership Development Program <i>(part of SETM)</i>	GS 12-13	(757) 501-6816	CSLDO Website
<b>(Harvard SEF)</b> Harvard University Senior Executive Fellows	GS 14-15	(757) 501-6867	Harvard SEF Info Document
<b>(LDS at FEI)</b> Leadership for a Democratic Society at the Federal Executive Institute	GS-15	(757) 501-6867	LDS at FEI Info Document
<b>(SETM &amp; ETM)</b> Senior Enterprise Talent Management and Enterprise Talent Management	GS 12-15	(757) 501-6816	CSLDO Website
<b>(SLS)</b> Senior Leader Seminar: Senior Leader Development Course	GS-15	(757) 501-6867	SLS Info Document
<b>(SMC)</b> Senior Manager Course in National Security Leadership	GS 14-15	(757) 501-6867	SMC Info Document
<b>(SSC)</b> Senior Service College Programs <i>(part of SETM)</i>	GS 14-15	(757) 501-6816	SSC/PME/CGSC Info Document
<b>(FCR CPD &amp; SST)</b> FCR Competitive Professional Development and Short Term Training Programs (Eligible grades will vary)			<sup>1</sup> For individual CP Opportunities; applicant must check with TRADOC CCPM (CCPM Roster Link) <sup>2</sup> FCR CPD and SST Info Document (Long Term Tng Guide) <sup>3</sup> CHRDP POC: 757-501-6867

# Academic Degree Training (ADT)

## Checklist

General Information	Academic Degree Training (ADT) is defined as training or education with the stated objective of obtaining an academic degree. Training must contribute significantly to meeting an identified agency training need; resolve an identified agency staffing problem; or accomplish goals in the strategic plan of the agency. The training must be received from an accredited college or university.
Approval Authority	The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA) is the sole approval authority for approving Academic Degree Training (ADT) requests, regardless of the source of funding (ACTEDS central funds, proponent funds other than ACTEDS, Command or Installation funds).
Eligibility	All members of the Army Civilian Corps are eligible to apply for Academic Degree Training (ADT), except those employees occupying or seeking to qualify for: (1) appointment to any position that is excepted from the competitive service because of its confidential, policy-determining, policy-making, or policy-advocating nature (i.e., Schedule C appointments); or 2) a non-career appointment in the Senior Executive Service (SES). Additionally, all applicants must have three (3) years of permanent, full time employment as a DA civilian at time of application.
Limitations	The academic degree must be related to the performance of the employee's official duties. The training must contribute significantly to meeting the command's identified: training need; staffing problem; or accomplishing goals in the strategic plan of the organization. The training must be accredited and provided by a college or university that is accredited by a nationally recognized body, which a regional, national or international is accrediting organization recognized by the U.S. Department of Education. Please consult the ED.gov website for a listing.
Funding	ADT may be funded by the Career Program with ACTEDS/central funds or through Command funding. The funding threshold must not exceed \$75,000.
Authorized Expenses	All or part of necessary expenses, to include tuition and matriculation fees; library and laboratory services, purchase or rental of books, materials, supplies; and other services or facility costs directly related to the training. Membership fees ONLY if the fee is a condition of attending the training.
Application Process	<p>Applicants seeking Career Program/ACTEDS funds, must submit their application packet via GoArmyEd_for review and selection through a competitive process (AR 690-950).</p> <p>Command funded ADT requests must be accompanied by a command endorsement from the Commander or designated Command Point of Contact (POC) that command/installation funding is available. Command POC will electronically forward complete packets to: <a href="mailto:usarmy.pentagon.hqda-dcs-g-3-5-7.mbx.academic-degree-trng-spt@mail.mil">usarmy.pentagon.hqda-dcs-g-3-5-7.mbx.academic-degree-trng-spt@mail.mil</a></p> <p>Endorsement memos should be addressed:</p> <p>THRU Deputy Chief of Staff, G-37, Training Directorate, Civilian Training and Leader Development Division (G-37/TRV), FOR ASA (M&amp;RA), 111 Army Pentagon, Room 2E469, Washington, DC 20310-0111.</p>

Notification	Employees will be contacted by the appropriate FCR or Command POC regarding the status of his/her ADT request. Beginning ADT training prior to ASA (M&RA) approval will not be funded by the government.
Funding document (SF-182)	Employees who receive ASA (M&RA) written approval from the Career Program/FCR POC must initiate a SF-182 for training in the <a href="#">GoArmyEd</a> system. Approval must be received prior to beginning training or the employee will be responsible for payment (ACTEDS will not fund). Employees who receive ASA (M&RA) written approval from the Command POC, must initiate a SF-182 for training in accordance with local established procedures.
Agreement to continue service	An employee selected for training must is subject and must sign a Continued Service Agreement (CSA) prior to starting training. The period of service will be equal to at least three times the length of training (ADT may be based on semester hours).
Checklist	<a href="#">Click here to view the ADT Checklist</a> of requirements when applying for Academic Degree Training.
References	5 USC Section 4107; 5 CFR 4109 & 410.308(a) and (b); AR350-1

## Army Congressional Fellowship Program (ACFP) (Opportunities Open to All Career Programs)

### Checklist

Modern DCPDS Course Code	15LEG			
Length of Program	18 months consecutive.			
Location	Washington, DC (Capitol Hill)			
Suspense Dates Dates of Program	<b>DA SUSP from MACOM/ FCR</b>	<b>TRADOC SUSP from COE/Activity</b>	<b>Board Dates</b>	<b>Program Dates</b>
	03 April 2017	16 March 2018	TBD	May 2018 - Dec 2019
Eligibility Requirements	<p>Army Civilian employees at the GS-11 through GS-14 level who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or, are serving under an Excepted Service appointment in the Defense Civilian Intelligence Personnel System (Title 10 USC 1610) and have a minimum of three years of consecutive service under one or more permanent Department of the Army civilian positions.</p> <p>Pre-requisites:</p> <ul style="list-style-type: none"> <li>• Minimum of a Bachelor's degree (GPA must be 3.0 unless applicant has previously earned a Master's degree);</li> <li>• GS-11/12 or equivalent pay bands - Completion of the CES Intermediate Course or copy of CHRTAS Intermediate Course Credit Documentation;</li> <li>• GS-13/14 or equivalent pay bands - Completion of the CES Advanced Course or copy of CHRTAS Advanced Course Credit Documentation.</li> </ul>			
Other Requirements	<p>Have extraordinary potential for future Army service;</p> <p>Have interpersonal skills and the ability to interact and form relationships with individuals from diverse backgrounds;</p> <p>Be able to complete the full fellowship program without interruption;</p> <p>Command post-training utilization assignment in a position related to congressional affairs.</p>			
Overview	The Army Congressional Fellowship Program is an 18-month program which includes pursuit of a Master's Degree in Legislative Affairs at George Washington University, service on the staff of a Member of Congress, and utilization on the Army Staff in a congressional-related			



	duty position. The program seeks individuals who have demonstrated outstanding promotion potential.
Purpose	The purpose of the Army Congressional Fellowship Program (ACFP) is to educate and train selected Army officers and civilians in all aspects of congressional activities, emphasizing those matters regarding the Department of Defense (DOD). The program provides an understanding of the dimensions and complexities of congressional responsibilities and their relationship to the total process of government that is of future value to the Army. (Army Regulation 1-202)
Description	<p>Orientation and Academics. Selected participants begin the Fellowship in May 2018 by participating in a HQDA orientation program (May-December 2018), which educates fellows on HQDA operations and the Army's position on a wide range of issues. The academic portion of the fellowship begins simultaneously with the HQDA orientation and includes an intensive summer program of study at George Washington University (GWU). The GWU Master's in Legislative Affairs consists of a rigorous, 11-course program focused on Congress. The curriculum exposes students to all aspects of the congressional experience. Congressional staffers comprise the large majority of students in the program, which offers Army fellows a unique opportunity to network with others working on Capitol Hill and in the legislative liaison arena. Fellows enroll in core courses and electives in the summer and fall 2018 sessions. Fellows take elective courses in areas of their choosing, pursue independent study opportunities, and complete comprehensive exams during the proceeding spring session with the goal of earning a Master's Degree in Legislative Affairs by the end of spring 2019.</p> <p>The Capitol Hill experience. In January 2019, fellows begin their assignment on Capitol Hill by serving on the staff of a Member of Congress or on a congressional committee. Fellows are typically given responsibility for drafting legislation, arranging congressional hearings, writing speeches, drafting floor statements, handling defense-related constituent issues, and briefing Members of Congress prior to committee deliberations and floor debate. The Capitol Hill experience ends in December 2019.</p> <p>The ideal Army Congressional Fellowship Program Civilian nominee ...</p> <ul style="list-style-type: none"> <li>• Has held a variety of positions in which experiences reflect increasing levels of responsibility.</li> <li>• Has demonstrated a strong academic background and utilization of superb writing, oral communication, and interpersonal skills.</li> <li>• Represents the US Army in accordance with the Army Civilian Corps Creed.</li> </ul>
Application Process	Application packages will be forwarded through command channels respective Army Commands (ACOM), Army Service Component Commands (ASCC), Direct Reporting Units (DRU), or the

	<p>Office of the Administrative Assistant to the Secretary of the Army (OAASA), Civilian Personnel Director. The nomination suspense dates in this announcement are HQDA suspense dates. Please check with your local/command training manager for Army Command suspense dates so your application meets all local/command suspense deadline(s). Application packets received from individuals who do not meet ALL eligibility requirements by the designated HQDA suspense date will be returned without action. Complete application packages must be sent through command channels for forwarding to G37/TRV. Commands may send packets via regular mail or FedEx to the following address:</p> <p>Headquarters Department of the Army  G-37 Training Directorate  Civilian Training and Leader Dev Division  ATTN: DAMO-TRV (ACFP)  450 Army Pentagon  Room 2D639  Washington, D.C. 20310-0450</p> <p>Applications will not be accepted directly from the candidate.</p>
Selection and Notification	<p>COMMANDS ARE LIMITED TO TWO NOMINATIONS. Applicant packages are evaluated at each level of the submission process - supervisor, command headquarters, and HQDA AFCP Selection Board. Applicants should indicate qualifications to include: demonstrated flexibility in work habits; ability to work in an unstructured environment; ability to work independently with minimum supervision, direction or assistance; and, an interest in legislative procedures, practices and techniques. Civilians selected to participate in this program will incur a service obligation of not less than three times the length of training. DAMO-TRV will notify ACOMs/ASSC/DRU/OAASA of selection results.</p>
Deferment Procedures	<p>Office of Chief Liaison (OCLL) does not grant deferments.</p>
Funding	<p>Tuition cost of approximately \$25,000, travel and per diem, and two (2) Congressional TDYs is centrally funded.</p>
Point of Contact	<p>Army Civilians, send email inquiries to: <a href="mailto:usarmy.pentagon.hqda-dcs-g-3-5-7.mbx.comp-pro-dev-spt@mail.mil">usarmy.pentagon.hqda-dcs-g-3-5-7.mbx.comp-pro-dev-spt@mail.mil</a></p>

## Defense Civilian Emerging Leader Program (DCELP)

### Checklist

What is the Defense Civilian Emerging Leader Program (DCELP)?	The Defense Civilian Emerging Leader Program (DCELP) is the premier Department of Defense (DOD) leader development program for civilians. The program consists of a series of 4 one-week in-resident sessions, assessment tools, knowledge transfer activities, participant writing and briefing projects, and individual coaching. The program concentrates on the five terminal learning objectives of Know Self, Express Self, Build Teams, Manage Organizations and Understand the DOD.
Who should be nominated for DCELP?	It is intended for entry and emerging DoD civilians in the grades of GS-7 - GS-12 (or equivalent) in DoD and other Federal Agencies. The program is currently open to the Acquisition, Financial Management and Human Resources career fields during the first half of the training period and all occupational series during the second half of the training period.
What does it entail?	DCELP institutes a competency-based approach for the deliberate development of individuals selected to the program with the emphasis on Leading Self and Leading Teams/Projects as depicted on the DoD Civilian Leader Development Continuum. In DCELP, leadership is developed both inside and outside of the classroom. The program combines community-based learning, guest speakers, group projects, mentoring and simulations. In a classroom environment, participants spend approximately 21 days of instruction of seminars over a four-month period of time at the DoD Executive Management Training Center (EMTC) located in Southbridge, Massachusetts. Each course of instruction begins on a Monday and ends at noon on Friday.  More information can be found on the DCPAS website at <a href="https://www.cpms.osd.mil/Subpage/Events/LeaderDevelopment">https://www.cpms.osd.mil/Subpage/Events/LeaderDevelopment</a>
What are the eligibility Requirements for DCELP?	An individual must: <ul style="list-style-type: none"> <li>• <b>Be a permanent, full time civilian employee</b></li> <li>• <b>Served Three (3) years, or any combination thereof, in a Department of the Army Civilian Permanent Position at time of application</b></li> <li>• <b>Provide copy of CES Certificate of Completion level or equivalency credit documentation at time of application</b></li> </ul>
Funding Costs	Travel and per diem is ACTEDS centrally funded. There is no cost for lodging at EMTC.
What are the application requirements?	All applications must be reviewed and vetted through the Career Program Managers, the Command/Agencies or designated Command Point of Contact (POC), as applicable, then individually electronically forwarded as one application to HQDA G-3/5/7, Civilian Training and Leader Development Division. Complete applications include the following items:

	<ul style="list-style-type: none"> <li>• <b>Nominee Information Sheet for DoD Leader Development Programs</b> (form)</li> <li>• <b>Statement of Interest for DoD Leader Development Programs</b> (form)</li> <li>• <b>Defense Civilian Emerging Leader Program (DCELP) Supervisor Assessment</b> (3 page form)</li> <li>• <b>Biography</b> (two-page limit and no picture; sample template listed in Appendix D)</li> <li>• <b>Current SF-50, Notification of Personnel Action</b></li> <li>• <b>Order of Merit listing from Command/Agency</b></li> <li>• <b>Resume</b> (three page limit, no picture)</li> <li>• <b>Special Accommodations Memorandum from command/agency</b> including description and requirements, if applicable</li> </ul> <p>Incomplete applications and altered forms will not be considered.</p>
Notifications	Notifications Selectees will be notified via Career Program Manager/Command POC channels.
Suspense Dates for Applications	To Be Published upon receipt
Training Schedule	Two courses are offered per year; dates to be published upon availability.

# Harvard University Program for Senior Executive Fellows (SEF)

(Announcement has closed)

**Checklist**

Modern DCPDS Course Code	11SEF		
Length of Program	4 Weeks		
Location	John F. Kennedy School of Government, Harvard University, Cambridge, MA		
HODA Suspense	1 September 2017		
Program Dates	<b>Course</b>	<b>Class Dates</b>	<b>Continued Service Agreement (CSA) dates</b>
	Harvard SEF	22 Oct - 17 Nov 2017	19 Nov 17 – 18 Mar 18
	Harvard SEF	14 Jan - 09 Feb 2018	12 Feb 18 – 06 Jun 18
	Harvard SEF	15 Apr - 11 May 2018	14 May 18 – 06 Sep 18
	Harvard SEF	03 Jun - 29 Jun 2018	02 Jul 18 – 25 Oct 18
Eligibility Requirements	<p>Army Civilian managers at the GS-14/15 or equivalent levels.</p> <p>Pre-requisites:</p> <ul style="list-style-type: none"> <li>• Completion of Civilian Education System (CES) Advanced</li> <li>• Nominees must have completed three (3) years, or any combination thereof, of service in a permanent Department of the Army Civilian position(s).</li> </ul>		
Purpose	<p>To equip leaders to become executives by focusing on the Executive Core Qualifications (ECOs) spelled out by the Office of Personnel Management (OPM). Though the faculty adjust the curriculum regularly, emphasis is placed on skills relating to Policy Making, Authentic Leadership, Strategy, Negotiations, Persuasion, Implementation, Decision Making and Understanding and Using Data.</p>		
Description	<p>The Harvard SEF Program provides participants with practical, effective tools that help:</p> <ul style="list-style-type: none"> <li>• Identify and analyze the challenges and opportunities facing your organization, and master them politically, as well as technically;</li> <li>• Develop strategic plans of action using communication, negotiation and coalition-building skills;</li> <li>• Manage the tensions between long-term policy goals and short-term political pressures; and</li> <li>• Create an organizational environment that is responsive to change, but also true to its purpose and tradition.</li> </ul> <p>This program does not teach answers to specific problems - it provides a strategic approach to problem-solving. From the start, participants will take on a leadership role, discovering ways to look at issues from new perspectives. Through classwork, group work, and individual study, participants will practice strategic analysis daily, until it becomes a natural, ingrained response.</p> <p>Participants are expected to contribute their professional expertise to complement the program's learning experience, and are selected to reflect a broad cross-section of functional and operational responsibilities. The program is a unique opportunity to gain perspectives on public policy and management, to strengthen managerial skills and acquire insights into managerial practice, and to interact across agency and executive-legislative branch boundaries.</p>		



<p>Application Process</p>    <p>Selection</p>   <p>Notification</p>	<p>DO NOT SEND APPLICATIONS DIRECTLY TO HQDA OR THE HARVARD KENNEDY SCHOOL.</p> <p>Application packages will be forwarded through command channels</p> <p>The nomination suspense date in this announcement applies to ACOMs, ASCCs, DRUs, and OAASA only. Applicants must check with local/command training manager for applicable deadline to submit application.</p> <p>ACOMs, ASCCs, DRUs, and OAASA will use a competitive board to select candidates; utilizing an order of merit list (OML) to nominate primary and alternate candidates. The Nominee(s) Selection Form will be used to submit selectee information to HQDA by the suspense date in this announcement.</p> <p>Career Program-Funded Applications: Applicants/commands requesting career program funding support must contact the respective FCR for additional information prior to applying.</p> <p>*If selected, packets requesting Career Program/ACTEDS-funding support must be uploaded in the GoArmyEd system.</p> <p>ACOMs, ASCCs, DRUs, and OAASA will provide selection/non-selection notification.</p>
<p>Funding</p>	<p>Tuition (program fee) for Harvard SEF is \$23,900.</p> <ul style="list-style-type: none"> <li>• This cost includes tuition, curricular materials, housing, and most meals.</li> <li>• Funding of tuition, travel, and per diem and incidentals is the responsibility of the nominating activity.</li> <li>• All selectees are required to stay in assigned accommodations.</li> </ul>

## Leadership for a Democratic Society (LDS) at the Federal Executive Institute (FEI)

(Announcement has closed)

**Checklist**

Length	4 weeks		
Location	Office of Personnel Management's Federal Executive Institute in Charlottesville, Virginia		
HQDA Suspend	1 September 2017		
Program Dates	Program	Class Dates	Continued Service Agreement (CSA) dates
	438	15 Oct - 10 Nov 2017	13 Nov 17 - 12 Mar 18
	439 Blended Learning Program	(Resident): 3 - 15 Dec 2017 (Online): 16 Dec 2017 - 30 May 2018 Conclusion/Graduation: 30 May - 1 Jun 2018	4 Jun 18 - 26 Sep 18
	440 Applied Learning Program	7 - 19 Jan 2018 and return 1-13 April 2018	16 Apr 18 - 8 Aug 18
	441 Applied Learning Program	21 Jan - 2 Feb 2018 and return 15-27 April 2018	30 Apr 18 - 22 Aug 18
	442	4 Feb - 2 Mar 2018	5 Mar 18 - 26 Jun 18
	443	4 - 30 Mar 2018	2 Apr 18 - 25 Jul 18
	444	29 Apr - 25 May 2018	29 May 18 - 21 Sep 18
	445	3 - 29 Jun 2018	2 Jul 18 - 19 Oct 18
	446	8 Jul - 3 Aug 2018	6 Aug 18 - 30 Nov 18
	447	5-31 Aug 2018	4 Sep 18 - 31 Dec 18
	448	9 Sep - 5 Oct 2018	9 Oct 18 - 11 Feb 19
	Eligibility	<p>Army Civilian managers at GS-15 or pay-band equivalent levels.</p> <p>Pre-requisite:</p> <ul style="list-style-type: none"> <li>• Completion of Civilian Education System (CES) Advanced Course - or equivalent course.</li> <li>• Nominees must have completed three (3) years, or any combination thereof, of service in a permanent Department of the Army Civilian position(s).</li> </ul>	

Purpose	<p>LDS provides an executive leadership-development opportunity that challenges government executives to reach beyond their past practices to embrace a broader perspective of governance and new leadership capacity to better serve and support the American people.</p>
Description	<p>Leadership for a Democratic Society (LDS) program guides executives to understand the diverse goals of the government and the citizens it serves. Through this program of study, government executives find their voices and access wisdom to move their agencies in the strategic directions necessary for it to better achieve its mission. The LDS program provides a life-empowering and career-strengthening experience that will serve as the enduring foundation <b>of each executive leader's journey of personal and professional growth.</b></p> <p>Leveraging the expertise and experience of each executive, the LDS establishes a learning community where the participants and faculty are both teachers and learners. Anchored in scientifically validated leadership theory and principals, the core curriculum is aligned with <b>OPM's Executive Core Qualifications and Leadership Competencies.</b></p> <p>In addition to the LDS Core Curriculum, LDS participants, through a selection of learning environments and topics, tailor their learning experience to meet their self-determined goals and interests. Each executive completes several introspective assignments, at least one action learning project, and produces plans to transform themselves and their organizations.</p> <p>How You Will Benefit  LDS prepares senior-level leaders for today's complex challenges, including:</p> <ul style="list-style-type: none"> <li>• Broadened understanding of the U.S. Constitution as the foundation for Federal public service;</li> <li>• Increased critical self-awareness as an individual, team member, and leader;</li> <li>• Enhanced leadership and management strengths and areas for improvement, especially in the areas of team-building, strategic thinking, influencing/negotiating, political savvy, and external awareness;</li> <li>• Enhanced ability to identify problems and plan for action to improve organizational effectiveness;</li> <li>• Appreciate more fully the importance of Federal service and the diverse talents and resources of Federal executives;</li> <li>• Improved ability to leverage the diverse talents of the Federal workforce;</li> <li>• Expanded professional networks, enabling improved inter-organizational collaboration and problem-solving;</li> <li>• Increased resiliency, mental and physical wellness, and work-life balance.</li> </ul>



# Senior Leader Seminar: Senior Leader Development Course

(Announcement has closed)

**Checklist**

Length of Program	1 week		
Location	National Conservation Training Center (NCTC) Shepherdstown, WV		
HQDA Suspense	1 September 2017		
Program Dates	<b>Course</b>	<b>Class Dates</b>	<b>Continued Service Agreement (CSA) dates</b>
	SLS 18-1	29 April - 04 May 2018	CSA not required
	SLS 18-2	19 - 24 August 2018	CSA not required
Eligibility Requirements	<p>Pre-requisite: Army Civilian managers at GS-15 or pay-band equivalent levels.</p> <p>Pre-requisite:</p> <ul style="list-style-type: none"> <li>Completion of Civilian Education System (CES) Advanced Course or equivalent course</li> <li>Nominees must have completed three (3) years, or any combination thereof, of service in a permanent Department of the Army Civilian position(s).</li> </ul>		
Purpose	To enhance the education of select senior Army colonels, GS15 Department of the Army civilians, select Senior Warrant officers, and nominative position CSMs/SGMs who are either currently assigned, or projected for assignment, to key positions as advisors and staff officers for general officers and senior civilian leaders. The course also hosts select GS 15 federal civilians from across the U.S. interagency.		
Description	SLS offers an experience that is both broadening and educational, focused on increasing attendee preparation for service at the National level. The SLS is comprised of presentations and seminar sessions, facilitated by the U.S. Army War College (USAWC) faculty and mentored by a retired three star general officer senior facilitator. The SLS utilizes notable strategic level commentators from joint military, interagency, inter-governmental, non-governmental, media and academic communities to address current and future leadership, management, strategic and security issues.		
Application Process	<p>DO NOT SEND APPLICATIONS DIRECTLY TO HQDA OR THE NATIONAL CONSERVATION TRAINING CENTER (NCTC).</p> <p>Applications packages will be submitted through command channels to the respective Army Commands (ACOM), Army Service Component Commands (ASCC), Direct Reporting Units (DRU), or the Office of the Administrative Assistant to the Secretary of the Army (OAASA). The nomination suspense date</p>		

Selection	<p>in this announcement applies to ACOMs, ASCCs, DRUs, and OAASA only. Applicants must check with local/command training manager for applicable deadline to submit application.</p> <p>ACOMs, ASCCs, DRUs, and OAASA will use a competitive board to select candidates; utilizing an order of merit list (OML) to nominate primary and alternate candidates. The Nominee(s) Selection Form will be used to submit selectee information to HQDA by the suspense date in this announcement.</p>
Notification	ACOMs, ASCCs, DRUs, and OAASA will provide selection/non-selection notification.
Funding	Tuition (program fee), travel, per diem, and incidental entitlements, as allowable by the Joint Travel Regulation (JTR) is centrally funded by the Center for Strategic Leadership, U.S. Army War College.



# Senior Manager Course (SMC) in National Security Leadership

(Announcement has closed)

**Checklist**

Modern DCPDS Course Code	2 Weeks		
Location	George Washington University (GWU), Washington, DC.		
HQDA Suspense	1 September 2017		
Program Dates	<b>Course</b>	<b>Class Dates</b>	<b>Continued Service Agreement (CSA) dates</b>
	(18-1)	26 Feb – 9 Mar 2018	12 Mar 18 – 20 Apr 18
Eligibility Requirements	<p>Army Civilian managers at the GS-14/15 or equivalent levels.</p> <p>Pre-requisites:</p> <ul style="list-style-type: none"> <li>• Completion of Civilian Education System (CES) Advanced Course or equivalent course.</li> <li>• Nominees must have completed three (3) years, or any combination thereof, of service in a permanent Department of the Army Civilian position(s).</li> </ul>		
Purpose	To prepare senior leaders and managers for enterprise-wide leadership positions in Department of Defense (DOD) and other national security institutions.		
Description	<p>SMC is designed to prepare participants to lead their organizations in today's complex and volatile international security environment. The course includes presentations and case studies on topics including strategic engagement, counterterrorism and counterinsurgency, U.S. - China relations, the upheavals in the Middle East, nuclear proliferation, cyber-security, and regional threats from North Korea, Iran, and other nations.</p> <p>Participants also learn skills in collaborative and adaptive leadership, and they advance their command of the Executive Core Qualifications (ECQs) in "Leading Change," "Leading People," and "Building Coalitions," required for promotion into the Senior Executive Service. Participants learn to analyze multi-dimensional challenges, evaluate policy options, communicate and negotiate with allies and rivals, and forge results-</p>		
Application Process	<p>DO NOT SEND APPLICATIONS DIRECTLY TO HQDA OR GEORGE WASHINGTON UNIVERSITY (GWU)</p> <p>Applications packages will be submitted through command channels to the respective Army Commands (ACOM), Army Service Component Commands (ASCC), Direct Reporting Units (DRU), or the Office of the Administrative Assistant to the Secretary of the Army (OAASA).</p>		
Selection	<p>The nomination suspense date in this announcement applies to ACOMs, ASCCs, DRUs, and OAASA only. Applicants must check with local/command training manager for applicable deadline to submit application.</p> <p>ACOMs, ASCCs, DRUs, and OAASA will use a competitive board to select candidates; utilizing an order of merit list (OML) to nominate primary and</p>		

	<p>alternate candidates. The Nominee(s) Selection Form will be used to submit selectee information to HQDA by the suspense date in this announcement.</p> <p>*Career Program-Funded Applications: If selected, packets requesting Career Program/ACTEDS-funding support must be uploaded in the GoArmyEd system.</p>
Notification	ACOMs, ASCCs, DRUs, and OAASA will provide selection/non-selection notification.
Funding	<p>Tuition (course fee) for SMC is \$9,000.</p> <ul style="list-style-type: none"> <li>• This cost includes tuition, all instructional materials as well as seven (7) lunches and three (3) dinners throughout the course</li> <li>• Funding of tuition, travel, per diem, and incidentals is the responsibility of the nominating command/activity.</li> <li>• Applicants/commands requesting career program funding support must contact the respective FCR for additional information prior to applying.</li> </ul>

# Senior Service College / Professional Military Education (SSC/PME) Programs

**\* SETM PROGRAM \***

General Information												
<i>(Note: Dates provided are for 2017-2018 cycle and may be used as a timeline)</i>												
Grade	GS-14 or 15, or pay band equivalent position.											
Purpose	<p>This chapter provides SSC/PME announcements and application procedures. (IAW Army Directive 2015-24 (DA Senior Enterprise Talent Management - SETM Program - <a href="http://www.apd.army.mil/pdf/files/ad2015_24.pdf">http://www.apd.army.mil/pdf/files/ad2015_24.pdf</a>)</p> <p>For Academic Year (AY) 2017-2018, Army has civilian quotas for the following schools:</p> <ul style="list-style-type: none"> <li>• Dwight D. Eisenhower School for National Security and Resource Strategy (NSRS), Fort McNair, Washington, DC</li> <li>• Army War College (AWC) - Carlisle, PA</li> <li>• Army War College Distance Education (AWC-DE) - location is your permanent place of work. AWC-DE is a two-year non-resident program</li> </ul> <p>These schools are the only ones available for Army civilians for AY17-18 SSC/PME.</p>											
Applicability	<p>You must be applying for one of the Army Civilian SSC/PME quotas. If you are a participant in the Defense Senior Leader Development Program (DSLDP), refer to the directions immediately below. All regular Army civilian applicants will follow the guidance in this chapter.</p> <ul style="list-style-type: none"> <li>• DSLDP applicants - <i>Do not apply for PME under this chapter's procedures.</i> Based on participation in the DoD-wide program, you will have a different list of SSCs offering PME as well as different procedures/timelines to follow. DSLDP applicants should follow rules IAW <b>Defense Senior Leader Development Program (DSLDP) Solicitation Guidance.</b></li> <li>• NOTE: <i>Eligibility requirements and rules for mandatory compliance with the Graduate Placement Program (GPP) and Mobility Agreement applies to all PME participants (except AWC-DE non-mobile option).</i></li> </ul>											
Application Deadlines	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Course</th> <th style="width: 25%;">DA SUSP from Command/FCR</th> <th style="width: 25%;">Board Dates</th> <th style="width: 25%;">Class Dates</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">SSC/PME</td> <td style="text-align: center;">30 Jun 2016</td> <td style="text-align: center;">25 Jul - 25 Aug 2016</td> <td>                     Jul/Aug 2017 - Jun 2018 (resident courses)                      May 2017-Jun 2019 (nonresident course)                 </td> </tr> </tbody> </table> <p>NOTE: ALL SSC/PME applications must be submitted via the automated SETM-System through the applicants' command structure AND receive command endorsement. <a href="https://www.csldo.army.mil/">https://www.csldo.army.mil/</a></p> <p>The applicant is expected to contact his/her command (Army Command, Major</p>				Course	DA SUSP from Command/FCR	Board Dates	Class Dates	SSC/PME	30 Jun 2016	25 Jul - 25 Aug 2016	Jul/Aug 2017 - Jun 2018 (resident courses) May 2017-Jun 2019 (nonresident course)
Course	DA SUSP from Command/FCR	Board Dates	Class Dates									
SSC/PME	30 Jun 2016	25 Jul - 25 Aug 2016	Jul/Aug 2017 - Jun 2018 (resident courses) May 2017-Jun 2019 (nonresident course)									

	Subordinate Command or Direct Reporting Unit) to determine if any additional procedures or deadlines must be met for their applications to be forwarded.
Length of Program:	<ul style="list-style-type: none"> <li>• 10 months full-time residence course OR</li> <li>• 2 years nonresident distance education courses</li> </ul> <p>NOTE: Actual start/stop dates are dependent upon specific College requirements and whether attending a resident program or taking a nonresident distance education program. See the individual school Nomination Sheet for Academic Year 2017-2018 (Resident), Academic Year 2017-2019 (Non-Resident) for specific start and stop dates.</p>
Target Audience/I deal Candidates	<p>SSC/PME is the apex of the Army Civilian Education System (CES) and prepares civilians for positions of greatest responsibility in the Department of Army, including but not limited to Army Enterprise Positions. SSC/PME provides advanced level educational opportunities for those who have completed CES training through the Advanced Course or who have received course credit from HQDA G-3/5/7.</p> <p>Leaders who attend must have an understanding of complex policy and operational challenges and increased knowledge of the national security mission.</p> <p>Selection for attendance at a SSC is a competitive process and a HQDA SETM-Board screens applicants and makes Army nominations. Like the Officer Corps, Army Civilians graduating from SSC are centrally placed under the SSC Graduate Placement Program (GPP) in a position of greater responsibility in another assignment or organization where they can apply the advanced education they have received per VCSA memo at the end of this document (see attachment titled: <a href="#">Memo-Mandatory Placements-060503</a>).</p> <p>Selection of Army Civilians to attend leader development and education courses is linked to performance in current assignments, to professional and career development and progression, to career development plans and career management models, and to future assignments. Students are expected to significantly contribute to the learning environment through in depth analytical discussions drawing on their subject matter knowledge and experiences in strategic and policy aspects of national security. Generally, the superior SSC/PME candidate:</p> <ul style="list-style-type: none"> <li>• Is a high performing leader with outstanding potential for more responsible leadership positions across the enterprise</li> <li>• Is ready and able to contribute as a student at a senior leader SSC/PME school.</li> <li>• Has a broad and varied history of experience leading to increased responsibility and broad perspectives: <ul style="list-style-type: none"> <li>o In multiple organizations, commands, or Defense agencies;</li> <li>o At various organizational levels (operating, staff, headquarters);</li> <li>o In a range of related occupational areas; and</li> <li>o At multiple geographical locations.</li> </ul> </li> <li>• Has leadership and managerial experience that has demonstrated the competence, confidence, and motivation to be a bold and innovative leader in the public sector, to include significant experience in supervising or managing people in an official capacity.</li> <li>• Has an outstanding performance record and has progressed through positions of increasing responsibility at a faster pace than his/her peers.</li> <li>• Values life-long learning and:</li> </ul>

	<ul style="list-style-type: none"> <li>○ Has succeeded in rigorous programs of formal education, training, and self-development</li> <li>○ Has one or more degrees in fields related to his/her occupational specialty, and</li> <li>○ Has successfully completed Army-sponsored leadership programs and other developmental activities toward attaining career goals.</li> <li>● Is motivated to succeed, and is willing to challenge himself/herself to do so; and</li> <li>● Has the passion to lead, inspire, and produce results for Army.</li> </ul> <p>Only those with the capacity, commitment and leadership support to pursue a rigorous educational program should be nominated. Specific eligibility requirements and additional guidance on identifying candidates follow.</p>
Eligibility Requirements	<p>To be considered for SSC/Professional Military Education (PME) per Army Directive 2015-24, Army Civilian applicants must have met all eligibility requirements at the time of applicant submission to his/her command:</p> <ul style="list-style-type: none"> <li>● LENGTH OF ARMY EMPLOYMENT: Be a permanent, full-time Army Civilian employee for a minimum of three years at time of application. Eligible applicants must have career status in an Army permanent competitive appointment, Schedule A, Excepted appointment without time limitation, or be serving under Non-Appropriated Fund (NAF) instrumentality or hold an Excepted Service appointment in the Defense Civilian Intelligence Personnel Management System.</li> <li>● GRADE/PAY BAND: Hold a permanent GS-14 or 15, or pay band equivalent position.</li> <li>● LEADERSHIP EXPERIENCE: Have extensive demonstrated leadership experience.</li> <li>● EDUCATION: Hold a baccalaureate degree or higher from an accredited institution</li> <li>● CLEARANCE: Have a SECRET clearance with pending application for a TOP SECRET clearance with Special Background Investigation access that will not expire during the academic year. A copy of your clearance must be submitted with your application.</li> <li>● TRAINING: Have successfully completed the Civilian Education System (CES) Advanced Course (AC) or have received Advanced Course Credit from HQDA G-3/5/7. If applying for CES Constructive Credit, applicants should allow 90 days for processing (i.e. if application is due to individual's command on 12 May, request for constructive credit should be made NLT 12 Feb).</li> <li>● ADDITIONAL REQUIREMENTS: See the individual SSC/PME announcements in this chapter for additional requirements.</li> </ul> <p>NOTE: Applicants who have already completed a Professional Military Education degree (resident or non-resident) from any Senior Service College are not eligible for consideration under Department of the Army guidelines.</p>
Nomination/ Selection Process	<ul style="list-style-type: none"> <li>● Eligible candidates: Application requires mandatory command endorsement as part of the automated SETM-System application process. Packets must go through the chain-of-command to the designated Army Commands (ACOM), Army Service Component Commands (ASCC), Direct Reporting Units (DRU), equivalent Human Resource Directorate (HRD) Staff, or MACOM-equivalent organizations' representative. Command representative may have established local points of contact as well as internal suspense dates earlier than the HQDA date.</li> </ul>

- Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU): Will adhere to SETM Program established annual timeline:
  - 1 Mar through 15 May: Applicants, raters and endorsers provide their inputs;
  - 16 – 31 May: Functional Chief Representatives review applicants in their career programs and submit an order-of-merit list to CSLDD using the automated SETM-System.
  - 1 – 30 Jun: Commands will conduct a board at the appropriate command level, and forward the applications of the best qualified candidates to the Assistant Secretary of the Army (Manpower and Reserve Affairs), ATTN: CSLDD via command endorsement reflecting rank order by 30 Jun. Applications not submitted through the proper chain-of-command will not be accepted by CSLDD. All SSC applications will be submitted to CSLDD using the automated SETM-System.
- Applicants: Are expected to indicate a primary and at least one alternate SSC preference on the SSC Nomination Sheet in the SETM-System applicant survey. Applicants are cautioned, however, to enter preferences only for schools that you are prepared to attend if not selected for their first choice.
- Senior Enterprise Talent Management - SETM-Board: Will create an Order-of-Merit List (OML), ranking applicants in priority for submission to all Senior Service Colleges. The OML lists will order/arrange applicants in best-qualified priority order using board-established ranking criteria. CSLMO will release the results of the SETM Board through ALARACT, Command/Human Resource Director (HRD) channels. Based on the number of available quotas, application packages will be forwarded to the appropriate SSC.
- The SSCs: Army applications will be review by SSCs for final processing. After review, CSLDD will notify applicants and commands of their acceptance
- Results notification: The Secretary of the Army will authorize the release of the SETM Board results by CSLDD NLT 15 Jan. Be patient! Acceptance notifications are received by CSLDD between March and May during the same year as the SSC starts, and are dependent upon each SSC's internal review process.

Dates for Nomination & Selection Timeline  <i>(Provided as a reference)</i>	<b>Date</b>	<b>Event</b>
	Date to be determined by individual Commands (1 – 30 Jun 2016)	Commands conduct internal review boards and ranking. Check with your training POC for exact details.
	30 Jun 2016	Deadline for Command to submit SSC Nominations to CSLDD.
	1 – 7 Jul 2016	CSLDD conducts review of nomination packages to be boarded by the Senior Enterprise Talent Management Board (SETM Board)
	26 Jul - 26 Aug - 2016	SSC/PME SETM Board convenes Phase I Records Review and Phase II Interviews
	Dec 2016 /Jan 2017	Notification of SSC SETM-Board results to Army Commands
	Dec 2016 /Jan 2017	AWC/AWC-DE SSC Nominees only confirm their acceptance via email to CSLDD.



	Jan 2017	Army nominated NSRS candidate packages forwarded to NSRS Selection Board
	Jan - Mar 2017	AWC/AWC-DE nominees contacted by G-37 TRV
	Apr/May 2017	NSRS notifies CSLDD of final selections
	May 2017	NSRS SSC selectees confirm their acceptance via email to CSLDD POC
	May 2017	NSRS selectees contacted by G-37 TRV
	May 2017	AWC-DE students begin class
	Jul 2017	AWC residence students begin class
	Aug 2017	NSRS students begin class.
	Feb 2018	SETM Board SSC/GPP Placement Board convenes.
	Mar/Apr 2018	SSC students notified of SETM Board direct placements.

Application Checklist	<p>There is one checklist for all schools. Applicants will submit only one application package regardless of the number of schools for which they request consideration as follows:</p> <p>Each SSC announcement: Describes the program requirements along with application, evaluation, and selection procedures. Announcements must be reviewed carefully to obtain program requirements and to submit quality nomination packages. Applicants in a pay band position should confer with a Human Resources Specialist to determine if they meet grade requirements. The SETM application website provides both a User's Guide and an additional checklist with detailed instructions for completing SETM applications and mailing address to forward additional application documents. Applications reaching CSLDD that are incomplete in any way will be returned to the command without action.</p> <p>Applicant Checklist - Applicants will assemble their application package in accordance with the SETM-SSC Application Checklist. Do not provide your full SSN or DOB on any documents.</p>
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**Responsibilities**

Career Program Functional Chief Representatives/ Career Field Functional Proponents (FCR/FP):	<ul style="list-style-type: none"> <li>Market SSC and encourage managers to nominate highly motivated leaders who require a thorough knowledge of strategy in order to perform at the strategic level (ACOM, ASCC, DRU, Field Operating Agency, Joint Task Force or higher).</li> <li>Get to know the SSC selectees under your purview. Once the Army OML is published, start working with the attendees on post-placement opportunities. See the SSC GPP for more information on what you can do now to enhance the Army mission post-graduation.</li> <li>Upon receipt of nomination packets from Command Civilian training POCs, conduct review for those applicants in the FCR or Functional Proponent purview.</li> </ul>
Assist application in preparing the Application early	<ul style="list-style-type: none"> <li>Assist the applicant in obtaining endorsements from first-line Supervisors and first SES/GO endorsers.</li> <li>Provide advice and assistance to the applicant on defining his/her career goals, and in defining which SSCs are most beneficial to his/her career and the mission of the Army.</li> </ul>

	<p>Applicant: Take these steps to submit a competitive application.</p> <ul style="list-style-type: none"> <li>• Discuss the one page supervisory letter of recommendation with your supervisor. If asked by the supervisor to provide input for this recommendation, do so.</li> <li>• Seek confirmation of the applicable Command intermediate suspense date and apply through chain-of-command in a timely manner.</li> </ul>
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**Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU) equivalent HRD Staff MACOM/equivalent organizations**

Market SSC	<ul style="list-style-type: none"> <li>• Market SSC and encourage managers to nominate highly motivated GS-14/15 or equivalent leaders who require a thorough knowledge of strategy in order to perform at the strategic level (ACOM, ASCC, DRU, Field Operating Agency, Joint Task Force or higher).</li> <li>• Establish and announce command suspense date to ensure timely compliance with HQDA suspense date.</li> </ul>
Guide Applicants and Supervisors	<ul style="list-style-type: none"> <li>• Ensure your familiarity with program requirements. Be prepared to act as an internal resource for applicants and their supervisors.</li> <li>• Screen applications carefully to confirm accuracy and completeness.</li> <li>• Verify that pay band applicants meet the GS-14/15 grade equivalency.</li> </ul>
Letters of Recommendation:	Both Rater and first SES/GO Endorser pre-designated by the applicant in the SETMS survey must endorse each applicant as part of the SETMS application process.
Command Endorsement Memo	<p>The "Command endorsed" order-of-merit list (OML) forwards the best qualified candidates to CSLDD. It must:</p> <ul style="list-style-type: none"> <li>• Include an order-of-merit list (OML) of nominees within the body of the endorsement or as an enclosure via the SETMS Command Board link.</li> <li>• If the Command/equivalent organization has only one nominee, the endorsement must include a statement that the nominee is "one of one."</li> <li>• Include the name, email address and telephone number of the Command/equivalent POC.</li> </ul> <p>The Command will determine what method(s) are appropriate to generate an OML. Submit nomination packages of best qualified candidates to HQDA via command endorsement in SETMS. Command endorsement must be completed in SETMS in time to reach CSLDD by the suspense date.</p>

**Senior Service College Graduate Placement Program (SSC GPP)**

Coverage	The SSC GPP applies to all Army Civilian applicants for SSC. It is a post-training placement process, established by the VCSA in June 2003. It is designed to maximize Army's return on investment and provide an avenue for full utilization of the competencies acquired through SSC. The VCSA policy memorandum can be read at <a href="#">Memo-Mandatory Placements-060503</a>
Applicants/ Selectees	<p>Applicants: Must sign the SSC GPP Mobility Agreement and continued Service agreement as a condition of applying for SSC.</p> <p>Selectees: Will submit an updated resume to CSLDD reflecting the SSC they are attending and current school and home email addresses, telephone numbers,</p>

	<p>and projected date of graduation within thirty calendar days of SSC start. Resumes will be sent electronically to:</p> <p style="text-align: center;">Assistant Secretary of the Army (Manpower and Reserve Affairs) Civilian Senior Leader Management Office (ATTN: CSLDD SETM Programs) 111 Army Pentagon, Room 1D755 Washington, DC 20310-0111</p> <p>The SSC Graduate Placement Program (GPP) is authorized to reassign you to a position in your current grade. You cannot be non-competitively promoted via the GPP. If you are looking for a specific location and/or type of duty, work with your FCR to identify vacancies and provide to CSLDD prior to the November 2016 SETM-Placement Board convening. Positions you find on your own efforts, including reassignments, must be validated and approved by the applicable FCR and the SETM-Placement Board. The <a href="#">Validation Guidance (attached)</a> describes the characteristics of a position requiring SSC education.</p> <p>Work with your FCR to identify your GPP goals and discuss options prior to HQDA SETM-Placement Board placement board. The FCRs are actively committed to finding you a post-placement assignment that meets both SSC requirements and your personal goals. Students should establish and maintain regular communication with their FCRs throughout their SSC attendance.</p>
<p>SSC Program Manager (CSLDD)</p>	<p>Will contact students at the start of the school year to obtain updated resumes, biographies and preferences.</p> <p>Will actively work with SSC students to identify student's personal career goals, assignment preferences and objectives. Student preferences will be considered by the SETM-Placement Board but these preferences are not binding. The needs of the Army are the first consideration when placement decisions are being made.</p> <p>The resumes, biographies and preferences of all SSC students will be presented to the SETM-Placement Board.</p> <p>The SETM-Placement Board will consider the SSC students for permanent lateral placement into known or projected vacancies for which they are qualified.</p> <p>The SETM-Placement Board will make placement recommendations for ASA <b>(M&amp;RA)'s final approval. CSLDD will prepare world-wide</b> announcements in March/April of the SSC graduation year.</p>
<p>Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU) Human Resource Directors (HRD), Career Program Functional Chief Representatives (FCR), Career Field Functional Proponents (FP) and Selecting Officials/Gaining Organization</p>	<p>Army Commands (ACOM), Army Service Component Commands (ASCC), Direct Reporting Units (DRU), Human Resource Directors (HRD), Career Program Functional Chief Representatives (FCR), Career Field Functional Proponents (FP) and Acquisition Support Center will provide CSLDD valid vacancies at the GS14/15 equivalencies for the SSC GPP consideration. These vacancies are due to CSLDD NLT Jan 2016.</p>
<p>Affirmative Action Goals:</p>	<p>Advanced leader development education such as SSC provides a valuable learning experience. The success of today's Army comes from the total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. To this end, equal opportunity for all personnel is the only acceptable standard. The backgrounds, ideas and insights of men and</p>

	women, all racial and ethnic groups, and persons with disabilities are a source of strength and diversity for our Nation and our workforce. Eligible employees should be encouraged to participate in these programs by functional, managerial, human resource, and equal opportunity officials in support of Army goals.
<b>Administrative Procedures - Post Selection</b>	
Selectees: Accepting an SSC Offer	<p>You are required to accept in writing the offered seat. Acceptances must be submitted by email to the CSLDD POCs identified at the end of this section within two weeks of the date that final acceptance notices are released.</p> <p>Declinations: Selectees declining SSC will forward a formal statement of declination through their chain of command to the address provided above, with copy furnished to HQDA G-37 TRV POC. Selectees who decline will be removed from any future consideration for SSC.</p>
Losing Organization	<p>For candidates transferring to the central account, organizations will be able to backfill against the vacant position once the student has been reassigned (per effective date of the SF50).</p> <p>Submit all inquiries to the HQDA G-37 TRV POC</p>
SSC Policy and CTSA	<p>HQDA G-37 TRV POC: 703-545-4313 (DSN 865)</p> <p>Budget/Travel Orders: 703-545-4304 (DSN 865)</p>
Travel Orders	<ul style="list-style-type: none"> <li>The selectee will prepare a travel order, DD Form 1610, in accordance with the provisions of the JTR, Volume 2 using the Defense Travel System (DTS). See <a href="#">Long Term Training Guide</a> for information on preparation of travel orders.</li> </ul>
CSLDD Points of Contact	<p>Operations:</p> <p>703-693-1128 (DSN 223)</p> <p>703-695-7987 (DSN 225)</p>

# Command and General Staff Officer Course /Professional Military Education (CGSOC/PME) Programs

**\* SETM PROGRAM \***

Grade	GS-13 or GS-12 (by exception – See AD 2015-24), or pay band equivalent position.								
Purpose	<p>This chapter provides CGSOC/PME announcements and application procedures. (IAW Army Directive 2015-24 (DA Senior Enterprise Talent Management - SETM and ETM Programs <a href="http://www.apd.army.mil/pdf/files/ad2015_24.pdf">http://www.apd.army.mil/pdf/files/ad2015_24.pdf</a>)</p> <p>For Academic Year (AY) 2018-2019, Army has civilian quotas for the following schools:</p> <ul style="list-style-type: none"> <li>• Command and General Staff College, Combined Arms Center (CAC)-Leavenworth, Fort Leavenworth, KS.</li> </ul> <p>These school is the only ones available for Army Civilians for AY18-19 CGSOC/PME.</p>								
Applicability	<p>You must be applying for one of the Army Civilian CGSOC/PME quotas.</p> <p>NOTE: Eligibility requirements and rules for mandatory compliance with the Graduate Placement Program (GPP) and Mobility Agreement applies to all CGSOC-PCS/PME participants only. Applicants selected for participation under the CGSOC-TDY/PME option will return to their home station under a pre-approved parent organization Utilization Plan.</p>								
<p>Application Deadlines</p> <p><i>(New dates have not yet been posted)</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ffffcc;"> <th style="text-align: center;">Course</th> <th style="text-align: center;">DA SUSP from Command/FCR</th> <th style="text-align: center;">Board Dates</th> <th style="text-align: center;">Class Dates</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">CGSCO/PME</td> <td style="text-align: center;">01 Jul 2017</td> <td style="text-align: center;">Oct - Nov 2017</td> <td style="text-align: center;">Jul/Aug 2018 - Jun 2019 (resident courses)</td> </tr> </tbody> </table> <p>NOTE: ALL CGSOC/PME applications must be submitted via the automated SETM-System through the applicants' command structure AND receive command endorsement. <a href="https://www.csldo.army.mil/">https://www.csldo.army.mil/</a></p> <p>The applicant is expected expected to contact his/her command (Army Command, Major Subordinate Command or Direct Reporting Unit) to determine if any additional procedures or deadlines must be met for their applications to be forwarded. Most commands will have an internal deadline for accepting applications of at least 30 days earlier than HQDA's 01 July 2017 date.</p>	Course	DA SUSP from Command/FCR	Board Dates	Class Dates	CGSCO/PME	01 Jul 2017	Oct - Nov 2017	Jul/Aug 2018 - Jun 2019 (resident courses)
Course	DA SUSP from Command/FCR	Board Dates	Class Dates						
CGSCO/PME	01 Jul 2017	Oct - Nov 2017	Jul/Aug 2018 - Jun 2019 (resident courses)						
Length of Program:	<ul style="list-style-type: none"> <li>• 10 months full-time residence course AND</li> <li>• 2 weeks resident pre-course (P-920)</li> <li>• Distance education pre-course</li> </ul>								

	<p>NOTE: Actual start/stop dates are dependent upon specific College requirements. See the Nomination Sheet for Academic Year 2018-2019 <b>(Resident) for specific start and stop dates. Additional Master's degree</b> program curriculum available at CGSOC for voluntary students only.</p>
<p>Target Audience/Ideal Candidates</p>	<p>CGSOC/PME prepares civilians for positions of greatest responsibility in the Department of Army. SSC/PME provides advanced level educational opportunities for those who have completed CES training through the Advanced Course or who have received course credit from HQDA G-3/5/7. The CGSOC/PME module allows Army Civilians at grade GS-13 or equivalent and, by exception, grade GS-12 or equivalent who meet the prerequisites to compete for and participate in the U.S. Army Command and General Staff College Developmental School at Fort Leavenworth, Kansas. CGSOC offers a collaborative, experiential and educational partnership in which Army Civilians, interagency students, U.S. military students and international military officer students gain expertise and <b>knowledge in solving today's complex problems. Participation</b> prepares emerging and aspiring enterprise leaders for the challenges of a dynamic and complex global environment.</p> <p>CGSOC provides graduate-level education using an experiential learning model in which small groups work together to exchange ideas and methodologies to identify problems in the current environment and come up with feasible solutions to the problems. All CGSOC participants are expected to make meaningful contributions to their learning groups. The CGSOC learning model educates and trains students to be adaptive leaders who are capable of critical thinking and prepared to dominate in unified land operations and collaborate in joint, interagency, intergovernmental and multinational environments in the United States and abroad. Army Civilian and interagency students graduate with a refined knowledge of the current and future operating environment and the ability to identify and analyze operational level issues. They also develop superb problem-solving skills, gain a firm understanding of organizational leadership, and develop a network of military and civilian <b>contacts and a shared understanding of each other's processes.</b></p> <p>Selection for attendance at a CGSOC is a competitive process and a HQDA ETM-Board screens applicants and makes Army nominations. Like the Officer Corps, Army Civilians graduating from CGSOC-PCS option are centrally placed under the Graduate Placement Program (GPP) in a position of greater responsibility in another assignment or organization where they can apply the operational education they have received.</p> <p>For Army Civilians, CGSOC is an 11-month graduate-level program. The curriculum includes instruction on leadership philosophy, military history, and the military planning and decision-making processes. In addition, Army Civilians selected to participate in ETM CGSOC have the opportunity to complete a thesis-level research paper and receive a Master of Military Arts and Sciences degree accredited by the North Central Association of Colleges and Schools, the accrediting body for collegiate institutions in the Midwestern United States. A distance learning module must be completed before orientation. Army Civilians will report to CGSOC for orientation and a preparatory curriculum in July. CGSOC classes begin in August and end the following June.</p> <p>Selection of Army Civilians to attend leader development and education courses is linked to performance in current assignments, to professional and career development and progression, to career development plans and career management models, and to future assignments. Students are expected to significantly contribute to the learning environment through in</p>



	<p>depth analytical discussions drawing on their subject matter knowledge and experiences in operations and policy aspects. Generally, the superior CGSOC/PME candidate:</p> <ul style="list-style-type: none"> <li>• Is a high performing civilian with outstanding potential for more responsible or leadership positions across the enterprise</li> <li>• Is ready and able to contribute as a student at a senior leader CGSOC/PME school.</li> <li>• Has a broad and varied history of experience leading to increased responsibility and broad perspectives: <ul style="list-style-type: none"> <li>○ In multiple organizations, commands, or Defense agencies;</li> <li>○ At various organizational levels (operating, staff, headquarters);</li> <li>○ In a range of related occupational areas; and</li> <li>○ At multiple geographical locations.</li> </ul> </li> <li>• Has in-depth operational and managerial experience and that has demonstrated the competence, confidence, and motivation to be a bold and innovative leader in the public sector to supervise or manage people in an official capacity.</li> <li>• Has an outstanding performance record and has progressed through positions of increasing responsibility at a faster pace than his/her peers.</li> <li>• Values life-long learning and: <ul style="list-style-type: none"> <li>○ Has succeeded in other rigorous programs of formal education, training, and self-development</li> <li>○ Has one or more degrees in fields related to his/her occupational specialty, and</li> <li>○ Has successfully completed Army-sponsored leadership programs and other developmental activities toward attaining career goals.</li> </ul> </li> <li>• Is motivated to succeed, and is willing to challenge himself/herself to do so; and</li> <li>• Has the passion to lead, inspire, and produce results for Army.</li> </ul> <p>Only those with the capacity, commitment and leadership support to pursue a rigorous educational program should be nominated. Specific eligibility requirements and additional guidance on identifying candidates follow.</p>
Eligibility Requirements	<p>To be considered for CGSOC/Professional Military Education (PME) per Army Directive 2015-24, Army Civilian applicants must have met all eligibility requirements at the time of applicant submission to his/her command:</p> <ul style="list-style-type: none"> <li>• <b>LENGTH OF ARMY EMPLOYMENT:</b> Be a permanent, full-time Army Civilian employee for a minimum of three years at time of application. Eligible applicants must have career status in an Army permanent competitive appointment, Schedule A, Excepted appointment without time limitation, or be serving under Non-Appropriated Fund (NAF) instrumentality or hold an Excepted Service appointment in the Defense Civilian Intelligence Personnel Management System.</li> <li>• <b>GRADE/PAY BAND:</b> : Hold a permanent GS-13 or GS-12 (by exception – See AD 2015-24), or pay band equivalent position</li> </ul>

	<ul style="list-style-type: none"> <li>• LEADERSHIP EXPERIENCE: Have demonstrated a high level of operational and leadership experience.</li> <li>• EDUCATION: Hold a baccalaureate degree or higher from an accredited institution</li> <li>• CLEARANCE: Have at a minimum an interim SECRET clearance that will not expire during the academic year. A copy of your clearance must be submitted with your application.</li> <li>• TRAINING: Have successfully completed the Civilian Education System (CES) Advanced Course (AC) or have received Advanced Course Credit from HQDA G-3/5/7. If applying for CES Constructive Credit, applicants should allow 90 days for processing (i.e. if application is due to individual's command on 12 May, request for constructive credit should be made NLT 12 Feb).</li> <li>• ADDITIONAL REQUIREMENTS: See the individual SSC/PME announcements in this chapter for additional requirements.</li> </ul> <p>NOTE: Applicants who have already completed a Professional Military Education diploma for CGSOC (resident or non-resident) or equivalent from any Command and General Staff College are not eligible for consideration under Department of the Army guidelines.</p>
<p>Nomination/ Selection Process</p>	<ul style="list-style-type: none"> <li>• Eligible candidates: Application requires mandatory command endorsement as part of the automated SETM-System application process. Packets must go through the chain-of-command to the designated Army Commands (ACOM), Army Service Component Commands (ASCC), Direct Reporting Units (DRU), equivalent Human Resource Directorate (HRD) Staff, or MACOM-equivalent organizations' representative. Command representative may have established local points of contact as well as internal suspense dates earlier than the HQDA date.</li> <li>• Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU): Will establish and announce an intermediate suspense date that allows time to receive applications from their serviced population, conduct a board at the appropriate command level, and forward the applications of the best qualified candidates to the Assistant Secretary of the Army (Manpower and Reserve Affairs), ATTN: CSLDD via command endorsement reflecting rank order by the suspense date. Applications not submitted through the proper chain-of-command will not be accepted by CSLDD. All CGSOC applications will be submitted to CSLDD using the automated SETM- System.</li> <li>• Applicants: : Are expected to indicate the CGSOC attendance (PCS or TDY) preference on the CGSOC Nomination Form in the SETM-System applicant survey. In addition, applicants are highly recommended to <b>volunteer for the Master's degree curriculum offered as part of CGSOC attendance.</b></li> <li>• Enterprise Talent Management - SETM-Board: Will create an Order-of-Merit List (OML), ranking applicants in priority for submission to CGSOC. The OML lists will order/arrange applicants in best-qualified priority order using board-established ranking criteria. CSLMO will release the results of the Enterprise Talent Management Board through Command/Human Resource Director (HRD) channels. Based on the number of available quotas, OML application packages will be forwarded to CGSC as final selection.</li> <li>• The CGSCs: Reserve final acceptance authority. Selections are not final until acceptance is confirmed by the respective institution via</li> </ul>

ATRRS. CSLDD will notify commands and applicants of final acceptance upon confirmation from CGSOC.

- Results notification: The Secretary of the Army will authorize the release of the Enterprise Talent Management Board results by CSLDD immediately following the board dates, and, later, final acceptance decisions by the schools. Be patient! Final acceptance notifications are received by CSLDD between March and May during the same year as CGSOC starts based on final review process.

<p>Dates for Nomination &amp; Selection Timeline</p> <p>(Provided as a reference)</p>	Date	Event
	Date to be determined by individual Commands	Commands conduct internal review boards and ranking. Check with your training POC for exact details.
	3 Jul 2017	Deadline for Command to submit CGSOC Nominations to CSLDD.
	4-11 Jul 2017	CSLDD conducts review of nomination packages to be boarded by the Enterprise Talent Management Board (ETM Board)
	20 Oct- 20 Nov 2017	CGSOC ETM Board convenes Phase I Records Review and Phase II Interviews
	Dec 2017 /Jan 2018	Notification of CGSOC ETM-Board results to Army Commands
	Jan 2018	CGSOC Nominees confirm the Acceptance via email to CSLDD
	Mar 2018	CGSOC Students complete DE course requirements
	Jul 2018	CGSOC Civilian Students report to CAC-Leavenworth for inprocess and to find living quarters
	Jul 2018	CGSOC Students begin Pre-Course
	Aug 2018	CGSOC resident course begins
	Aug 2018	CGSOC-PCS students submit resumes and assignment preferences to CSLDD
	Feb 2019	ETM Board GPP Placement Board convenes.
Apr 2019	CGSOC students notified of SETM Board direct placements.	

Application Checklist

There is a checklist for CGSOC. Applicants will submit only one application package request in SETMS for Command and HQDA consideration as follows:

The CGSOC announcement: Describes the program requirements along with application, evaluation, and selection procedures. Announcements must be reviewed carefully to obtain program requirements and to submit quality nomination packages. Applicants in a pay band position should confer with a Human Resources Specialist to determine if they meet grade requirements. The SETMS application website provides both a User's Guide

	<p>and an additional checklist with detailed instructions for completing ETM applications and mailing address to forward additional application documents. Applications reaching CSLDD that are incomplete in any way will be returned to the command without action.</p> <p>Applicant Checklist - Applicants will assemble their application package in accordance with the ETM-CGSOC Checklist. Do not provide your full SSN or DOB on any documents.</p>
<p>Career Program Functional Chief Representatives/ Career Field Functional Proponents (FCR/FP)</p>	<ul style="list-style-type: none"> <li>• Market CGSOC and encourage managers to nominate highly motivated Army Civilians who require a thorough knowledge of Army Operations in order to perform at the operational level (ACOM, ASCC, DRU, Field Operating Agency, Joint Task Force or higher).</li> <li>• Get to know the CGSOC selectees under your purview. Once the Army OML is published, start working with the attendees on post- placement opportunities through GPP and/or utilization planning. See the GPP for more information on what you can do now to enhance the Army mission post-graduation.</li> <li>• Upon receipt of nomination packets from Command Civilian training POCs, conduct review for those applicants in the FCR or Functional Proponent purview.</li> </ul>
<p>Assist application in preparing the Application early</p>	<ul style="list-style-type: none"> <li>• Assist the applicant in obtaining endorsements from first-line Supervisors and first SES/GO endorsers.</li> <li>• Provide advice and assistance to the applicant on defining his/her <b>career goals in support of the Army's mission.</b></li> </ul> <p>Applicant: Take these steps to submit a competitive application.</p> <ul style="list-style-type: none"> <li>• Discuss the one page supervisory letter of recommendation with your supervisor. If asked by the supervisor to provide input for this recommendation, do so.</li> <li>• Seek confirmation of the applicable Command intermediate suspense date and apply through chain-of-command in a timely manner.</li> </ul>
<p>Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU) equivalent HRD Staff MACOM/equivalent organizations</p>	
<p>Market CGSOC</p>	<ul style="list-style-type: none"> <li>• Market CGSOC and encourage managers to nominate highly motivated GS-13 (GS-12 by exception) or equivalent Army Civilians who require a thorough knowledge of Army operations in order to perform at the operational level (ACOM, ASCC, DRU, Field Operating Agency, Joint Task Force or higher).</li> <li>• Establish and announce command suspense date to ensure timely compliance with HQDA suspense date.</li> </ul>
<p>Guide Applicants and Supervisors</p>	<ul style="list-style-type: none"> <li>• Ensure your familiarity with program requirements. Be prepared to act as an internal resource for applicants and their supervisors.</li> <li>• Screen applications carefully to confirm accuracy and completeness.</li> <li>• Verify that pay band applicants meet the GS-13 (or GS-12 by exception) grade equivalency.</li> </ul>

Letters of Recommendation:	Both Rater and first SES/GO Endorser pre-designated by the applicant in the SETMS survey must endorse each applicant as part of the SETMS application process.
Command Endorsement Memo	<p>The "Command endorsed" order-of-merit list (OML) forwards the best qualified candidates to CSLDD. It must:</p> <ul style="list-style-type: none"> <li>• Include an order-of-merit list (OML) of nominees within the body of the endorsement or as an enclosure via the SETMS Command Board link.</li> <li>• If the Command/equivalent organization has only one nominee, the endorsement must include a statement that the nominee is "one of one."</li> <li>• Include the name, email address and telephone number of the Command/equivalent POC.</li> </ul> <p>The Command will determine what method(s) are appropriate to generate an OML. Submit nomination packages of best qualified candidates to HQDA via command endorsement in SETMS. Command endorsement must be completed in SETMS in time to reach CSLDD by the suspense date.</p>
<b>Command and General Staff Officer College -- Graduate Placement Program (GPP)</b>	
Coverage	CGSOC placement under the GPP applies to all Army Civilian applicants for CGSOC-PCS option only. It is a post-training placement process, established by the VCSA in June 2003. It is designed to maximize Army's return-on-investment and provide an avenue for full utilization of the competencies acquired through CGSOC. The VCSA policy memorandum can be read at the end of this document.
Applicants/Selectees	<ul style="list-style-type: none"> <li>• Applicants: Must sign the ETM GPP Mobility Agreement and continued Service agreement as a condition of applying for CGSOC.</li> <li>• Selectees: Will submit an updated resume to CSLDD reflecting their attendance to CGSOC and current school and home email addresses, telephone numbers, and projected date of graduation within thirty calendar days of CGSOC start. Resumes will be sent electronically to:   Assistant Secretary of the Army (Manpower and Reserve Affairs)  Civilian Senior Leader Management Office (ATTN: CSLDD  SETM/ETM Programs)  111 Army Pentagon, Room 1D755 Washington, DC 20310-0111</li> </ul> <ul style="list-style-type: none"> <li>• The CGSOC-PCS Graduate Placement Program (GPP) is authorized to reassign you to a position in your current grade. You cannot be non-competitively promoted via the GPP. If you are looking for a specific location and/or type of duty, work with your FCR to identify vacancies and provide to CSLDD prior to the February 2019 SETM- Placement Board convening. Positions you find on your own efforts, including reassignments, must be validated and approved by the applicable FCR and the SETM-Placement Board. See the <a href="#">Validation Guidance</a> that describes the characteristics of a position requiring CGSOC level training at the end of this document.</li> <li>• Work with your FCR to identify your GPP goals and discuss options prior to HQDA SETM-Placement Board convening. The FCRs are actively committed to finding you a post-placement assignment that</li> </ul>

	meets both CGSOC requirements and your personal goals. Students should establish and maintain regular communication with their FCRs throughout their CGSOC attendance.
CGSOC Program Manager (CSLDD)	<ul style="list-style-type: none"> <li>• Will contact students at the start of the school year to obtain updated resumes, biographies and preferences.</li> <li>• Will actively work with CGSOC students to identify student's personal career goals, assignment preferences and objectives. Student preferences will be considered by the SETM-Placement Board but these preferences are not binding. The needs of the Army are the first consideration when placement decisions are being made.</li> <li>• The resumes of all CGSOC-PCS students will be presented to the SETM-Placement Board for consideration and deliberation.</li> <li>• The SETM-Placement Board will consider the CGSOC students for permanent lateral placement into known or projected vacancies for which they are qualified.</li> <li>• The SETM-Placement Board will make final placement decisions and the CSLDD will prepare announcements notifying Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU) Human Resource Directors (HRD), and to Career Program Functional Chief Representatives (FCR), Career Field Functional Proponents (FP) and students in April of the CGSOC graduation year.</li> </ul>
Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU) Human Resource Directors (HRD), Career Program Functional Chief Representatives (FCR), Career Field Functional Proponents (FP) and Selecting Officials/Gaining Organization	Army Commands (ACOM), Army Service Component Commands (ASCC), Direct Reporting Units (DRU), Human Resource Directors (HRD), Career Program Functional Chief Representatives (FCR), Career Field Functional Proponents (FP) and Acquisition Support Center will provide CSLDD valid vacancies at the GS13 (GS12 by exception) equivalencies for the CGSOC-PCS GPP consideration. These vacancies are due to CSLDD NLT Jan 2019.
Affirmative Action Goals	Advanced leader development education such as CGSOCC provides a valuable learning experience. The success of today's Army comes from the total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. To this end, equal opportunity for all personnel is the only acceptable standard. The backgrounds, ideas and insights of men and women, all racial and ethnic groups, and persons with disabilities are a source of strength and diversity for our Nation and our workforce. Eligible employees should be encouraged to participate in these programs by functional, managerial, human resource, and equal opportunity officials in support of Army goals.
<b>Administrative Procedures - Post Selection</b>	
Selectees: Accepting an CGSOC Offer	<ul style="list-style-type: none"> <li>• You are required to accept in writing the offered seat. Acceptances must be submitted by email to the CSLDD POCs identified at the end of this section within two weeks of the date that final acceptance notices are released.</li> <li>• Declinations: Selectees declining CGSOC will forward a formal statement of declination through their chain of command to the address provided above, with copy furnished to HQDA G-37 TRV POC. Selectees who decline will be removed from any future consideration for CGSOC.</li> </ul>

<p>Civilian Training Student Account (CTSA) (HQDA G-37 TRV Civilian Training and Leader Development)</p>	<p>Candidates selected to attend the Command and General Staff Officer Course residency program under PCS option will be reassigned from their current organization to a long-term training authorization on G-3/5/7 Table of Distribution and Allowances (TDA). Students will attend CGSOC in a TDY status from their current duty location. HQDA G-37 TRV will fund salary and benefits for CTSA members while in a training status. Exception: OCONUS candidates will PCS to the training site (Note: Selectees whose families will be negatively impacted by the current Status of Forces Agreement (SOFA) will NOT be reassigned to the G-37 TRV TDA, but remain assigned to their current organization --- Backfill reimbursement can be provided to organization's for the period participants are not assigned to the CTSA).</p> <ul style="list-style-type: none"> <li>• Final placement decisions will be made as soon as possible during the academic year. The personnel action may be cut at any point during the academic year, but not later than the second week of May each academic year. <ul style="list-style-type: none"> <li>○ The DCS G-37 TRV will cover any PCS costs unless the graduate is already covered by a transportation agreement in connection with an overseas transfer.</li> </ul> </li> <li>• Will coordinate with the selecting official/gaining organization regarding effective date of reassignment.</li> </ul>
<p>Losing Organization</p>	<ul style="list-style-type: none"> <li>• For candidates transferring to the central account, organizations will be able to backfill against the vacant position once the student has been reassigned (per effective date of the SF50).</li> </ul> <p>Submit all inquiries to the HQDA G-37 TRV POC</p>
<p>CGSOC Policy and CTSA</p>	<p>HQDA G-37 TRV POC: 703-545-4313 (DSN 865)</p>
<p>Travel Orders</p>	<ul style="list-style-type: none"> <li>• The selectee will prepare a travel order, DD Form 1610, in accordance with the provisions of the JTR, Volume 2 using the Defense Travel System (DTS). See Long Term Training Guide for information on preparation of travel orders.</li> </ul>
<p>CSLDD Points of Contact</p>	<p>Chief, CSLDD and SETM GPP Board POC: 703-693-1128 (DSN 223)</p> <p>ETM Program Manager and GPP Policy: 703-695-4834 (DSN 225)</p>



## Army War College (AWC) (Resident)

**\* SETM PROGRAM \***

Modern DCPDS Course Code	12AWC
Length of Program	10 months
Location	Carlisle Barracks, Pennsylvania. The Web site is at <a href="http://www.carlisle.army.mil/">http://www.carlisle.army.mil/</a> .
Degree Awarded	Master of Strategic Studies
Funding	See Funding under <b>Senior Service College/Professional Military Education (SSC/PME) Programs (Administrative Procedures: Post Selection)</b> .
Suspense Dates Dates of Program	* Applicants must check with their servicing Human Resources Office and comply with local, intermediate and Command-equivalent suspense dates
Eligibility Requirements	DA civilian employees at GS-14/15, or equivalent grade levels who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or are serving under an Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590); and have a minimum of three years of consecutive service under one or more permanent appointments. See <b>Senior Service College /Professional Military Education (SSC/PME) Programs</b> for complete list of Eligibility Requirements.
Purpose	To prepare selected military, civilian, and international leaders to assume strategic responsibilities in military and national security organizations.
Description	Participants who attend the Army War College (AWC) study the role of land power, as part of a joint or combined force, in support of the U.S. national military strategy. The AWC produces graduates who are able to perform in a strategic national security environment. The curriculum focuses more on process than on product. Teaching methods emphasize theory, concepts, systems, and the impact on the national security decision-making process. The teaching process brings the curriculum alive by blending vignettes and historical examples with current events to help participants understand the demands of leadership at the strategic level. Class activities emphasize U.S. national military strategy and its linkages with geopolitical factors of national security strategy. Instruction is conducted at the graduate level using rigorous active and experimental learning techniques, wherein learning occurs by doing or participating rather than by just hearing or seeing. The faculty seeks to stimulate creative and critical thinking, thereby enhancing each participant's ability to think and communicate conceptually.

	<p>Joint awareness and perspective underlie the AWC philosophy, exemplified by the mix of participants in each seminar.</p>
<p>Application Process</p>	<p>Follow the guidelines listed here and in <a href="#">Senior Service College/Professional Military Education (SSC/PME) Programs</a>.</p> <p>Applicants: The new Senior Enterprise Talent Management System (SETMS) will be used for all eligible Army Civilians to apply for academic year 2013 (AY13) Senior Service Colleges (SSC). Completed nominations in SETMS will generate an email to the first-line supervisor and general/flag officer or SES for nomination endorsement. Army Commands, Army Service Component Commands, Direct Reporting Units and/or separate organizations will be able to access their applications and conduct their boards using SETMS. Functional reviews conducted by the Army career programs will be automated in SETMS as well. The window of opportunity to submit applications will vary based upon internal command suspense. Please check with your Command civilian training POC for your suspense date. The HQDA suspense to all commands is 29 June 2012. To access the SETM system, please log into: <a href="https://www.cslido.army.mil/CTMO/CTMOIndex.aspx">https://www.cslido.army.mil/CTMO/CTMOIndex.aspx</a>.</p> <p>The "Command endorsement" Memo will be submitted in the SETMS as part of the Command Board Process. The command forwards those best qualified candidates to SAMR-SES, CSLDD. It must:</p> <ul style="list-style-type: none"> <li>• Include an order-of-merit list (OML) of nominees within the body of the endorsement or as an enclosure.</li> <li>• If the Command/equivalent organization has only one nominee, the endorsement must include a statement that the nominee is "one of one."</li> <li>• Include the name, email address and telephone number of the Command/equivalent POC.</li> </ul> <p>The Command will determine what method(s) are appropriate to generate an OML. Submit nomination packages of best qualified candidates to HQDA via command endorsement in SETMS. Command endorsement must be completed in SETMS in time to reach SAMR-SES, CSLDD by the suspense date.</p>
<p>Selection and Notification</p>	<p>A Senior Enterprise Talent Management Board will be convened to select the best qualified candidates from among those nominated.</p> <p>The board will make selection recommendations based upon its assessment of the potential and qualifications of each nominee for continued outstanding service to the Army; the level and degree to which the nominee possesses the knowledge and abilities required of the program; the appropriateness of the training to the nominee's occupation; the nominee's career aspirations, goals and suitability for attendance; and the overall benefit to the nominee and the Army as reflected in the official record before the board. The board will be</p>

	<p>provided all documents that are submitted IAW the Non-NDU Checklist with the exception of the Race and National Origin Form.</p> <p>ASA (M&amp;RA) announces the tentative (before AWC has accepted the students) and final (post-AWC decisions) results of the Senior Enterprise Talent Management Board to Command Human Resource Directors (HRD). Command HRDs will notify applicants, their supervisors and commanders of their status. Principal selectees will receive a welcome packet directly from AWC.</p>
<p>Civilian Training Student Account (CTSA)</p>	<p>Candidates selected to attend the Army War College (AWC) and the Dwight D. Eisenhower School for National Security and Resource Strategy (formerly ICAF) residency program will be reassigned from their current organization to a long-term training authorization on G-3/5/7 Table of Distribution and Allowances (TDA). Students will attend SSC in a TDY status from their current duty location. G-37/TRV will fund salary and benefits for CTSA members while in a training status. EXCEPTION: OCONUS candidates will PCS to the training site (Note: Selectees whose families will be negatively impacted by the current Status of Forces Agreement (SOFA) will NOT be reassigned to the G-3/5/7 TDA, but remain assigned to their current organization --- Backfill reimbursement can be provided to organization's for the period participant is not assigned to the CTSA). Point of Contact: Michelle White, (703) 545-4313.</p>
<p>Declination Procedures</p>	<p>IAW AR 350-1, Army Training and Leader Development, a selectee who declines a quota will be removed from any future consideration for PME. The SAMR-SES, CSLDD POC will be notified telephonically if a declination is necessary so that an alternate can be elevated to the vacant slot, if possible. The declination must be followed up in writing by memorandum through chain-of-command to the address provided above, with copy furnished to <a href="mailto:G357/CTSA@conus.army.mil">G357/CTSA@conus.army.mil</a>. The telephone numbers are 703-695-4834 (DSN 225) or 703-692-3318 (DSN 222).</p>

## Army War College Distance Education Program (AWCDEP)

\* SETM PROGRAM \*

Modern DCPDS Course Code	12AWN
Length of Program	2 Years
Location	On-line, with resident segments in Carlisle, PA. The website is at <a href="http://www.carlisle.army.mil/">http://www.carlisle.army.mil/</a> .
Degree Awarded	Master of Strategic Studies
Funding	See Funding in <a href="#">Senior Service College/Professional Military Education (SSC/PME) Programs</a> Administrative Procedures: Post Selection
Suspense Dates Dates of Program	* Applicants must check with their servicing Human Resources Office and comply with local, intermediate and Command-equivalent suspense dates
Eligibility Requirements	DA civilian employees at GS-14/15 or equivalent grade levels who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or are serving under an Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590); and have a minimum of three years of consecutive service under one or more permanent appointments. See <a href="#">Senior Service College/Professional Military Education (SSC/PME) Programs Eligibility Requirements</a> .
Purpose	To prepare selected military and civilian leaders to assume strategic responsibilities in military and national security organizations.
Description	The AWCDEP objectives are to educate students about the employment of land power as part of a unified, joint, or multinational force in support of the national military strategy pursuant to a Master's Degree in Strategic Studies; to research operational and strategic issues; and to conduct outreach programs that benefit the USAWC, the US Army, and the Nation. The two-year non-resident program consists of a series of ten courses conducted in a distance-learning format and two resident courses completed at the end of the first and second years in the program. The curriculum centers on theory and application of strategy in the context of responsible command, national defense, and military art and science. The program of instruction is conducted at the graduate level and is rigorous. AWCDEP demands considerable dedication to study, conduct of critical analyses, and preparation of numerous papers on complex national security and defense issues. The course curriculum closely parallels the AWC Resident course and graduates are awarded the same diploma. AWCDEP participants meet course requirements through personal initiative and commitment, on their own time, except for the 22 resident academic days required at midcourse and

	<p>end-of-course periods. The AWCDEP students' academic requirements are integrated with regular civilian professional requirements.</p>
<p>Application Process</p>	<p>Follow the guidelines listed here and in <a href="#">Senior Service College/Professional Military Education (SSC/PME) Programs</a></p> <p>Applicants: The new Senior Enterprise Talent Management System (SETMS) will be used for all eligible Army Civilians to apply for academic year 2013 (AY13) Senior Service Colleges (SSC). Completed nominations in SETMS will generate an email to the first-line supervisor and general/flag officer or SES for nomination endorsement. Army Commands, Army Service Component Commands, Direct Reporting Units and/or separate organizations will be able to access their applications and conduct their boards using SETMS. Functional reviews conducted by the Army career programs will be automated in SETMS as well. The window of opportunity to submit applications will vary based upon internal command suspense. Please check with your Command civilian training POC for your suspense date. The HQDA suspense to all commands is 29 June 2012. To access the SETM system, please log into: <a href="https://www.csldo.army.mil/CTMO/CTMOIndex.aspx">https://www.csldo.army.mil/CTMO/CTMOIndex.aspx</a>.</p> <p>The "Command endorsement" Memo will be submitted in the SETMS as part of the Command Board Process. The command forwards those best qualified candidates to SAMR-SES, CSLDD. It must:</p> <ul style="list-style-type: none"> <li>• Include an order-of-merit list (OML) of nominees within the body of the endorsement or as an enclosure.</li> <li>• If the Command/equivalent organization has only one nominee, the endorsement must include a statement that the nominee is "one of one."</li> <li>• Include the name, email address and telephone number of the Command/equivalent POC.</li> </ul> <p>The Command will determine what method(s) are appropriate to generate an OML. Submit nomination packages of best qualified candidates to CSLDO via command endorsement in SETMS. Command endorsement must be completed in SETMS in time to reach SAMR-SES, CSLDD by the suspense date.</p>
<p>Selection and Notification</p>	<p>A Senior Enterprise Talent Management Board will be convened to select the best qualified candidates from among those nominated Army-wide.</p> <p>The board will make selection recommendations based upon its assessment of the potential and the qualifications of each nominee for continued outstanding service to the Army; the level and degree to which the nominee possesses the knowledge and abilities required of the program; the appropriateness of the training to the nominee's occupation; the nominee's career aspirations, goals and suitability for attendance; and the overall benefit to the nominee and the Army as</p>

	<p>reflected in the official record before the board. The board will be provided all documents that are submitted IAW the SSC Checklist with the exception of the Race and National Origin Form.</p> <p>ASA (M&amp;RA) announces the tentative (before AWC has accepted the students) and final results (post-AWC acceptance) of the Senior Enterprise Talent Management Board to Command Human Resource Directors (HRD). Command HRDs will notify applicants, their supervisors and commanders of their status. Principal selectees will receive a welcome packet directly from AWCDEP.</p>
<p>Declination Procedures</p>	<p>IAW AR 350-1, Army Training and Leader Development, a selectee who declines a quota will be removed from any future consideration for PME. The SAMR-SES, CSLDD POC will be notified telephonically if a declination is necessary so that an alternate can be elevated to the vacant slot, if possible. The declination must be followed up in writing by memorandum through chain-of-command to the address provided above, with copy furnished to <a href="mailto:G357/CTSA@conus.army.mil">G357/CTSA@conus.army.mil</a>. The telephone numbers are 703-695-4834 (DSN 225) or 703-692-3318 (DSN 222).</p>

# Dwight D. Eisenhower School for National Security and Resource Strategy

**(formerly, Industrial College of the Armed Forces (ICAF))**

**\* SETM PROGRAM \***

Modern DCPDS Course Code	15ICA
Length of Program	10 months
Location	Ft. Lesley J. McNair, Washington, DC The website is <a href="http://www.ndu.edu/">http://www.ndu.edu/</a>
Degree Awarded	Master of Science in National Resource Strategy
Funding	See Funding in <b>Senior Service College/Professional Military Education (SSC/PME) Programs</b> Administrative Procedures: Post Selection  Army Acquisition Corp (AAC) selectees will receive funding guidance from the Acquisition Support Center.
Suspense Dates Dates of Program	* Applicants must check with their servicing Human Resources Office and comply with local, intermediate and Command/equivalent suspense dates
Eligibility Requirements	DA civilian employees at GS-14/15 or equivalent grade levels who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or are serving under an Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590); and have a minimum of three years of consecutive service under one or more permanent appointments. See <b>Senior Service College/Professional Military Education (SSC/PME) Programs</b> Administrative Procedures: Post Selection Eligibility Requirements for complete list.
Purpose	To prepare selected military officers and civilians for senior leadership and staff positions by conducting postgraduate, executive-level courses of study and associated research dealing with the resource component of national power, with special emphasis on materiel acquisition and joint logistics and their integration into national security strategy for peace and war. In addition, ICAF serves as the course provider for the Senior Acquisition Course directed by the Defense Acquisition Workforce Improvement Act. In this capacity, ICAF acts as a consortium college of the Defense Acquisition University (DAU).
Description	Dwight D. Eisenhower School for National Security and Resource Strategy is the nation's only educational institution that emphasizes the management of national resources to



	<p>support national security strategy. The curriculum provides a broad education in national security strategy and national military strategy with the major emphasis on resources management. The academic program is specifically designed for a participant body already highly experienced and successful in military and civilian professions devoted to designing and resourcing the different facets of national security. The College's approach to education focuses on broad-based national security decision making for senior policy makers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than training. ICAF focuses on enhancing the ability of its participants to have strategic vision, develop strategic plans, lead at strategic levels, take critical advantage of the information revolution, and create environments that put the highest value on consideration of others and ethical behavior. Intrinsic to this is the internalization of a joint, interagency perspective and a broad education that places national security decisions in the context of historical, political, social, economic, and military trends. The curriculum consists of interrelated courses that are presented in a balanced mix of seminars, lectures, and field studies. The program employs the case-study method, complemented by extensive student reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program.</p>
<p>Application Process</p>	<p>Follow the guidelines listed here and in <a href="#">Senior Service College/Professional Military Education (SSC/PME) Programs</a>.</p> <p>Applicants: The new Senior Enterprise Talent Management System (SETMS) will be used for all eligible Army Civilians to apply for academic year 2013 (AY13) Senior Service Colleges (SSC). Completed nominations in SETMS will generate an email to the first-line supervisor and general/flag officer or SES for nomination endorsement. Army Commands, Army Service Component Commands, Direct Reporting Units and/or separate organizations will be able to access their applications and conduct their boards using SETMS. Functional reviews conducted by the Army career programs will be automated in SETMS as well. The window of opportunity to submit applications will vary based upon internal command suspense. Please check with your Command civilian training POC for your suspense date. The HQDA suspense to all commands is 28 Jun 2013. To access the SETM system, please log into: <a href="https://www.csldo.army.mil/CTMO/CTMOIndex.aspx">https://www.csldo.army.mil/CTMO/CTMOIndex.aspx</a>.</p> <p>The "Command endorsement" Memo will be submitted in the SETMS as part of the Command Board Process. The command forwards those best qualified candidates to SAMR-SES, CSLDD. It must:</p> <ul style="list-style-type: none"> <li>• Include an order-of-merit list (OML) of nominees within the body of the endorsement or as an enclosure.</li> <li>• If the Command/equivalent organization has only one nominee, the endorsement must include a statement that the nominee is "one of one."</li> </ul>

	<ul style="list-style-type: none"> <li>• Include the name, email address and telephone number of the Command/equivalent POC.</li> </ul> <p>The Command will determine what method(s) are appropriate to generate an OML. Submit nomination packages of best qualified candidates to HQDA via command endorsement in SETMS. Command endorsement must be completed in SETMS in time to reach SAMR-SES, CSLDD by the suspense date.</p>
<p>Selection and Notification</p>	<p>A Senior Enterprise Talent Management Board (SETM Board) will be convened to select the best qualified candidates from among those nominated.</p> <p>The board will make selection recommendations based upon its assessment of the potential and qualifications of each nominee for continued outstanding service to the Army; the level and degree to which the nominee possesses the knowledge and abilities required of the program; the appropriateness of the training to the nominee's occupation; the nominee's career aspirations, goals and suitability for attendance; and the overall benefit to the nominee and the Army as reflected in the official record before the board. The board will be provided all documents that are submitted IAW the NDU Checklist with the exception of the Race and National Origin Form.</p> <p>HQDA announces the tentative (before NDU has accepted the students) and final results (post-NDU acceptance) of the HQDA Civilian Executive Board to Command Human Resource Directors (HRD). Command HRDs will notify applicants, their supervisors and commanders of their status. Principal selectees will receive a welcome packet directly from NDU.</p>
<p>Civilian Training Student Account (CTSA)</p>	<p>Candidates selected to attend the Army War College (AWC) and the Dwight D. Eisenhower School for National Security and Resource Strategy residency program will be reassigned from their current organization to a long-term training authorization on G-3/5/7 Table of Distribution and Allowances (TDA). Students will attend SSC in a TDY status from their current duty location. G-37/TRV will fund salary and benefits for CTSA members while in a training status.</p> <p>EXCEPTION: OCONUS candidates will PCS to the training site (Note: Selectees whose families will be negatively impacted by the current Status of Forces Agreement (SOFA) will NOT be reassigned to the G-3/5/7 TDA, but remain assigned to their current organization</p> <p>-- Backfill reimbursement can be provided to organization's for the period participant is not assigned to the CTSA). Point of Contact: (703) 545-4313</p>
<p>Declination Procedures</p>	<p>IAW AR 350-1, Army Training and Leader Development, a selectee who declines a quota will be removed from any future consideration for PME. The SAMR-SES, CSLDD POC will be notified telephonically if a declination is necessary so that an alternate can be elevated to the vacant slot, if possible. The declination must be followed up in writing by memorandum through chain-of-command to the address provided</p>

	above, with copy furnished to <a href="mailto:G357/CTSA@conus.army.mil">G357/CTSA@conus.army.mil</a> . The telephone numbers are 703-695-4834 (DSN 225) or 703-692-3318 (DSN 222).
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REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
OFFICE OF THE VICE CHIEF OF STAFF  
201 ARMY PENTAGON  
WASHINGTON DC 20310-0201

5 June, 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Mandatory Placements for Civilian Graduates of Senior Service Colleges (SSC)

The Army's senior leadership recognizes the importance of developing civilian leaders. Effective career management of key civilian leaders is a critical element of Army's current capability and future success. SSC education prepares civilians for positions of greater leadership responsibility; civilians with advanced leadership education make greater contributions to the Army.

To increase the effectiveness of civilian SSC education, I have decided to institute a policy of directed placement of all civilian SSC graduates, including participants in the Defense Leadership and Management Program (DLAMP). This will maximize the Army's return on investment and provide an avenue for full utilization of the competencies acquired through SSC education through an assignment process paralleling that which exists for military graduates. Directed placement will advance the goals of professionalizing leader development for the civilian workforce and provide an avenue for full utilization of leadership skills and competencies acquired. Centralized placement will strengthen the Army, ensuring SSC graduates are put to use immediately and on a continuing basis, using the benefits acquired from their development by placement in Army key leadership positions.

Therefore, effective with Academic Year 03/04, the Office, Deputy Chief of Staff, G-1 (ODCS-G-1) will direct placement of all Army civilian SSC graduates. SSC includes Army War College resident and distance education programs, National War College, or the Industrial College of the Armed Forces. Likewise, this policy applies to DLAMP participants who have access to seats at the Air War College and the College of Naval Warfare. The ODCS, G-1 will develop and issue implementing policies and procedures.

//signed//

JOHN M. KEANE  
General, United States Army  
Vice Chief of Staff

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SUPERINTENDENT, U.S. MILITARY ACADEMY

## **Validation Guidance for Military and Civilian Positions That Require Senior Service College Education**

**"A military member, LTC and above, or DA Civilian, GS-14 and above, who occupies a leadership position<sup>1</sup> (both command and staff) that requires a thorough knowledge of strategy and the art and science of developing and using instruments of national power (diplomatic, economic, military, and informational) during peace and war. This knowledge is necessary in order to perform Army, Joint, or Defense Agency operations at the strategic level (MACOM, Army Component Command, Field Operating Agency, Joint Task Force or higher)."** <sup>2</sup>

Note 1: Exceptions to leadership position include:

- War planner or strategist at an MACOM/ACC or higher.
- Executive officer to a flag officer in the grade of O9 and above.
- Executive officer to an SES.
- Military assistant or Deputy to the SA, USA, or ASA.
- Military assistant to Defense Secretaries or elected officials.
- Instructor at a Senior Service College

Note 2: All General Officer and SES positions require Senior Service College education.

**Approved by the G-3 February 2002**

# Functional Chief Representative (FCR) Competitive Professional Development (CPD) and Short Term Training (STT) Programs

General Information	The following information is provided as a quick reference for individuals applying for CPD opportunities as well as those responsible for CPD administration and processing. This information must be used in conjunction with applicable regulations/directives governing training.
<b>Definitions</b>	
Competitive Professional Development	CPD is defined as functionally tailored, significant developmental opportunities that occur in academic (university) programs, Training-With-Industry (TWI) and/or planned developmental assignments that have been documented in the respective ACTEDS plans. The programs covered include: university programs; developmental assignments; TWI; the Army Comptrollership Program; the Army Congressional Fellowship Program; the Logistics Executive Development Program; the Secretary of the Army Research and Study Fellowship; the DOD Professional Enhancement Programs; the Advanced Resource Management Course (Syracuse); and the Professional Military Comptroller School (Maxwell Air Force Base).
Short-Term Training (STT)	Short-term training is FCR sponsored that is 120 calendar days or less. Training instances may include, but are not limited to, professional workshops, seminars, and university classes. Attendance at workshops and seminars must have a demonstrated training purpose and be documented in each respective ACTEDS Plan. Annual functional meetings or career program planning boards are excluded from ACTEDS funding. The majority of the requirements in this chapter are targeted towards long-term training, unless identified as short-term training. Short-term training may only require a SF 182. Employees should contact their respective FCR for specific information about required forms.
Long-Term Training (LTT)	<p>LTT and education is training to which an employee is assigned on a continuous, full-time basis for more than 120 calendar days. The assignment may be at either government or non-government facilities. It may include both formal training programs and planned developmental assignments. LTT enables employees to keep abreast of changes and innovations in their occupational fields, learn new skills, or develop/improve abilities needed in current or future positions. Please note that courses taken in the same semester should be submitted on a separate <b>SF182</b> (the SF182 replaces the now-expired DD Form 1556).</p> <ol style="list-style-type: none"> <li>1. An employee on a LTT assignment at an academic institution must be in a full-time program. Even if the employee is unable to enroll in all the courses desired, the employee still must carry the minimum number of credit hours required to be considered a full-time student at that institution.</li> <li>2. During extended school recesses, the employing activity may wish to return the employee to duty. Employees who do not return to duty must either use annual leave during recesses or show that they will be fully involved in a research/study project related to the training assignment.</li> <li>3. Having gone through a highly competitive process, employees selected for LTT assignments are among a highly select group of employees. They are expected to make the most of their training opportunity. To help avoid academic difficulties, it is recommended that the employees review the prerequisites, read the description of courses they plan to take, and, if necessary, take a refresher-training course before reporting to school.</li> </ol>
Eligibility Requirements	<ul style="list-style-type: none"> <li>• Nominees must be serving in or registered in a career program with career status appointments, Schedule A excepted appointments without time limitation, or excepted appointments in the Defense Civilian Intelligence Personnel System (DCIPS). In addition, nominees must have a minimum total of three years service in any one or a combination of such appointments. <b>(See Long-Term Training Guide to determine service obligation time.)</b></li> <li>• Employees selected for full-time continuous training in government facilities in excess of 120 calendar days or non-government facilities in excess of 80</li> </ul>

	<p>hours must agree to continue in DA or DOD service for a period equal to three times the length of the training assignment.</p> <ul style="list-style-type: none"> <li>• Employees in grades below GS-12 are not eligible for formal LTT unless they are nominated for DA centrally administered, LTT programs with a lower grade criterion. GS-9s (non-interns whose positions have been documented as journey-level) may also apply at the discretion of the FCR. (See specific training announcements in Chapter 3).</li> </ul>
<p>Application, Selection, and Notification</p>	<ul style="list-style-type: none"> <li>• The application package button at the end of each career program section in this chapter will take you to the application package.</li> <li>• Submit the original and one copy of the application package through the nominee's appropriate chain of command to reach the respective FCR's office by the published suspense date. (Some FCRs have not set suspense dates and accept applications throughout the year.)</li> <li>• Command endorsements are required on all LTT (more than 120 calendar days) nomination packages for training where employees must be excused from their normal 40-hr tour of duty. Endorsements may be signed by an official designee who has been given authority to sign for the commander.</li> <li>• Employees nominated for CPD will be evaluated competitively within their respective career programs. Each evaluation will be based on information provided by the nominee's supervisor, the nominee's experience (including outside activities), education, training, and/or awards, and the nominee's motivation for wanting the training.</li> <li>• Selections will be made by FCRs who will consider panel evaluations, performance appraisals, comments, and recommendations contained in the Functional Review Form.</li> <li>• The FCRs will announce selections.</li> <li>• The FCR will be responsible for ensuring that all requests for degree programs are provided to the ASA (M&amp;RA) for final approval.</li> <li>• The applicant is responsible for ensuring that all required forms, endorsements, and signatures are included.</li> <li>• Short-term training may only require a SF 182. Employees should contact their respective FCR for specific information about required forms for short-term training because an entire LTT package may not be required.</li> </ul>
<p>Suspense Dates</p>	<p>Applicants must adhere to the suspense dates shown in each career program section. If no suspense date is indicated, you should contact your respective FCR's office for guidance. Be sure to allow sufficient time for your application to be processed through all command channels.</p>
<p>Priority Placement Program Requirements</p>	<p>Reassignments made for formal development and training purposes are generally an exception to the Priority Placement Program (PPP). However, if the assignment involves a temporary promotion, PPP requirements will apply. In addition, PPP requirements may apply if the activity plans to backfill the trainee's position for 90 days or more by other than a detail. More information about the requirements for matching and filling positions through PPP can be found in Chapter 4 of the Department of Defense Priority Placement Program Manual.</p>
<p>Authorized Expenses</p>	

<p>Training outside the participant's commuting area</p> <p>Training within the participant's commuting area</p> <p>Potential Tax Liability</p>	<p>Attendance at a LTT training course (authorized under Title 5 United States Code Chapter 41-Training) paragraph 4104-4109) involving government or non-government facilities is generally a TDY assignment. In connection with a training assignment, an employee may be authorized one of the following:</p> <ul style="list-style-type: none"> <li>• Reimbursement for the cost of common carrier transportation for travel to and from the training location in accordance with the JTR Vol. 2, paragraph C2401. And either:</li> </ul> <p>Per diem based on authorized expenses not to exceed 100% of the established rate at the training location site (while in training); local travel is not authorized.</p> <p style="text-align: center;">OR</p> <p>Transportation for dependents and household goods to and from training site. Such moves will not include per diem for dependents (only the employee's per diem is authorized) to the training site; house hunting trips; temporary quarters substance expenses; non-temporary storage; real estate/unexpired lease expenses; or miscellaneous expenses. Reimbursement for travel is not authorized</p> <ul style="list-style-type: none"> <li>• Upon approval of an overseas US citizen employee to a CONUS LTT assignment, the employing activity will make a cost comparison of the per diem expenses with the estimated cost of round-trip transportation for the employee's dependents and household goods between the employee's permanent duty station and the training location. The guidance in JTR Vol. 2 will be followed in making the cost comparison.</li> <li>• Reimbursement may be authorized for mileage in accordance with the appropriate rate, for the distance that exceeds the employee's commuting distance to the regular place of work and return; this includes necessary parking fees and tolls, (JTR paragraph C2401).</li> <li>• Tax Liability - A tax liability may be incurred for travel expenses paid by the government, especially if the travel time exceeds one year (Reference JTR, Para C4455E). Consult the IRS or a tax accountant for further clarification.</li> <li>• Information about authorized expenses and travel entitlements can be found in the <a href="#">Joint Travel Regulation (JTR)</a>, Volume 2, and current regulatory guidance. See a personnel representative at the Civilian Personnel Advisory Center for assistance.</li> </ul>
<p>Security Clearance</p>	<p>If the training assignment for which an individual is selected requires a security clearance higher than the selectee's current clearance, the employing activity will initiate action to obtain the proper clearance prior to the training start date.</p>
<p>Service Obligation Agreement</p>	<ul style="list-style-type: none"> <li>• An Agreement to Continue in Service must be completed before assignment to the training if the employee is selected for: <ol style="list-style-type: none"> <li>1. A non-Government training and development program in excess of 80 hours, or</li> <li>2. A Government training and development program in excess of 120 calendar days.</li> </ol> </li> <li>• Managers/supervisors will ensure the selectee employee is informed, in advance, of the continued service obligation. A signed copy of the "Agreement To Continue In Service (LTT)" form will be maintained in the organizational case file.</li> <li>• Employees who voluntarily fail to complete the obligated service period in the DoD will be required to reimburse the DoD on a pro rata basis for the percentage of completion of the obligated service for the registration fees, tuition and matriculation fees, library and laboratory fees, purchase or rental of books, materials, supplies, travel, per diem, and miscellaneous other related training program costs paid in connection with the training. Request for waiver of repayment of training expenses may be submitted to the G-37/TR Director of training (for HQDA centrally funded training) or the respective command/activity (for command/activity funded training).</li> </ul>
<p>Performance Plans Required for Long</p>	<p>Employees on LTT in academic environments or on work-related long-term developmental assignments should have performance plans developed prior to</p>



Term Training (LTT)	beginning their training/assignment. Supervisors can choose from the following objectives or compose their own as appropriate: (a) attentiveness/receptiveness to instruction, (b) class preparation, (c) class participation, (d) completion/mastery of examinations/assignments. After development, the performance plan must be mailed to the LTT institution or the supervisor of the developmental assignment with instructions to the recipient to rate the student against the performance objectives using the Total Army Performance Evaluation System (TAPES) letter input. Extending rating periods for individuals on LTT or developmental assignments should be a rare occurrence.
Affirmative Action Goals	Training opportunities provide a valuable learning experience and competitive edge for future advancement to those attending. CPD opportunities are limited; however, all eligible employees should be encouraged to participate in these programs. Training is a useful means to cultivate equal employment opportunity objectives for minorities, women, and persons with disabilities. Functional, managerial, civilian personnel, and equal employment Office (EEO) officials should ensure nominations for CPD programs support Department of Army affirmative action goals.
<p>University Training</p> <p>Full-Time</p> <p>Part-Time</p>	<ul style="list-style-type: none"> <li>• Individuals excused from their normal 40-hour tour of duty to attend a semester or more of university training must be enrolled in a full-time course load. The number of required semester hours per semester is described in 1 through 3 below. <ol style="list-style-type: none"> <li>1. Full-time undergraduate students are required to take a minimum of 12 semester hours/18 quarter hours;</li> </ol> <p style="text-align: center;">OR</p> <ol style="list-style-type: none"> <li>Full-time graduate students are required to take a minimum of 9 semester hours/12 quarter hours.</li> <li>2. Course load for abbreviated summer sessions of 10 weeks or less will be 6 semester hours for graduate or 9 semester hours for undergraduate study.</li> </ol> </li> <li>• Part-time attendance is defined as evening or weekend enrollment or anything less than the minimum number of semester hours required to be considered a full-time student, as described herein. Selection for part-time attendance will be considered on a case-by-case basis.</li> <li>• Part-time students may not be relieved of the full 40-hour tour of duty. However, a student may be excused any part of a week as agreed to by the supervisor to attend classes.</li> </ul>
Grade Requirements	CPD participants in university training must satisfactorily complete all courses of study. Students in an undergraduate program must maintain a "C" average, or better, and a "B" average for graduate programs. It will be the responsibility of the student to forward grades to the respective FCRs office.
Utilization Plan	The utilization plan is extremely important. Managers at all levels should ensure that skills and knowledge gained through training are used when an individual returns to the work situation. The plan should be drawn up in advance of the training assignments to clearly establish a commitment by the organization that will ensure that the Army will gain a return on the training investment. Utilization plans should be geared toward post-training assignments at increasingly difficult levels of responsibility. The first-line supervisor's utilization plan must address the return on the training investment should the individual return to his/her same organization. FCRs will consider the utilization plan in addition to all other information provided when evaluating each candidate for selection.
<b>Administrative Procedures - Post Selection</b>	
Assignment to Long-Term Training	<ul style="list-style-type: none"> <li>• Employees normally remain on their organizations TDA and the organization continues to fund the employee's salary and personal benefits.</li> <li>• Locality rates of pay are determined by the employee's permanent/official duty station (5 CFR 531.603).</li> <li>• A Notification of Personnel Action, SF50, will be processed for the temporary "Reassignment NTE" (NOAC 943) and the "Termination of Reassignment" (NOAC 945). Processing the SF50 allows the organization to effect a</li> </ul>

	<p>temporary promotion against the authorized space or a temporary fill from outside the command. An SF50 is not required if the position left vacant by the LTT participant is not backfilled.</p>
<p>Reimbursement Funding Policy When Backfilling a LTT Vacancy</p>	<p>If the position left vacant by LTT is backfilled with a temporary promotion or by someone outside the command, the increased cost incurred by the command will be reimbursed. The ACTEDS Management Branch must receive a copy of the "Notification of Personnel Action" (SF50) assigning the employee to LTT and a copy of the SF50 effecting the temporary promotion or reassignment of the backfill <u>before</u> reimbursement of ACTEDS resources will be issued to the command. Send copies of personnel actions to</p> <p>Department of the Army  G-3/5/7 Training Directorate  Civilian Training and Leader Development Division  ATTN: DAMO-TRV  450 Army Pentagon - Room 2D639  Washington, DC 20310-0450</p>
<p>Resource Allocation Selection System (RASS)</p>	<ul style="list-style-type: none"> <li>• The Resource Allocation Selection System (RASS) is an automated financial system that centrally manages the Army Civilian Training, Education and Development System (ACTEDS) resources for the Intern and Competitive Professional Development (CPD) training programs.</li> <li>• RASS is a real time, web-based life-cycle management system for centralized management of funds for ACTEDS-approved DA Intern and CPD training. RASS eliminates manual procedures, for training and travel documents.</li> </ul>
<p>Funding Procedures</p>	<ul style="list-style-type: none"> <li>• Students participating in CPD training opportunities must utilize GoArmyEd for the purpose of requesting ACTEDS resources for FCR approved training.</li> <li>• GoArmyEd enables the creation, submission, and approval of the following forms: A Request, Authorization Agreement, Certification of Training and Reimbursement Form (SF 182), Request, and Authorization for TDY Travel Orders (DD Form 1610), and a Claim for Reimbursement for Expenditures on Official Business (SF1164).</li> <li>• The student is responsible for accessing RASS and completing a SF 182 and DD Form 1610. Documentation must contain the signatures of the supervisor, FCR and a G-3/7 TRV budget analyst prior to students beginning an ACTEDS training assignment.</li> <li>• Students who attend a CPD training assignment prior to receiving a SF 182 or DD Form 1610, certified with the signature of a G-3/7 TRV Budget Analyst and an ACTEDS fund cite signed and dated by a budget analyst in the G-3/7 TRV RM office may be responsible for costs associated with the training assignment. Students should ensure there is sufficient lead time for the processing of training documents prior to the start date of the training assignment.</li> </ul>
<p>Time and Attendance/Leave</p>	<ul style="list-style-type: none"> <li>• The selectee's employing activity will be responsible for administration of leave and maintenance of leave records. It is important that the office maintaining the time and attendance record is fully aware of recess periods at the training site.</li> <li>• Upon notification of selection, the employee must make arrangements for use of any annual leave that would be lost during the training assignment.</li> <li>• The use of selectee's annual leave should be adjusted to conform to the schedule of training.</li> <li>• During extended school recess periods, the participant must either: <ol style="list-style-type: none"> <li>1. Request annual leave; or</li> <li>2. Request permission to return to duty (RTD). RTD is at the supervisor's discretion but ACTEDS funds may NOT be used for RTD travel expense; or</li> </ol> </li> </ul>

	<p>3. Request supervisor's approval to use time for training related study or research. The participant should provide the supervisor with a written outline of the research or study requirements. The supervisor determines if the requested time is appropriate.</p> <ul style="list-style-type: none"> <li>• If the selectee departs his/her duty station prior to the effective date indicated on the SF50, he/she will be in an annual leave or leave without pay status. DAPE-CP-CPA will not be responsible for costs incident to leave that is taken before the start of the training assignment.</li> </ul>
Travel Orders	The DD Form 1610 will be prepared in accordance with the provisions of the JTR, Volume 2. See Funding Procedures above.
SF 182	A SF 182 "Request, Authorization Agreement, Certification of Training and Reimbursement" must be completed on each individual selected to participate in a formal classroom training assignment (includes seminars).
Modern DCPDS Course Codes	<ul style="list-style-type: none"> <li>• Use 12DEV for all developmental assignments.</li> <li>• Use 12DEG for all approved academic degree programs.</li> <li>• Use 12CPD for all other competitive professional development except those programs announced in this catalog which have specific Modern DCPDS course codes identified.</li> </ul>
Evaluation of Long-Term Training (LTT) Assignment	<ul style="list-style-type: none"> <li>• A copy of the following forms are required by this office in order for Army to determine if your LTT assignment met the established goals and objectives. Part-time or intermittent attendance at training on duty time is exempt.</li> <li>• Within six weeks following the trainee's return to duty, the trainee's supervisor will complete an evaluation to assess post-utilization. To complete this evaluation online, click the link marked " Sample LTT Evaluation Plan (6 weeks)"—<i>See Forms List</i>.  <a href="#">Sample LTT Evaluation Plan (6 weeks)</a></li> <li>• Not later than eight months after the trainee returns to work, the supervisor and the trainee will jointly complete a second evaluation to assess continuing benefits of the training assignment. To complete this evaluation online, click the link marked "Sample LTT Evaluation Plan (8 months)". -<i>See Forms List</i>.  <a href="#">Sample LTT Evaluation Plan (8 months)</a></li> <li>• Copies of post-training evaluations should be sent to:  Department of the Army G-3/5/7 Training Directorate Civilian Training and Leader Development Division ATTN: DAMO-TRV 450 Army Pentagon - Room 2D639 Washington, DC 20310-0450</li> <li>• Supervisors should retain one copy of each evaluation. The completed questionnaires will be evaluated at both local and HQDA levels to ensure that utilization plans are being carried out effectively, improve administration of the long-term training program, and make better use of trainees upon completion of training. The requirement to evaluate long-term training applies to all centrally funded and locally funded programs.</li> </ul>
Points of Contact	Please contact the FCR or designated career program POC listed in the announcement for your specific career program regarding information about ACTEDS training and developmental opportunities

# Long-Term Training (LTT) Guide

## General Information

### General Information

LTT includes, but is not limited to, Academic Degree Training (ADT); Senior Service College (SSC); and Defense Senior Leader Development Program (DSLDP). General guidance is provided; always check with the Civilian Personnel Advisory Center (CPAC), the Joint Travel Regulation (JTR), and other regulatory requirements for clarification on local procedures.

The Functional Chief Representative (FCR) for each Career Program (CP) is the approval authority for all HQDA centrally funded ComPetitive Professional Developmental (CPD) training. CPD candidates should follow FCR guidance when requesting approval for LTT.

### Salary and Benefits

All employees participating in LTT will remain on the rolls of the nominating command. The nominating command is responsible for payment of salaries and benefits and will continue to provide personnel management and financial/accounting support for the LTT student.

Senior Service College (SSC) attendees ONLY: A SSC graduate will be removed from the rolls of the nominating command when the graduate is transferred to another organization via the SSC Government Placement Program (GPP).

Locality pay adjustments depend on the official duty station of the LTT student's position of record with the nominating command. Since the official duty station does not change, locality pay is not affected by the LTT location. See 5 CFR 531.603(a) for exceptions.

### Funding

ACTEDS funding may be used for ADT.

HQDA, G-37/TRV centrally manages funding for LTT except for Army Acquisition Corps (AAC) students attending Industrial College of the Armed Forces (ICAF). All costs associated with supporting AAC students at ICAF will be borne by the Office of the Assistant Secretary of the Army for Acquisition, Logistics, and Technology.

Funding for DSLDP is managed by DoD Civilian Personnel Management System (CPMS). For additional information on the DSLDP program, go to [http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP\\_Program.aspx](http://www.cpms.osd.mil/lpdd/DSLDP/DSLDP_Program.aspx)

### Government Travel Card

Students are required to use the Government Travel Card for LTT expenses. Refer to DODFMR, Volume 9, Chapter 3 for specific guidance on use of the Government Travel Card. If an exemption is granted for the mandatory use of the travel card, personal funds, including cash or charge card, may be used or travel advances may be requested. Students must request travel advances in accordance with DFAS travel pay procedures. A travel advance request form and specific instructions are located at <http://www.dfas.mil/>. Travel orders for students requesting an advance must state "travel advance is authorized and traveler does not have a government charge card." Travel advances are issued to the student only via electronic funds transfer to their checking or savings account.

LTT students are advised to arrange for their Government Travel Card limit to be increased to \$5000 to cover costs associated with LTT; this is done through the nominating command's Government Charge Card (GOVCC) Agency Program Coordinator.

## ComPetitive Professional Development Training (CPD) to include Academic Degree Training (ADT)

### Academic Degree Training (ADT)

See [ADT Announcement when published](#) , and [ADT Checklist](#)

### Training Within the Commuting Area

Functional Chief Representatives (FCR) may elect to pay local mileage costs for ComPetitive Professional Development (CPD) training opportunities. Mileage may be reimbursed IAW the JTR for each day students travel to the training site. Mileage reimbursement is restricted to the number of miles

## Training Outside the Commuting Area

that exceed the normal commuting distance. Parking fees and tolls may also be reimbursed.

Travel orders will be created by the student in Defense Travel System (DTS) prior to the start of LTT. HQDA, G-37/TRV will provide the line of accounting for all CPD training centrally funded by HQDA. Students will continue to use their current DTS routing chain for processing DTS authorizations for all FCR approved training.

DSLDP attendees will use DTS under a DOD account, working directly with the Leader and Professional Development Division POC at 703-696-9612.

ACC students funded by the Acquisitions Corps will adhere to acquisition guidance.

Students must schedule partial payments for LTT. DTS calculates average expenses for each month of the training period and automatically makes payments to the student. Partial payments will be reconciled once the student files a final settlement voucher at the end of the training period.

Travel orders should be issued approximately 45 calendar days prior to the LTT start date. Signed travel orders are not required for students to make housing arrangements; however, housing arrangements must not be made before the student receives official confirmation of acceptance to the LTT program. Students are authorized to report to the training site no more than 5 days prior to the start of training.

Travel and per diem is authorized for one round trip to/from the training site. Additional trips to/from the training site are not authorized. If students elect to drive a privately owned vehicle (POV), reimbursement for mileage and per diem is restricted to constructive cost of common carrier transportation and related per diem allowance as determined in the JTR. Reimbursement for in/around use of POV at the training site is not authorized.

A rental car is authorized for students arriving by air for the purpose of getting to the training location from the airport and returning to the airport upon completion of training. Use of rental car in/around the training location is not authorized.

Students have five days of "in transit" time to leave the duty station and get to the LTT site. Students are authorized full per diem during this time. Students may be allowed to utilize post housing; check with the local housing office for eligibility. Ultimately, students are responsible for making housing arrangements. House hunting trips are not authorized.

Students are authorized to ship 350 lbs. of "Unaccompanied Baggage" through the local Travel Management Office (TMO). The items shipped are limited to necessities while in a TDY status. Reimbursement for U-Hauls is not authorized. Questions about shipping Unaccompanied Baggage should be directed to the TMO; this process varies somewhat at different locations.

Full per diem for LTT is authorized. JTR Per Diem rates include a maximum amount for lodging expenses; reimbursement may not exceed actual lodging costs or the JTR maximum rate whichever is less. Receipts for lodging are required.

Non-Authorized Expenses. Neither ACTEDS or G-37/TRV funding is authorized for:

1. Rental car at the training site
2. Limousines
3. Excess baggage
4. In-and-around mileage at the TDY site
5. Additional round trips between the duty station and LTT location

6. Cable or satellite services
7. Phone services
8. Transportation for family members
9. Movement of household goods to and from the training location
10. Per diem for family members
11. House hunting trips
12. Temporary quarters subsistence expenses
13. Non-temporary storage
14. Real estate or unexpired lease expenses
15. Shipment of POV
16. Miscellaneous expenses

Authorized Expenses. Covered expenses include:

1. Rental of hotel space, apartment, house, townhouse, or condominium
2. Connections, use and disconnection costs of utilities including:
  - o Electricity
  - o Natural gas
  - o Water
  - o Sewage/garbage
  - o Fuel Oil

Any other reimbursable expenses authorized by the JTR will not be centrally funded by G-37/TRV or ACTEDS. Other expenses may be authorized and paid for by the sponsoring command. **STUDENTS MUST OBTAIN APPROVAL AND FUNDING FROM THEIR NOMINATING COMMAND PRIOR TO INCURRING OR CLAIMING ANY EXPENSES NOT CENTRALLY FUNDED.**

Tax Liability - students may incur a tax liability for travel expenses paid by the government, especially if the travel time exceeds one year (Reference JTR, Para C4455E). Students should consult the IRS or a tax accountant for further clarification.

#### Preparing Travel Orders

For the duration of the training period, the participant will be authorized FULL Per Diem based on authorized expenses not to exceed the rate established in the JTR for the training site. Reimbursement for local travel while on per diem is not authorized. DTS automatically determines the maximum lodging and Meals and Incidental Expenses (M&IE) rate for the training location. To prevent overpayment, students should calculate and enter a daily lodging rate based on the amount paid not to exceed the JTR MAXIMUM lodging rate. Receipts are required for all lodging expenses.

If a lease does not include utilities, those expenses must be added separately as a non-mileage expense.

To manually look-up lodging and M&IE rates for training locations, go to: <http://www.defensetravel.dod.mil/perdiem/pdrates.html>. Select the appropriate state and location for each school from the list below:

- For Army War College, chose Pennsylvania, then choose Carlisle, PA
- For Air War College, choose Alabama for state, then choose Maxwell AFB, AL
- For College of Naval Warfare, choose Newport, Rhode Island
- For National Defense University (National War College/Industrial College of the Armed Forces), choose Washington, DC , then choose Fort McNair

Itemized authorized expenses which include: connection and disconnection costs of utilities which include electricity, natural gas, water,

sewage/garbage, and fuel Oil must be included on the travel order. Receipts for all authorized expenses are required.

Army War College Field Trips

Itemized authorized expenses DO NOT INCLUDE: cable or phone.  
Full per diem is authorized for school directed field trips while attending LTT at the Army War College.

- Dual lodging is authorized per JTR, Ch4, Part L, par C4555F.

While on dual lodging, M&IE on the original LTT authorization must be changed to ZERO dollars for the days TDY due to field trips. (You cannot get M&IE from both sets of orders/both locations.)

Per Diem During Leave Status

For all LTT:

- Per diem is NOT authorized while in a leave status per JTR, Ch4, Part L, par C4555G.
- Per diem is authorized if on leave for only part of a day, per JTR, Ch4, Part L, par C4563C.
- Per diem is authorized for non-workdays (federal gov't holidays, weekends, or other scheduled non-workdays) EXCEPT when the student returns to the PDS or place of abode, per JTR Ch4, Part L, par C4563C.
- Adjust the per diem entitlements to zero for the days students are in a leave status.

SF 182

The SF 182 must be processed prior to starting LTT.

Most items on the SF-182 are completed the same way as for other training requests. The exceptions to LTT requests are:

- Section B, Item 2a, Course Title. Insert "Long Term University Training" or "Long Term Developmental Assignment"
- Section B, Item 18, Training Objectives. Insert "DA approved LTT" then list the course number, title and semester or quarter hours for each course to be taken.
- Section B, Item 5, Training Duty (Course) Hours. Employees in LTT are counted as being in training 8 hrs per day/40 hrs per week. Therefore, all time must be reported as duty hours and should approximate the number of work hours during this time frame, i.e., a 15-week semester would be 600 hours, 16-week semester 640 hours.
- Items 3&4, Training Start Date/Training Stop Date. Check with the resource management office to determine how funds are being distributed. This will determine whether you prepare one form for each semester, showing only the semester dates, OR one form for the entire training period, showing inclusive dates. This also applies to Section C, Item 1, Direct Costs.
- Section C, Item 1a, Tuition cost. Show authorized tuition & fees for the training period covered - based on training start and stop dates.
- Section C, Item 1b, Books and Materials Costs. Show authorized books cost. You may only include books required by your instructor. You may NOT use ACTEDS resources to purchase books not required by the instructor, computers, calculators, sweatshirts, backpacks, or similar items. If special equipment is needed, make arrangements to borrow the equipment from an activity on hand receipt. Any questions about charges should be addressed to your Civilian Personnel Advisory Center (CPAC).
- Section C, Item 1, Appropriation Fund. Check with the FCR for CPD procedures.

- Section C, Item 6, Billing Instructions. Use the official mailing address of the office which receives and processes invoices for training of civilian employees.

Use the "Agreement to Continue in Service (LTT)" form from this catalog rather than the agreement in the SF-182.

#### Time Off and Leave

Supervisors from the nominating command will be the approval authority for any requests for leave.

Developmental assignment. Students are expected to be at the place of duty 8 hrs/day, Mon-Fri, except holidays, unless the agency hosting the LTT has agreed to a different work schedule that still equals 80 hrs per pay period OR the supervisor at the hosting agency and the supervisor at the nominating organization have approved annual, sick, or administrative leave.

College/university/SSC training. CPD candidates enrolled as a full-time students will be counted as being in training 8 hrs/day, 40 hours/week, except on weekdays when the school is closed. Students must provide their nominating command supervisor with a school schedule that identifies recess periods and other dates when school is closed. When the school is closed on a regular workday, students must either :

- Request annual leave  
OR
- Request permission to return to duty (RTD). RTD is at the supervisor's discretion; DA funds may NOT be used for any RTD travel expense.  
OR
- If appropriate, request supervisor's approval to use time for training related study or research. A written outline of the research or study requirements must be provided to the supervisor. The supervisor determines if the requested time is appropriate.

A plan for expending "use or lose" annual leave, should be made prior to the end of the leave year. Use of annual leave must never interfere with academic performance.

Overtime/compensatory time is not appropriate for employees in LTT.

- If the time spent in training impacts a service obligation, it is essential that accurate records be maintained regarding the time spent in training versus annual leave, sick leave, return to duty, holiday leave, etc. Regardless of the organization's timekeeping system, students, supervisors, and timekeepers should maintain this information. Immediately after completion of LTT, it is the student's responsibility to have the timekeeper generate a memorandum for record that accurately summarizes any leave or return to duty during the LTT. A copy of this memo should be furnished to the CPAC. Failure to do so may result in greater service obligations due to improper documentation of annual leave, sick leave, holiday leave, or return to duty days which are counted as training days. Every day of training equates to three days of service obligation.

#### Continued Service Agreement

Civilian employees selected for non-Government training in excess of 80 hours or LTT and developmental programs in excess of 120 calendar days (Government or non-Government) must complete an "Agreement to Continue in Service (LTT)" form before assignment to the training. Managers/supervisors must ensure that the selected employee is informed, in advance, of the continued service obligation.



Employees are obligated to remain with the DOD for a period of three times the length of the training. A one-year training assignment equates to three years of obligated service.

The obligated service time must be computed and entered on the "Agreement to Continue in Service (LTT)." A signed copy of the agreement will be maintained in the organizational case file. To determine service obligation time:

1. Multiply the number of hours (from Item 21 of SF-182) by 3, then divide by 8 to get the number of workdays you are obligated to stay with DOD.
2. The obligated service begins the first workday after completion of the entire training program.
3. In the period of obligated service box, insert the date of the first workday after training completion in "From".
4. Using the calculation from step 1 above, count off the number of workdays to determine the completion or the "TO" date. There are 260 workdays in a normal calendar year. Be sure to only count workdays, not calendar days, when figuring the dates of obligated service.

If multiple SF-182 forms are being processed for two or more semesters of training, multiple "Agreement to Continue in Service (LTT)" forms may be required. The obligated workdays are cumulative with the service time beginning after completion of the entire training assignment. For example:

1. An employee approved for LTT in the Fall, Spring and Summer should submit the first SF-182 for processing for the Fall Semester. Assuming it is a 16 week semester, the service obligation is 240 workdays ( $16 \text{ wks} \times 40 \text{ hrs/wk} = 640 \text{ hrs}$  for the semester  $\times 3 = 1920 \text{ hrs}$  divided by 8 = 240 workdays). The Period of obligated service should read "240 workdays, beginning after completion of LTT program".
2. A second SF-182 is processed for Spring Semester and shows the addition of another 240 workdays (start and end dates indicate a 17 week semester, less one week for Spring break = 16 weeks). The Period of obligated service in the second agreement will read "480 workdays (240 for this semester, plus 240 from the previous semester), all to begin after completion of the LTT program".
3. A third SF-182 is processed for the Summer Semester. Summer Semesters may vary in length. In this example, the Summer Semester is 10 weeks long. The service obligation would be an additional 150 workdays ( $10 \text{ wks} \times 40 \text{ hrs/wk} = 400 \text{ hrs} \times 3 = 1200 \text{ hrs}$  divided by 8 = 150 workdays). The Period of obligated service in the third agreement should read "630 workdays (150 for this semester, plus 480 from previous semesters), all to begin after completion of the LTT program".
4. Projected obligation dates: August 23, 2009 - January 23, 2012. The dates are derived as follows: 630 workdays, minus 260 workdays from August 23, 2009 to August 22, 2010, minus 260 workdays from August 23, 2009 to August 22, 2011, minus 110 workdays from August 23, 2011 to January 23, 2012.
5. If you fail to complete the obligated service period, action will be taken to recover the training costs. You may request a waiver of repayment of training dollars.

Career Referral /Promotion /RIF  
(Reduction in Force)

Students will still be considered for other job opportunities (promotions, laterals, etc.) while on LTT.

Students are responsible for maintaining and updating career referral records through the career program central referral office. Completion of LTT assignment is NEVER a guarantee of promotion.

Performance Plans Required for LTT

Participation in LTT does not protect students against RIF action; RIF protection is the same as the student's job of record.

Students under General Schedule System Positions: Supervisors will give SSC selectees a close-out appraisal before they report to SSC. The Academic Evaluation issued by the SSC institution will be the basis for a performance appraisal upon completion of SSC.

Students under other personnel systems (DCIPS, Demo, etc.): Check with the Human Resource Specialist for your organization.

Long-term college or university training: Performance plan should be based on the course curriculum.

Long-term developmental assignments: Performance plan should be based on the work assignment. Extending rating periods or entering presumptive fully successful ratings should be a rare occurrence.

U.S. Army Training and Doctrine Command

# Aspiring Leader Development Program Guide



# The Aspiring Leader Development (ALD) Program

## 2017-2018 Program Guide

The Aspiring Leader Development Program (ALDP) is a one year pilot Civilian Leader Development program for GS 05-10 employees within the Army Training and Doctrine Command (TRADOC), the Army Medical Department (AMEDD) and the Army Cyber Command (ARCYBER). The ALDP is designed to develop participants in the DoD Civilian Leader Competencies. The ALDP provides TRADOC, AMEDD and ARCYBER with a pool of employees with enhanced competitiveness for future roles, and builds a stronger bench of aspiring leaders with potential for assignments of greater responsibility.

The ALDP is designed to build and strengthen technical and leadership competencies, broaden skills, and create competent, confident Army civilians. It consists of a week-long orientation followed by a one-year program of education, training, and experiential learning opportunities to be accomplished while employees maintain their current positions. The program will introduce you to a wealth of developmental resources.

There is no promotion or change in job directly associated with this program. It will, however, provide you with the space to reflect on your future goals and become intentional on your career journey by developing and executing an individualized developmental plan (IDP) that supports and directs you towards your goals. In addition it will enhance your developmental journey.

Remember, leaders are not always managers or supervisors. All Army civilians are leaders and the work you do impacts the Army mission every day. Begin your leadership journey here.

### **Program Objectives:**

- Provide space for reflection on individual leadership approach
- Examine multiple developmental and leadership practices and choose how to integrate the most useful elements to achieve career and organizational success
- Gain self-awareness of personal strengths and weaknesses through assessments and use the information as a foundation for behavioral changes and enhancements
- Develop an IDP and participate in learning, education, and broadening opportunities
- Prepare for increased responsibility
- Develop future TRADOC/AMEDD/ARCYBER leaders to be confident leaders prepared and ready for increased responsibilities that support their career and organizational goals.

## **Program Accountability:**

A considerable amount of funds are invested in ALDP educational opportunities. Organizations make sacrifices by allowing participants to be absent from normal duties to pursue their professional development. Army leaders provide their valuable time to provide coaching and mentoring to ALDP members. It is therefore imperative that ALDP participants are diligent in their commitment to the program. This commitment is displayed in terms of:

- 1) timely development and submissions of IDPs
- 2) aggressive pursuit of experiential opportunities
- 3) active participation in virtual and face to face sessions
- 4) completion of reflection and goal paper assignments
- 5) engagement in a mentor/mentee relationship

## **Core Requirements for ALDP:**

### **Cohort Sessions and VTC/Teleconferences**

Participants are required to attend all cohort session(s). Participants will be notified of each cohort session. VTC/Teleconferences will be coordinated and directed by the ALDP Managers.

### **Mentorship**

ALDP participants are afforded the opportunity to engage in a mentorship program. Mentors provide guidance, support and encouragement to help participants reach program and career goals. Participants are assigned a mentor to strengthen leadership, build skills, and develop competencies.

Mentees will meet their assigned mentors at the orientation session where they will receive training on the mentoring partnership. This is an extremely rare and valued opportunity. Participants are encouraged to make the most of this engagement and the partnership throughout the duration of the program by engaging in monthly meetings.

### **Individual Development Plan (IDP)**

ALDP participants will create an IDP using the Army Career Tracker (ACT) and obtain supervisor approval. The IDP will include experiential opportunities and an education plan of action. Program participants are encouraged to utilize the self-help tools available on the ACT website. <https://actnow.army.mil>

If you currently have an active IDP you are still required to update it by 30 September 2017. You will be given additional IDP instructions during Orientation week.

## **Assessments**

ALDP participants will be required to complete several assessments throughout the program such as DISC, Myers Briggs and StrengthFinders. These assessments will support you in identifying characteristics that will aid you creating a developmental plan and will provide tools to enhance self-awareness.

Other individual assessments will be recommended throughout the program. Details will be provided to all participants.

## **Experiential Opportunities**

You will be required to complete an IDP with the support of your supervisor and mentor. This plan should be individualized based upon your developmental needs and against the needs of your organization.

At a minimum we require one local developmental stretch/broadening assignment of 60 to 90 days. We realize that there may be challenges that will not allow you to complete a traditional development assignment and ask that you work with your supervisor and mentor to craft a plan to meet the needs of your organization and your developmental needs.

Training doesn't always have to be a formal course. Explore options from the following list for additional ways to stretch and develop competencies through experiences. You and your supervisor are encouraged to be creative in setting up developmental opportunities.

- 1) **Work Groups**- serve on a special work group to use your current skills in a new environment.
- 2) **Teams/Projects**- request to join a special team, project or assignment.
- 3) **Focus or Sensing Groups**- these are a group of people who discuss their perceptions, opinions, beliefs and attitudes towards a service, concept, or idea.
- 4) **Cross Training**- acquire knowledge and skills from coworkers, who have similar grade levels and experiences. A new skill can make you more valuable.
- 5) **Details**- Check with your supervisor for possible opportunities- a temporary assignment of an employee to a different position or set of duties for a specified period with the employee returning to his/her original position at the end of the detail. There is no formal position change. Officially the employee continues to hold the position from which detailed and keeps the same status and pay. Employees do not need to meet qualification standards in order to be detailed.

However, employees must meet positive education requirements and special licensure requirements in order to be detailed into a position with these requirements.

- 6) **Developmental Stretch Assignment 60-120 days-** Stretch assignments allow you to become exposed to an array of roles and responsibilities. Stretch assignments are about getting you to expand your competencies and skills to newer, wider levels. By definition, “a stretch/broadening assignment is one that requires you to take a leap beyond your comfort zone and, in the process, pick up new skills”.
- 7) **Shadowing Assignment-** Identify at least one leader to shadow during your time the program. Shadowing can include observing a leader in a variety of situations, such as at a meeting, during a conference call, giving a presentation, or running a staff meeting.
- 8) **Other-** Be Creative/Be Innovative

++You will be given instructions on post experience opportunity written deliverables.++

## **Reflection and Goal Papers**

Participants will be required to complete a minimum of three reflection/goal papers throughout the length of the program. Written communication is a valued leadership skill and is one of the competency focus areas for the ALDP. These reflection papers will provide an opportunity to improve those skills.

- 1) The first paper should discuss the participant’s initial, individual **goals** for the year long program. Please use the following guiding questions to help develop this Initial Goals Paper. Due 6 September 2017
  - What do you expect to gain from your participation in the program?
  - What will you focus on during the year?
  - Do you have any initial thoughts or plans for your experiential opportunity(s)?

2) The second paper provides an opportunity to reflect on at least one of the participant's experiential opportunities. Please consider the following questions when developing this Experiential Reflection Paper. Due NLT 31 March 2018

- Briefly describe the experiential opportunity.
- How did the experience opportunity support your developmental goals? Provide specific goal and how the experience helped.
- What will you do going forward with what you have gained and how will you apply this new knowledge or skill in your current position?

3) The final paper will be a reflection of the participant's overall experience in the program. Please use the following questions to guide you in the development of the Final Reflection Paper. Due 1 August 2018

- Discuss three highlights of your participation in the program.
- Reflect on your Initial Goals Paper, did you meet your expectations for the program?
- How will you apply what you have learned and experienced in this program to your career as an Army Civilian?

Each paper should be one to two pages double-spaced and be submitted to the appropriate program manager (TRADOC, AMEDD or ARCYBER).

## **Virtual Sessions**

We will use Adobe Connect, VTC and/or Telecom's to virtually attend quarterly leadership training sessions throughout the program. Session dates and details will be shared with the cohort as soon as they are finalized. These sessions will be interactive and require full participation and engagement. Please coordinate with your supervisor to ensure there are no interruptions or distractions during the training sessions.



Tentative Dates will be announced during the following months:

September 2017

November 2017

January 2018

March 2018

May 2018

July 2018

## **Virtual Courses**

You are encouraged to pursue online developmental opportunities on your own to develop individual competency gaps. Consult with supervisors and mentors for guidance. We will together explore effective free resources and build a list and post on the Milsuite site.

NOTE: The ALD does not provide funding for any additional education opportunities.

## **Supervisory Engagement**

Frequent supervisor engagement is imperative. Supervisors should assist the participants as needed throughout the program. The program team will schedule a telecom with supervisors and Aspiring Leader Program participants following the program orientation week to discuss the program and answer questions.

## **Leader Competency Focus Areas:**

\*DoDI 1430.16, Figure 1 and Table 8

### **Lead Self**

- Computer Literacy
- Continual Learning
- Customer Service
- Flexibility
- Integrity and Honesty
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Resilience
- Service Motivation
- Written Communication

### **Lead Teams and Projects**

- Army Mission and Culture Decisiveness
- Influencing and Negotiating
- Team Building

### **Lead People**

- Human Capital Management
- Leveraging Diversity
- Conflict Management
- Developing Others
- Corporate Perspective
- National Security Foundation

### **TDY and Funding:**

All TDY cost for cohort sessions will be centrally funded. The participants' organizations are not responsible for funding of authorized cohort session travel. Participants' salaries will continue to be funded by parent organization. Specific instructions will be provided by the ALDP board for each travel session.

NOTE: A Government Travel Credit Card (GTCC) is required for travel involved in the program.

### **Program Communication:**

Program information will be emailed to participants as necessary throughout the program. The participants will have access to the ALDP 2017-2018 Cohort Milsuite site which will allow sharing of information with the program managers and between participants and peer to peer communication.

### **Program Managers:**

#### **TRADOC**

757-501-6821

#### **AMEDD**

210-221-6674

#### **ARCYBER**

Commercial: 703-428-3978

DSN: 328-3978

### **Program Developers:**

This ALDP pilot was designed and developed by members of the 2016-2018 Intermediate Leader Development Program (ILDLP)

*Department of the Army*  
*TRADOC*  
*Army Medical Department*  
*ARCYBER*

**2017 – 2019**

*Intermediate Leader Development Program*

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# 2017-2019 Program Guide

## Program Calendar

Please see MilSuite site for calendar of upcoming Cohort events and deadlines.

## Program Managers

### TRADOC

Civilian Leader Development Team Lead  
757-501-6821

Civilian Leader Development  
Team Program Manager  
757-501-6816

Civilian Leader Development Team  
Program Manager  
757-501-6807

### MEDCOM

Deputy Chief/Proponent Officer  
AMEDD Civilian Corps  
AMEDD C&S HRCoE  
210-221-6674  
DSN 471-6674

MEDCOM Civilian Leader  
Development Program Manager  
210-808-3025

### ARCYBER

Human Resource Specialist  
ARCYBER, G-1  
8825 Beulah Street  
703-428-3978  
DSN 328-3978

## **The Intermediate Leader Development (ILD) Program**

The Intermediate Leader Development Program (ILD) is TRADOC's highly competitive 2-year Civilian Leader Development Program for mid-level employees GS 11-13 (GS-13 by exception). Since 2015 TRADOC has enjoyed its collaboration with MEDCOM and are proud to have ARCYBER onboard in 2017. The ILD is designed to develop participants in the Office of Personnel Management (OPM) leadership competencies listed under the Executive Core Competencies (ECQ's) and the fundamental competencies. The ILD aligns with the goals of the TRADOC Human Capital Strategic Plan, and the Department of the Army's Enterprise Talent Management Program. The ILD provides TRADOC with a pool of developing leaders with improved competitiveness for management and leadership roles, and builds a stronger bench of emerging leaders with potential for assignments of greater responsibility.

Through a myriad of competency-based developmental activities, you will expand your knowledge and experience while increasing visibility. Experience and developmental opportunities include assessments, mentoring, coaching, team-based projects, self-development, and developmental assignments. The ILD provided the tools and resources for a successful leadership development journey.

### **Program Objectives**

- Provide space for reflection on individual leadership approach and understand how others perceive you.
- Examine multiple leadership practices and choose how to integrate the most useful elements to achieve career and organizational success.
- Gain self-awareness into strengths and weaknesses through assessments and use the information as a foundation for behavioral examination.
- Develop a leader development plan and participate in learning, and experience opportunities dedicated to professional growth.

### **Program Accountability**

Only the most qualified employees are selected for program participation. Individuals are chosen based upon the perception that they will provide a significant return on investment.

A considerable amount of funds are invested in and organizations make sacrifices by allowing participants to be absent from normal duties to pursue their professional

development. Army leaders provide their valuable time to provide coaching and mentoring to ILD members. It is therefore imperative that ILD participants are diligent in their commitment to the program. This commitment is displayed in many ways for example by the 1) timely development and submissions of IDP's; 2) aggressive pursuit of development assignments; 3) providing training requests in a timely manner; and 4) participating in ILD related meetings, forums and small group sessions; and 5) engaging in a mentor/mentee relationship.

Active and graduate ILD members are asked to stay connected with the program. Program participants are asked to encourage strong candidates to apply for the program. ILD graduates are asked to serve as program mentors and in other roles to active program participants.

## **Core Curriculum for ILD Program:**

### **Cohort Sessions and VTC/Telecoms**

Participants are required to attend all face to face cohort sessions and graduation. VTC/Telecon's will be as scheduled and announced as far in advance as possible every effort should be made to attend. On occasion make up sessions will be offered however; it is your responsibility to get with another cohort member or program manager to obtain missed information. The program managers will make every effort to notify you of upcoming dates and deadlines however; occasionally due to matters beyond our control such as the budget process we must exercise flexibility.

### **Mentorship**

ILD Program participants are afforded the opportunity to engage in a twenty-four month mentorship program. Mentors provide guidance, support and encouragement to help participants reach program and career goals. To strengthen leadership, build skills, and develop competencies, participants are assigned a senior leader as a mentor. This is an extremely rare and valued opportunity and participants are encouraged to make the most of these engagements during the program.

### **Coaching:**

Coaching is an intensive, one-on-one voluntary process in which a trained coach supports and assists a person to enhance areas such as, but not limited to, leadership and management skills, career and personal development, performance, conflict management, work and personal relationships, and work-life balance. It is a future-oriented conversation in which the coach takes a client through a step-by-step process that focuses on identifying, evaluating, and executing the client's goal(s). In coaching, the client chooses the goal(s) and the coach uses a structure and range of skills to help the client reach the goal(s).

Coaching focuses the client on goals, strategic problem solving, creativity, accountability, opportunities, obstacles, commitment, and forward motion. It is designed to help the client with greater clarity, imagination, and success.

Coaching is not therapy, psychological counseling, or mentoring.

The Coach's Role:

- Help you identify your goals and take the steps required to reach them
- Ensure a safe environment that supports and facilitates your efforts to reach your goals
- Manage a step-by-step analytical process such as the GROW model or another coaching model to help you attain your objectives
- Help you explore any possible challenges to reaching your goals
- Help you brainstorm and evaluate possible options to obtain your goals
- Provide honest observations and input that assist you in your efforts

\*Coaching is voluntary and is offered through the Federal Coaching Network managed by OPM. Please see Stephanie Brown if you are interested in being matched with a coach.

### **Individual Development Plan (IDP)**

ILD Program participants will create an IDP using the Army Career Tracker (ACT) and obtain supervisor approval. The IDP will include potential developmental assignments and an educational plan of action. Program participants are encouraged to utilize the self-help tools available on the ACT website. <https://actnow.army.mil>

If you currently have an active IDP you are still required to update it within 60 days of ILD Program selection. You will be required to update it again at the beginning of the second fiscal year of the program. Please complete the IDP worksheet found on the Milsuite site and submit it along with a scanned copy of your IDP by 31 August 2017.

### **Team Based Projects**

You will work with Army stakeholders on a complex real project-based challenge within TRADOC, MEDCOM or ARCYBER. Working collectively with other ILD Program Cohort members. Outcomes of the project will be briefed to TRADOC senior leaders and stakeholders.

### **Professional Reading List**

Personal study and contemplation is an essential component for the individual development of every Army professional. Each of us face busy schedules and finding time to read and think is a recurring challenge. You are encouraged to strengthen the habit of improving your mind through reading and critical thinking. A reading list and links to DoD and external resources can be found on the MilSuite site.

## **Developmental Assignment**

One of the strongest ways to develop new ideas and thinking is through a developmental assignment. Learning outcomes are powerful for participating individuals and provide value-added to the gaining organization. Developmental assignments are designed to offer exposure to different leadership/managerial experiences and perspectives.

Assignments should generally cover 90-120 days in length and be completed during the two year program period. Participants should pursue an assignment in a different functional area or level of command for broadening purposes.

\*In order to complete the ILD Program a minimum of one developmental assignment is required locally. However, you may complete up to two local developmental assignments. If you opt to complete two assignments, it is recommended that one assignment be accomplished in each year of program participation.

## **Assessments**

You will be required to complete several assessments throughout the program. In the next week or so you will receive a meeting invite to attend a thirty minute briefing on the OPM 360 Assessment process. If you can't attend please let your program team know so that we can arrange to get you the information.

## **OPM 360 Assessments**

There are two different assessments based upon your civilian position/title; one for supervisors and one for non-supervisors. You will be assigned the appropriate assessment based upon your supervisory designation.

### **Assessment Process:**

- There will be an Orientation Session presented (Via Telecom/Webinar) about what to expect and how to get the most out of the assessment you're taking. Participants are given an opportunity to ask questions about assessment process prior to administration.
- Administration of Assessment via Online Survey - Invitations to the online survey will be sent to participants and people they've selected to rate them. Responses are collected and used to generate a personal feedback report that summarizes their results.
- Distribution of Feedback Reports - Each participant will be provided a feedback report that summarizes their results and provides interpretation guidance.
- Group Feedback Session: A feedback session will be conducted during your time at Ft. Eustis or during a telecom to review individual results, provide interpretation guidance, and recommendations for using results to set professional development goals.



### **Supervisors Assessment:**

OPM developed the OPM Leadership 360™ assessment to provide feedback to Federal supervisors, managers, and executives on the 28 OPM leadership competencies included in the Government wide Executive Core Qualifications (ECQs). Items on the Leadership 360™ assess behaviors needed for success in public sector organizations, helping leaders identify their strengths and developmental needs. Also included are items to identify particularly important competencies and assess overall effectiveness and impact.

### **Non-Supervisor Assessment**

OPM offers its Leadership Potential Assessment (LPA) to assist agencies with the identification of employees across all leadership levels that have the ability to succeed at the level of leadership immediately above their current positions. The LPA is a multi-source feedback tool that gathers information about participants from their supervisors, peers, subordinates, and other individuals with whom they work (e.g., customers) on two key areas research has shown are critical for leadership success: Ability and Motivational Factors.

Ability is assessed on the ten competencies most important to success at the leadership level immediately above the participant's current position. Participant competency scores are compared with competency benchmark proficiency levels. These benchmarks can be based on OPM's government-wide proficiency score database or customized to a specific agency. In addition to measuring ability, the LPA assesses each participant on five motivational factors critical to leadership success. These factors include: commitment to the agency, involvement with and enthusiasm for the work performed, motivation to lead others, desire to advance to a position of increased leadership responsibility, and confidence to perform leadership

In addition to the 360 assessments mentioned we will also take a deep dive into Myers Briggs and StrengthFinders and you will receive a link to complete these assessments.

### **StrengthFinders**

**The language to live the life you were meant to.** You are unique. You are powerful. Your strength lies in your talents. You sense them; you always have. But you've never been able to name them, confidently talk about them, and intentionally use them. Until now.

**Clifton StrengthsFinder tells you how you're talented.** It identifies what you naturally do best. It provides customized results that name your unique talents. It shows you how you're special and how to succeed by turning your talents into strengths.

**Clifton StrengthsFinder is your first step to living your best life.** At work. At home. In your community. No matter what you want to achieve, your infinite potential rests in what you naturally do best.

## **Myers Briggs**

The purpose of the Myers-Briggs Type Indicator® (MBTI®) personality inventory is to make the theory of psychological types described by C. G. Jung understandable and useful in people's lives. The essence of the theory is that much seemingly random variation in the behavior is actually quite orderly and consistent, being due to basic differences in the ways individuals prefer to use their perception and judgment.

"Perception involves all the ways of becoming aware of things, people, happenings, or ideas. Judgment involves all the ways of coming to conclusions about what has been perceived. If people differ systematically in what they perceive and in how they reach conclusions, then it is only reasonable for them to differ correspondingly in their interests, reactions, values, motivations, and skills."

## **Educational Options**

During the development of the IDP students are required to select training opportunities to develop competency gaps and shift behaviors. Please consult with your mentor, your supervisor and the ILD Program team for recommendations. Keep an eye out on the MilSuite site for a listing of educational opportunities attended by ILD Program graduates and current ILD students. Additionally engage former ILD graduates and members of the 2016/2018 cohort. There will be networking opportunities during your stay here in July.

## **Requirements for ILD Completion**

- Minimum, of one and up to two local developmental assignments
- Mentoring
- IDP
- Complete identified educational opportunities
- Participate in a group project
- Attend all face to face cohort sessions
- Attend telcons/VTC's
- Complete assessments and surveys

*Department of the Army*  
*TRADOC 2017-2019*  
*Senior Leader Development Program*

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# **2017-2019 Program Guide**

## **Academic Calendar**

Please see MilSuite folder for calendar Link (contact 757-501-6807 below)

## **Program Managers**

U.S. Army TRADOC, DCS, G-1/4  
Civilian Leader Development Team Lead  
757-501-6821

Civilian Leader Development  
Team Program Manager  
757-501-6816

Civilian Leader Development  
Team Program Manager  
757-501-6807

## **History of the Senior Leader Development (SLD) Program**

The Senior Leader Development (SLD) Program was established in 2007 with the intention to cultivate GS-14 through 15 for key leadership positions. In 2012, “high performing” GS-13’s were allowed to participate in the SLD Program. The program supported the CG’s initiative to establish and implement a TRADOC Civilian Leader Development Program, which prepared its Civilian workforce to take on career broadening, challenging assignments and to become strong, adaptive, and innovative civilian leaders of the 21<sup>st</sup> Century.

## **The Senior Leader Development Program**

The SLD Program is TRADOC’s premier 2-year Civilian Leader Development Program entering its 11<sup>th</sup> iteration since inception, totaling sixty graduates. With active support from TRADOC senior leaders, the SLD Program demonstrates TRADOC’s involvement and investment in our intellectual capital. Through executive leadership training and numerous developmental opportunities, the SLD Program provides its participant’s opportunities to step outside of their everyday roles, to exchange ideas, renew energies and make connections across the Department of Defense (DoD), the federal government and the corporate world.

The program has expanded participants' portfolios by exposing them to DoD and Headquarters, Department of the Army (HQDA) level roles, as well as Joint missions and processes. Graduates of the SLD Program have gained experience and knowledge in all five of the Executive Core Qualifications (ECQ's): (Leading change, Leading people, Results driven, Business acumen and Building Coalitions/Communications).

The SLD Program supports the TRADOC Human Capital Strategic Plan by providing a centrally funded and managed training program to develop Civilian leaders able to lead and manage change, think strategically, and represent the Army across organizations. The program includes a leadership certificate from a prestigious educational institution (see Leadership Certificate section below), developmental assignments, and senior mentoring.

The SLD Program provides participants new tools, networks and confidence to manage both personal and organizational growth. Participants have become role models and mentors to colleagues and subordinate employees. Several graduates have advanced into senior level management positions, making the SLD Program a sound investment in the Army's intellectual capital.

## **Program Objectives**

The intent of the SLD Program is to provide participants the following:

- Opportunities for reflection on their individual leadership approach and understand how others perceive them.
- Insights into multiple leadership practices allowing for integration of the most useful elements to achieve career and organizational success.
- Feedback providing self- awareness of strengths and weaknesses through assessments and use the information as a foundation for behavioral examination.
- Opportunities and information to construct a leader development plan, participate in learning, and experience opportunities oriented on professional growth.

## **Program Accountability**

The TRADOC Civilian Executive Review Panel ensures that only the most qualified TRADOC employees are selected for program participation. Individuals are chosen based upon the perception that they will provide a significant return on investment.

A considerable amount of funds are invested in executive educational opportunities. Organizations make sacrifices by allowing participants to be absent from normal duties to pursue their professional development. Senior Army leaders provide their valuable time to provide coaching and mentoring to SLD members. It is therefore imperative that SLD participants are diligent in their commitment to the program. This commitment is displayed in terms of 1) timely development and submissions of IDP's; 2) aggressive pursuit of development assignments; 3) providing training requests in a timely manner;

and 4) participating in SLD related meetings, forums and small group sessions; engaging in a mentor/mentee relationship.

Active and graduate SLD members are asked to stay connected with the program. Program participants are asked to encourage strong candidates to apply for the program. SLD graduates are asked to serve as mentors and in other roles for active program participants, and participants in TRADOC's Intermediate Leader Development Program. TRADOC SLD graduates are requested to attend graduation ceremonies of active program participants and serve as advocates for Civilian Leader Development across TRADOC.

## **Core Curriculum for SLDP:**

### **Cohort Sessions and VTC/Telecoms**

Participants are required to attend the initial SLD Program consisting of an orientation, a forum, and graduation. SLD Forums occur annually at a minimum.

### **Mentorship**

SLD Program participant are afforded the opportunity to engage in a 24-month mentorship program. Mentors provide guidance, support and encouragement to help participants reach program and career goals. To strengthen leadership, build skills, and develop competencies, participants are assigned a General Officer, Senior Executive Service (SES) member or Highly Qualified Expert (HQE) as a mentor. This is an extremely rare and valued opportunity and participants are encouraged to make the most of these engagements during the Program.

### **Coaching:**

Coaching is an intensive, one-on-one voluntary process in which a trained coach supports and assists a person to enhance areas such as, but not limited to, leadership and management skills, career and personal development, performance, conflict management, work and personal relationships, and work-life balance. It is a future-oriented conversation in which the coach takes a client through a step-by-step process that focuses on identifying, evaluating, and executing the client's goal(s). In coaching, the client chooses the goal(s) and the coach uses a structure and range of skills to help the client reach the goal(s).

Coaching focuses the client on goals, strategic problem solving, creativity, accountability, opportunities, obstacles, commitment, and forward motion. It is designed to help the client with greater clarity, imagination, and success.

Coaching is not therapy, psychological counseling, or mentoring.

The Coach's Role:

- Help you identify your goals and take the steps required to reach them

- Ensure a safe environment that supports and facilitates your efforts to reach your goals
- Manage a step-by-step analytical process such as the GROW model or another coaching model to help you attain your objectives
- Help you explore any possible challenges to reaching your goals
- Help you brainstorm and evaluate possible options to obtain your goals
- Provide honest observations and input that assist you in your efforts

\*Coaching is voluntary and is offered through the Federal Coaching Network managed by OPM. Please see Stephanie Brown if you are interested in being matched with a coach.

### **Individual Development Plan (IDP)**

SLD Program participants will create an IDP using the Army Career Tracker (ACT) and obtain supervisor approval. The IDP will include potential developmental assignments and an educational plan of action. Program participants are encouraged to utilize the self-help tools available on the ACT website. <https://actnow.army.mil>

If you currently have an active IDP you are still required to update it within 30 days of SLD Program selection. You will be required to update it again at the beginning of the second year of the program.

### **Interviews**

During the program the TRADOC's G-1/4 will conduct one-on-one introductory and end of program interviews. The initial interview will take place on the afternoon of SLD Orientation, dates, TBD. Participants will be asked to provide the G-1/4 their initial preferences for their executive education venue and developmental assignments. These initial preferences are not binding but will allow the DCS G-1/4 to inform your decision making process going forward.

### **Developmental Assignment**

One of the strongest ways to develop new ideas and thinking is through a developmental assignment. Learning outcomes are powerful for participating individuals and provide value-added to the gaining organization. Developmental assignments are designed to offer exposure to different leadership/managerial experiences and perspectives. Assignments should generally cover 90-120 days in length and be completed during the two year program period. Participants should pursue an assignment in a different functional area or level of command for broadening purposes.

\*In order to complete the SLD Program a minimum of one developmental assignment is required locally or TDY; however, you may complete up to two developmental assignments. If you opt to complete two assignments, it is recommended that one assignment be accomplished in each year of program participation.

### **Assessments**

You will be required to complete an Office of Personnel Management (OPM) 360 Assessment within 30 days of entering the program. The SLD Program manager will distribute the instructions.

There are two different assessments based upon your civilian position/title; one for supervisors and one for non-supervisors. You will be assigned the appropriate assessment based upon your supervisory designation.

#### Assessment Process:

- There will be an Orientation Session presented (Via Telecom/Webinar) about what to expect and how to get the most out of the assessment you're taking. Participants are given an opportunity to ask questions about survey process prior to administration.
- Administration of Assessment via Online Survey - Invitations to the online survey will be sent to participants and people they've selected to rate them. Responses are collected and used to generate a personal feedback report that summarizes their results.
- Distribution of Feedback Reports - Each participant will be provided a feedback report that summarizes their results and provides interpretation guidance.
- Individual Feedback Session: Participants will meet with the Civilian Leader Development Program Lead through a 45 minute telephonic session to review individual results, provide interpretation guidance, and recommendations for using results to set professional development goals.

#### **Supervisors Assessment:**

OPM developed the OPM Leadership 360™ assessment to provide feedback to Federal supervisors, managers, and executives on the 28 OPM leadership competencies included in the Government wide Executive Core Qualifications (ECQs). Items on the Leadership 360™ assess behaviors needed for success in public sector organizations, helping leaders identify their strengths and developmental needs. Also included are items to identify particularly important competencies and assess overall effectiveness and impact.

#### **Non-Supervisor Assessment**

OPM offers its Leadership Potential Assessment (LPA) to assist agencies with the identification of employees across all leadership levels that have the ability to succeed at the level of leadership immediately above their current positions. The LPA is a multi-source feedback tool that gathers information about participants from their supervisors, peers, subordinates, and other individuals with whom they work (e.g., customers) on two key areas research has shown are critical for leadership success: Ability and Motivational Factors.



Ability is assessed on the ten competencies most important to success at the leadership level immediately above the participant's current position. Participant competency scores are compared with competency benchmark proficiency levels. These benchmarks can be based on OPM's government-wide proficiency score database or customized to a specific agency. In addition to measuring ability, the LPA assesses each participant on five motivational factors critical to leadership success. These factors include: commitment to the agency, involvement with and enthusiasm for the work performed, motivation to lead others, desire to advance to a position of increased leadership responsibility, and confidence to perform leadership

In addition to the 360 assessments mentioned we will also take a deep dive into Myers Briggs and StrengthFinders and you will receive a link to complete these assessments.

### **Myers Briggs**

The purpose of the Myers-Briggs Type Indicator® (MBTI®) personality inventory is to make the theory of psychological types described by C. G. Jung understandable and useful in people's lives. The essence of the theory is that much seemingly random variation in the behavior is actually quite orderly and consistent, being due to basic differences in the ways individuals prefer to use their perception and judgment.

"Perception involves all the ways of becoming aware of things, people, happenings, or ideas. Judgment involves all the ways of coming to conclusions about what has been perceived. If people differ systematically in what they perceive and in how they reach conclusions, then it is only reasonable for them to differ correspondingly in their interests, reactions, values, motivations, and skills."

### **StrengthFinders**

**The language to live the life you were meant to.** You are unique. You are powerful. Your strength lies in your talents. You sense them; you always have. But you've never been able to name them, confidently talk about them, and intentionally use them. Until now.

**Clifton StrengthsFinder tells you how you're talented.** It identifies what you naturally do best. It provides customized results that name your unique talents. It shows you how you're special and how to succeed by turning your talents into strengths.

**Clifton StrengthsFinder is your first step to living your best life.** At work. At home. In your community. No matter what you want to achieve, your infinite potential rests in what you naturally do best.

## **Leadership Certificate Options**

Obtain an Executive Education Certificate or equivalence from an Advanced Leadership Training Program. Students must select one leadership certificate program\* from the following list that include but are not limited to:

- Office of Personnel Management (OPM) Leadership Development Certificate Program
- Massachusetts Institute of Technology (MIT) Sloan Executive Education Institute
- University of Virginia – Darden School of Executive Education
- American University – Key Executive Leadership Program
- Brookings Executive Education, Brookings Institute
- Kellogg School of Executive Education

\* Training equivalence for a leadership certificate may be granted by exception through coordination with G-1/4 SLD Program Managers, e.g., Harvard Senior Executive Fellows Program.

**Requirements for a SLDP Completion:** See Core Curriculum

## **TDY and Travel**

**Funding:** Tuition assistance for the school acquiring the leadership certificate and its related TDY and Developmental Assignment are centrally funded by HQ TRADOC DCS G-1/4. Participant's salary will continue to be funded by parent organization.

MilSuite is the central location where program assets are managed. To request education please complete SF 182 and upload to your folder in MilSuite along with the travel worksheet.

\*Complete DTS orders and **DO NOT SIGN**.

\*Please do not contact the schools; that will be managed by the SLD Program Manager.

## **Resources on MilSuite**

All program related forms and documents can be found on the MilSuite site.

- Executive Core Competencies Dictionary
- Developmental Assignment Agreement
- Developmental Assignment Post Report
- Post Program Report
- SF-182
- TDY Worksheet
- Sample ACT/IDP
- Sample Information Paper for Developmental Assignments
- Evaluation Questionnaire
- Mentoring Agreement





## TRADOC ILD / SLD Program Application Package Checklist

**Before submitting your nomination packet, please make sure all Personal Identification Information (PII), such as SSN, DOB, residence or mailing address are removed.**

- 1. \_\_\_\_\_ Endorsement(s):** Nomination packet(s) must be forwarded through chain of command and be endorsed by a 06/GS-15 (or equivalent) at minimum. If there is more than one nominee, school commandant/equivalent organization/HQ Activity Head endorsement must reflect rank order of all nominees from that organization.
- 2. \_\_\_\_\_ Current Resume (two (2) pages):** Containing the following information in order: name; current grade; phone number; e-mail address; and supervisor name and telephone number for each position; brief description of work experience; education (include type of degree; major; dates attended; grade point average); training/certifications; and awards. (See Sample)
- 3. \_\_\_\_\_ Nominee's Statement of Interest, Career Aspirations, and Suitability for the Program (NTE 500 words):** Be sure to highlight current related experience, as well as address anticipated competencies to be gained if selected and career goals. Address how you will use the experience gained/acquired knowledge/competencies in your continued employment. (Form Attached)
- 4. \_\_\_\_\_ Supervisor's Validation of Requirement: Utilization Plan (NTE 500 words):** Must address the expected transfer of knowledge, how she/he intends to have nominee use the gained knowledge/competencies while in the program and upon completion (i.e., should reflect anticipated Return on Investment). (Form Attached)
- 5. \_\_\_\_\_ Last two (2) Performance Appraisals (including annotated Support Forms):** If these appraisals are not available, you must include an explanation about the missing appraisals, verified by your supervisor or CPAC, and your next recent appraisal(s).
- 6. \_\_\_\_\_ Standard Form 181, Ethnicity and Race Identification:** Note: Completion/submission of the SF181 is strictly voluntary. It will be used for statistical purposes only. (Form Attached)
- 7. \_\_\_\_\_ Continued Service Agreement:** Participants must complete an agreement to continue service and incur a 2-year period of obligated service after graduation from the program. (Form Attached)
- 8. \_\_\_\_\_ Civilian Education System (CES) Completion:** The CES appropriate Course certificate of completion or HQDA approved credit must accompany the nomination package.

**Email Completed Application Packages to be received not later than TRADOC Suspense Date  
757-501-6807**

*Note: Nomination documents should be submitted in the above order.*

**Return to Cover**

# TRADOC Intermediate Leader Development Program (ILDP)

## Checklist

Course Code	TRADOC ILDP
Length of Program	24 months consecutive.
Location	Various Training Opportunities
TRADOC Suspense Date	Projected March 2018 <i>(Please adhere to the TRADOC published suspense date when announced)</i>
Program Overview	<p><b>The Intermediate Leader Development Program (ILDP) is TRADOC's highly competitive 2-year Civilian Leader Development Program for mid-level employees GS 11-13 (GS-13 by exception). The ILDP is designed to develop participants in the Office of Personnel Management (OPM) leadership competencies listed under the Executive Core Competencies (ECQ's) and the fundamental competencies. The ILDP aligns with the goals of the TRADOC Human Capital Strategic Plan, and the Department of the Army's Enterprise Talent Management Program. The ILDP provides TRADOC with a pool of developing leaders with improved competitiveness for management and leadership roles, and builds a stronger bench of emerging leaders with potential for assignments of greater responsibility.</b></p> <p>Through a myriad of competency-based developmental activities, participants expand their knowledge and experience while increasing their visibility. This developmental approach includes assessments, mentoring, team-based problem solving, self-development, and developmental assignments. The ILDP provides the tools and resources for a successful leadership development journey.</p> <p>Participants will be required to use the Army Career Tracker (ACT) functions and capabilities to develop an Individual Development Plan (IDP) facilitating coordination with their supervisor, senior rater, and Activity Career Program Manager to ensure it is executable.</p>
Program Objectives	<ul style="list-style-type: none"> <li>• Provide space for reflection on individual leadership approach and understand how others perceive them.</li> <li>• Examine multiple leadership practices and choose how to integrate the most useful elements to achieve career and organizational success.</li> <li>• Gain self-awareness into strengths and weaknesses through assessments and use the information as a foundation for behavioral examination.</li> <li>• Develop a leader development plan and participate in learning, and experience opportunities dedicated to professional growth.</li> <li>• The ILDP does not require a mobility agreement.</li> <li>• A Continued Service Agreement is required.</li> </ul>
Who May Apply	Eligible applicants should be high-potential, TRADOC civilian employees, permanently occupying GS- 11 through GS-13 or equivalent positions, who have completed the applicable probationary period and are serving in permanent competitive appointment, Schedule A excepted service appointments without time limitation, or excepted service appointments

	in the Defense Civilian Intelligence Personnel system. (Title 10 USC 1601).
Eligibility Requirements	<p>Must have a high school diploma or GED- Applicants must have completed the CES Intermediate Course if GS-11 or GS-12 and CES Advanced Course if GS-13 course. or have received HQDA approved credit and the certificate or letter noting credit given must accompany application. If the applicable CES Course has not been completed the candidate must submit a statement stating reason the course has not been completed and a plan of action to complete CES training. If accepted into the ILDP you must complete the applicable course prior to graduating. To determine and/or request course credit, go to the Civilian Human Resources Application Training System website <a href="https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1">https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1</a></p> <p>NOTE: The CES requirement does not apply to tenured employees on time-limited appointments at the Defense Language Institute who have more than five years of service.</p>
<b>Program Components</b>	
Cohort Sessions	Participants are required to attend four 3 to 5 day residential training sessions throughout the two year program.
Leadership Assessments	The participant will complete a variety of leadership assessments during the program including a OPM 360 assessment, and the Myers-Briggs Type Indicator® (MBTI). Assessments are used to determine strengths and developmental needs. Through feedback, participants will design an IDP (see below).
Developmental (Stretch) Assignments	Participants must complete two local or TDY (by exception) developmental assignments. Each assignment should last 60-120 days and may include a different functional area or level of command. Job swaps, where appropriate, will also be considered. Stretch assignments allow the participant to ease into leadership roles by exposing them to an array of roles and responsibilities. Stretch assignments are about getting the participant to expand their competencies and skills to newer, wider levels. By definition, a stretch assignment is one that requires the participant to take a leap beyond their comfort zone and, in the process, pick up new skills.
Mentorship	Participants will be assigned a mentor, normally a TRADOC Senior Leader Development Program graduate, or other appropriate Senior Civilian Leader.
Individual Development Plan (IDP)	Participants will be required to develop an IDP in ACT that will be coordinated with their mentor and supervisor. The IDP will be the developmental road map for the two-year program as well as for career planning. ILDP staff, mentors and supervisors coach participants in writing a well-defined IDP that targets strong personal and professional objectives.
Team Based Project	ILDP participants will work in an experiential learning team throughout the two-year program. Teams will consist of cohort peers representing the diverse Career Programs represented. The team environment provides an opportunity for participants to practice new leadership concepts. Additionally, each team will be tasked with addressing a real world complex challenge as a team project and delivering their final results to a project sponsor, their class peers and senior leaders. The ILDP emphasizes sharpening skills that define the role of a leader on a team. A powerful problem solving tool called Action Learning will be used

	and it has the capacity to simultaneously build successful leaders, teams and organizations.
Funding	<b>Participant's salary will continue to be funded by parent organization.</b> Tuition assistance for self-development, travel, and per diem are centrally funded by HQ TRADOC.
Point of Contact	Program POC ( <i>TRADOC ILDP questions should be directed to this contact number</i> ):  757-501-6816  Application POC ( <i>TRADOC ILDP applications and questions regarding the applications should be directed to this contact number</i> ):  757-501-6807

# TRADOC Senior Leader Development Program (SLDP)

## Checklist

Course Code	TRADOC ILDP
Length of Program	24 months consecutive.
Location	Various Training Opportunities
TRADOC Suspense Date	Projected March 2018 <i>(Please adhere to the TRADOC published suspense date when announced)</i>
Program Overview	<p>The Senior Leader Development Program (SLDP) is TRADOC's <b>highly competitive 2-year premier Civilian Leader Development Program</b>. With active support from <b>TRADOC Senior Leaders, the SLDP demonstrates TRADOC's involvement and investment</b> in our intellectual capital. Through executive leadership training and a <b>myriad of developmental opportunities, the SLDP provides participant's opportunities</b> to step outside of their everyday roles, to exchange ideas, renew energies and make connections across DoD, government and the external landscape. The SLDP supports the TRADOC Human Capital Strategic Plan by providing a centrally funded and managed training program to develop Civilian leaders able to lead and manage change, think strategically, and represent the Army across organizations.</p> <p>The SLDP includes educational opportunities, developmental assignments, senior mentoring, and team building. It provides participants new tools, networks and confidence to manage both personal and organizational growth. The SLDP provides continued development of managers and aspiring senior leaders after completion of Civilian Education System (CES) courses or equivalent.</p> <p>The SLDP does not require a mobility agreement. A Continued Service Agreement is required.</p>
Who May Apply	<p>Eligible applicants should be high-potential, TRADOC civilian employees, permanently occupying GS- 13 (high potential GS-13) through GS-15 or equivalent positions, who have career status and are serving in permanent competitive appointment, Schedule A excepted service appointments without time limitation, or excepted service appointments in the Defense Civilian Intelligence Personnel system (Title 10 USC 1601). By exception high-potential employees permanently occupying GS-13 or equivalent positions may also participate.</p> <p>SLDP participation requires applicants to possess a baccalaureate degree from an accredited college or university. Transcripts are not required.</p> <p>Participants must have a SECRET (or interim SECRET) security clearance.</p> <p>Applicants must have completed the Advanced CES course or have received HQDA approved credit and the certificate or letter noting credit given must accompany application. If the CES Advanced Course has not been completed the candidate must submit a statement stating reason the course has not been completed and a plan of action to complete CES training. If accepted into the SLDP you must complete the Advanced</p> <p>Course prior to graduating. To determine and/or request course credit, go to the Civilian Human Resources Application Training System website  <a href="https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1">https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1</a></p>



	NOTE: The CES requirement does not apply to tenured employees on time-limited appointments at the Defense Language Institute who have more than five years of service.
Eligibility Requirements	<p>Must have a high school diploma or GED- Applicants must have completed the CES Intermediate Course if GS-11 or GS-12 and CES Advanced Course if GS-13 course. or have received HQDA approved credit and the certificate or letter noting credit given must accompany application. If the applicable CES Course has not been completed the candidate must submit a statement stating reason the course has not been completed and a plan of action to complete CES training. If accepted into the ILDP you must complete the applicable course prior to graduating. To determine and/or request course credit, go to the Civilian Human Resources Application Training System website  <a href="https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1">https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx?caller=1</a></p> <p>NOTE: The CES requirement does not apply to tenured employees on time-limited appointments at the Defense Language Institute who have more than five years of service.</p>
<b>Program Components</b>	
Continued Service Agreement	Complete an agreement for two years of continued service upon graduation. (See TRADOC ILDP CSA attached.)
Individual Development Plan (IDP)	Create an IDP using the Army Career Tracker (ACT) and obtain supervisor approval. The IDP will include potential developmental assignments and an educational plan of action.
Developmental Assignments	Complete a minimum of one developmental assignment of 2-4 months each year (two over 2 years). The assignment should be in a different functional area or level of command for broadening purposes.
Executive Leadership Certificate	Obtain an Executive Education Certificate or equivalence from options that include <b>but are not limited to those listed below under "Advanced Leader Training Programs"</b> below.
Mentorship	Participate in a 24 month mentorship program and be assigned a General Officer, Senior Executive Service (SES) member or Highly Qualified Expert (HQE) mentor.
Funding	<b>Participant's salary will continue to be funded by the parent organization. Training, travel, and per diem are centrally funded by HQ TRADOC.</b>
<b>Advanced Leader Training Programs</b>	
<p>* Office of Personnel Management (OPM) Leadership Program (Leadership Education and Development Certificate Program, Federal Executive Institute, OPM Leadership Seminars)</p> <p>* Massachusetts Institute of Technology (MIT) Sloan Executive Education Institute</p> <p>* University of Virginia – Darden School of Executive Education</p> <p>* American University – Key Executive Leadership Program Brookings Executive Education, Brookings Institute</p> <p>OPM Federal Executive Institute Leadership for a Democratic Society Northwestern University – Kellogg Business School</p> <p>Department of Defense Executive Leadership Development Program Senior Leader Seminar Course</p> <p>Harvard University Program for Senior Executive Fellows</p>	

\* Participants must obtain a leadership certificate from OPM, MIT Sloan, UVA Darden, American University or an approved leadership certificate program. Training equivalent for a leadership certificate may be granted by exception through coordination with G-1/4 SLD Program Managers.

Point of Contact	Program POC ( <i>TRADOC SLDP questions should be directed to this contact number</i> ): 757-501-6816  Application POC ( <i>TRADOC ILDP applications and questions regarding the applications should be directed to this contact number</i> ): 757-501-6807
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# MISCELLANEOUS INFORMATION

## Helpful & Useful Information List

[Army FY18 ACTEDS Training Catalog](#)

[Army eLearning \(Skillport\)](#)

[Army Training Support Center \(ATSC\)](#)

[ATRRS Self Development Center](#)

[Career Dashboard](#) (access ACT)

[Career Record](#) (access ACT)

[CHRTAS - Apply for Training](#)

[Civilian Career Brief](#) (access MyBiz+)

[Civilian Career Report](#) (access MyBiz+)

[Defense Civilian Personnel Data System \(DCPDS\) - MyBiz+](#)

[Defense Performance Management and Appraisal Program \(DPMAP\)](#)  
(Toolkit; Supv/Empl Tip Sheets/Checklists; Elements/Standards Guidance)

[Defense Travel System \(DTS\)](#)

[DFAS - MyPay](#)

[Electronic Official Personnel Folder \(eOPF\)-Appropriated Fund](#)

[Employment](#)      [Vacancy Announcements](#)

[Go Army Ed](#)

[Request Employment Verification](#) (access MyBiz+)

[SF50 Personnel Actions](#) (access MyBiz+)

[SHARP](#)

[Suicide Prevention Lifeline \(1-800-273-TALK\) \(8255\)](#)

[U.S. Army Training and Doctrine Command \(TRADOC\)](#)

[U.S. Army War College \(AWC\)](#)

What is my Career Program (CP)? (access [ACT](#), [MyBiz+](#))



SECRETARY OF THE ARMY  
WASHINGTON

01 AUG 2017

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2017-13 (Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program)

1. References:

a. Army Directive 2015-24 (Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program), 10 April 2015 (hereby rescinded).

b. Memorandum, SASA, Amendments to Army Directive 2015-24 (Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program), 29 Oct 2015 (hereby rescinded).

2. The development of an adaptive professional Civilian workforce is essential to the success of our Army in this complex and dynamic global security environment. Our Army demands that Civilian employees commit to a lifetime of professional and personal growth. I hold each Army Civilian accountable for mapping and navigating a progressive program of self-development. Commanders, supervisors, and managers share responsibility for enabling Army Civilian employees to reach their full potential.

3. We must continue to expand and enhance our current Civilian professional and leadership development program to meet the Army's long-term performance needs in the most productive and efficient ways possible. The Senior Enterprise Talent Management (SETM) and Enterprise Talent Management (ETM) Programs are key components of the Army's Civilian training, education, and leadership development program at an advanced level. SETM/ETM prepares senior Army Civilians to assume those duty positions of greatest responsibility across the Department. The programs provide exceptional training and development opportunities for our next generation of Army Civilian leaders. These developmental programs will ensure that we are ready and capable to work in a variety of environments and side by side with our uniformed servicemembers to achieve strategic advantage in a complex world.

4. This directive and its enclosures incorporate minor administrative adjustments to the SETM/ETM Programs.

5. I encourage you to learn about the SETM/ETM Programs. If you have employees interested in applying for any of these programs, encourage them to inform their chain of command or supervisor. Selections for SETM/ETM modules are linked to an

SUBJECT: Army Directive 2017-13 Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program

applicant's past and present job performance, potential for leadership and career progression, and the Army's needs. Commanders and supervisors should support the applications of candidates who represent the "best of the best": high-performing midgrade and senior Civilian leaders with outstanding potential for assignment to positions of greater importance, responsibility, and effect across our Army.

6. Because the SETM/ETM Programs' goals have been designed to support the Army's enterprise needs, new procedures have been developed to enhance the SETM Board's authority to ensure that only SETM Board-approved placements of SETM/ETM participants will encumber SETM/ETM-designated positions. Consequently, certification as a SETM/ETM graduate will now require successful completion of the participant's particular module and placement into a SETM Board-approved position, if required for that module.

7. The SETM/ETM Programs consist of the following nine modules. However, I envision further enhancements to meet changing requirements as the needs of our Army and the Army Civilian Corps evolve.

a. Enterprise Placement Program (EPP) and Designation as an Army Enterprise Employee (AEE) (Enclosure 3). EPP (SES Detail) is open only to senior Army Civilians currently in a grade GS-15 (or equivalent) position who have completed their probationary period as a civil servant who apply and are selected as AEEs based on past performance and demonstrated potential. The EPP enables designated AEEs to be eligible for consideration for placement in a position of greater scope and responsibility:

(1) EPP selecting officials may consider AEEs for a detail assignment of up to 1 year to a designated Army Senior Executive Service (SES) position. EPP enhances organizational efficiency by providing a designated AEE with a challenging senior-level assignment while allowing a selecting official the opportunity to temporarily fill an SES position.

(2) A mobility agreement IS NOT required for detail to an SES position.

(3) The number of applicants who may be considered and selected for participation in EPP is not limited.

b. Project-Based SETM Temporary Duty (TDY) Assignments (Enclosure 4). This component of the SETM Program is open to all senior Army Civilians in grades GS-14 and GS-15 (or equivalents) who apply and are selected for participation. These short-term developmental assignments are intended to challenge the participant and provide a "broadening" experience. This SETM module consists of a TDY assignment to work on a special project nominated by a command or organization as part of a working

SUBJECT: Army Directive 2017-13 Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program

group or “tiger team,” or to fill a “critical need” detail for a period not to exceed 179 days. Upon completion of the TDY assignment, participants return to their permanent duty stations. A mobility agreement IS NOT required, but SETM TDY participants will be subject to the provisions of a continued service agreement (enclosure 8). The number of applicants who may be selected for participation in the SETM TDY module is not limited.

c. Senior Service College (SSC) (Enclosure 5). SSC is the apex of Army professional development and prepares senior Army Civilians for positions of significant responsibility in the Department of Defense (DoD) and Department of the Army. This SETM module is open to applicants in grades GS-14 and GS-15 (or equivalents) who will compete for allocated seats at the U.S. Army War College (Resident or Distance Education Program) or the Eisenhower School for National Security and Resource Strategy (acquisition or nonacquisition course). Attendance at an SSC is designed to expand students’ knowledge of the national security mission and strengthen their understanding of the complex policy and operational challenges senior DoD and Army officials face. The SSC develops students to assume strategic-level leadership roles in the joint, interagency, intergovernmental, and multinational environments, with an emphasis on the employment of land power. SSC Resident students will be assigned into a Civilian Personnel Training Account (CPTA). On completion of the program, graduates are placed in duty positions intended to leverage the competencies fostered at the SSC in locations where the Army most needs their capabilities. Students who complete SSC in residence are subject to the Graduate Placement Program (GPP). Accordingly, each applicant for resident SSC must execute and submit a mobility agreement (enclosure 7) and continued service agreement (enclosure 8). Distance learning SSC applicants opting to be a part of the GPP also must complete mobility and continued service agreements. Distance learning SSC applicants opting not to participate in the GPP must complete only a continued service agreement. The number of applicants selected for attendance at an SSC is limited to the number of slots the Army War College and Eisenhower School allocate for Civilians. For more information about SSC, review Army Regulation (AR) 350-1 (Army Training and Leader Development) at [http://www.apd.army.mil/pdffiles/r350\\_1.pdf](http://www.apd.army.mil/pdffiles/r350_1.pdf).

d. Defense Senior Leader Development Program (DSLDP) (Enclosure 5). Open to senior Army Civilians in grades GS-14 and GS-15 (or equivalents), DSLDP is DoD’s premier Civilian leadership program. A 2-year comprehensive educational and developmental program, DSLDP is designed to inculcate in participants the enterprise wide perspective needed to lead organizations and programs, and to achieve results in the joint, interagency, and multinational environments. Selection to DSLDP is a three-part process: application through the SETM Program, selection by the SETM Board process for Army nomination to DoD, and selection for participation in DSLDP by a DoD Selection Board. DSLDP includes attendance at an SSC (other than the SSC sponsored by the Service the participant is affiliated with; in this case, the Army War

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College); participation in programmed leadership seminars; and a follow-on developmental assignment. DSLDP students will be assigned into a CPTA. All DSLDP graduates are subject to the GPP. Accordingly, each applicant must execute and submit a mobility agreement (enclosure 7) and continued service agreement (enclosure 8). The number of applicants nominated to DoD for selection for DSLDP is limited by the quota DoD imposes. Additional information about DSLDP is in AR 350-1.

e. Army Senior Civilian Fellowship (ASCF) (Enclosure 6). This component of the SETM Program is limited to senior Army Civilians in grades GS-14 and GS-15 (or equivalents). ASCF affords participants, known as “fellows,” the opportunity to engage in postgraduate study of issues of importance to the Army, DoD, and Nation. ASCF offers fellows further opportunity to apply their knowledge of the national security mission to the study of complex policy and operational challenges senior DoD and Army officials face. Upon completion of ASCF, fellows are placed in duty positions intended to leverage the competencies fostered in ASCF in locations where the Army most needs their capabilities. ASCF students will be assigned into a CPTA. ASCF fellows are subject to a GPP. Accordingly, each applicant must execute and submit a mobility agreement (enclosure 7) and continued service agreement (enclosure 8). A fellow may be required to file an OGE Form 450 (Confidential Financial Disclosure Report). The number of available ASCF fellowships determines the number of applicants selected for participation.

f. ETM Shadowing Assignments (Enclosure 13). This module is open to select Army Civilians in grade GS-13 or equivalent. An ETM Shadowing participant has the opportunity to accompany and observe a senior leader in action in his/her daily work environment for up to 20 working days. The senior leader may involve the ETM participant in the task at hand. The benefits of shadowing include experiencing what it is like to work as a senior Civilian at the Army enterprise level, having the ability to ask questions while the senior leader goes about his/her daily activities, and validating perceptions about a particular field of work. The number of applicants who may be considered for participation is based on Army resources and needs.

g. ETM TDY Assignments (Enclosure 14). The ETM TDY module is open to select Army Civilians in grade GS-13 or equivalent. An ETM TDY participant will fill a short-term developmental assignment on a special project as a member of a working group or tiger team, or will fill a critical need detail for a period not to exceed 90 days. The benefits of an ETM TDY assignment include new and challenging work in a different work environment and a broadening experience at the enterprise level. Upon completion of the TDY assignment, participants return to their permanent duty stations. A mobility agreement IS NOT required, but ETM TDY participants will be subject to the provisions of a continued service agreement (enclosure 20). The number of applicants who may be considered and selected for participation is based on Army resources and needs.

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h. ETM Command and General Staff College (CGSOC) (In-Residence Attendance) (Enclosure 15). The ETM CGSOC resident attendance module is open to select Army Civilians in grade GS-13 or equivalent and, by exception, Army Civilians in grade GS-12 or equivalent, as outlined in enclosure 17. Following 1 month in the Preparation Course, an ETM CGSOC participant will attend CGSOC Developmental School, a 10-month graduate-level program at Fort Leavenworth, Kansas. The benefits of participating in ETM CGSOC are an increased knowledge of the operational and tactical Army and preparation for the challenges faced in a dynamic and complex global environment. CGSOC PCS students will be assigned into a CPTA. Each applicant for resident CGSOC must execute and submit a mobility agreement (enclosure 17) and continued service agreement (enclosure 18). CGSOC graduates selecting the permanent change of station option are subject to the GPP. The number of applicants who may be selected for participation is limited by the number of slots the Deputy Chief of Staff (DCS), G-3/5/7 and U.S. Army Command and General Staff College allocate to Civilians.

i. ETM Executive Leadership Development Program (ELDP) (Enclosure 16). The ETM ELDP module is a DoD program open to select Army Civilians in grades GS-12 and GS-13 or equivalents. An ETM ELDP participant will attend a 10-month series of learning and training experiences that blend experiential and academic learning with hands-on exercises focused on the role of the warfighter. The benefits of participating in ETM ELDP include joint, interagency, and enterprise wide experience; a greater understanding of the DoD mission and culture; and leadership training that parallels selected military training and ensures cross-component exposure. The number of applicants who may be selected for participation in ETM ELDP is limited to the number of slots the DoD ELDP program allocates to the Army.

8. The SETM/ETM Programs operate under the overall supervision and oversight of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) and will be executed by the Civilian Senior Leader Management Office (CSLMO).

a. The ASA (M&RA) will develop and promulgate additional implementing guidance for the SETM/ETM Programs as may be required.

b. The ASA (M&RA) and CSLMO will administer the SETM/ETM Programs in accordance with Merit System and equal employment opportunity principles and will be governed by all other applicable laws, regulations, and requirements (for example, the Priority Placement Program). The ASA (M&RA) and CSLMO will ensure that the SETM/ETM Programs complement and leverage other DoD and Department of the Army leader development programs and initiatives while avoiding duplication.



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c. Subject to the conditions set forth in enclosure 6, I delegate to the ASA (M&RA) the authority to select applicants for participation in ASCF, thereby authorizing the participants to accept contributions, awards, and payments from the fellowship sponsor composing each fellowship. When the position of the ASA (M&RA) is vacant, as defined by the Federal Vacancies Reform Act, the individual designated as the “Senior Official (or Senior Career Official) Performing the Duties of the ASA (M&RA)” may exercise this authority. This authority may not be further delegated.

d. The Director, CSLMO will ensure appropriate announcements to the Army workforce about the selection of senior Army Civilians for participation in the SETM/ETM Programs.

e. Not later than 15 January of each year, the Army War College, through the ASA (M&RA) and DCS, G-3/5/7, will give me a comprehensive report on the fellowship program, including the ASCF module, as required by paragraph 5.3 of DoD Instruction 1322.06 (Fellowships, Scholarships, Training With Industry (TWI), and Grants for DoD Personnel) and AR 621-7 (Army Fellowships and Scholarships). This report must include assessments of ASCF compliance with Title 5, U.S. Code, Chapter 41 and whether ASCF fulfills a present DoD or Army need, anticipated requirement, or future capability by virtue of education or experience that the fellow will gain and that will contribute to the effectiveness of DoD and the Army. As appropriate, the DCS, G-3/5/7 will include in the report recommendations for necessary enhancements and modifications to the program and policy. The report will be coordinated with the Director, CLSMO; the Deputy ASA (Civilian Personnel); the commanders of Army Commands, Army Service Component Commands, and Direct Reporting Units; the Administrative Assistant to the Secretary of the Army; and FCRs/CPMs.

f. The Army War College will be responsible for managing ASCF, under the overall supervision of the DCS, G-3/5/7, Fellowship Proponency Office and the oversight of the ASA (M&RA). CSLMO will be responsible for administering the selection process for participation in the ASCF module of the SETM Program and for administering the GPP for placement of the ASCF fellows after completion of their fellowships.

g. Detailed information about the SETM/ETM Programs and their component modules, as well as systematic instructions on how to apply for any SETM/ETM module, are available at <https://www.csldo.army.mil//Index.aspx>. Applicants will use a secure, automated tool—the SETM System—to self-nominate for participation in one or more SETM/ETM modules. Application procedures for SETM/ETM are also detailed in enclosures 1 and 13, respectively.

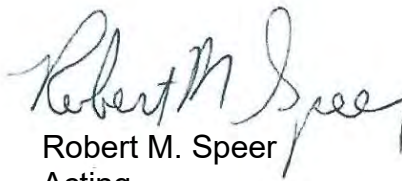
9. Civilian employees interested in applying for SETM/ETM are encouraged to inform their chain of command or supervisor. Selection for SETM/ETM modules links to an applicant’s past and present duty performance, potential for leadership and career

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progression, and the Army's needs. I expect the widest dissemination and support for these programs from commanders, supervisors, FCRs, CPMs, and human resource professionals while encouraging applications from candidates who exemplify Civilian leaders with outstanding potential.

10. The policies and procedures set forth in this directive, its enclosures, and implementing guidance the ASA (M&RA) issues will be updated as appropriate and promulgated in an Army regulation as soon as practicable. This directive supplements the policies and procedures set forth in AR 350-1 and AR 621-7. Any guidance in AR 350-1 or AR 621-7 determined to be inconsistent with the provisions of this directive is hereby superseded.

11. This directive will be rescinded upon publication of the new Army regulation covering these programs.



Robert M. Speer  
Acting

Encls

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## SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

### APPLYING FOR THE SETM PROGRAM

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Department of the Army Civilians in grades GS-14 and GS-15 (or equivalents) to compete for selection to the SETM Program. GS-15 (or equivalent) senior Army Civilians are eligible to apply for the Enterprise Placement Program (EPP) (enclosure 3). GS-14 and GS-15 (or equivalents) senior Army Civilians may apply for the SETM Temporary Duty Program (enclosure 4), a senior Service college (SSC),<sup>1</sup> the Defense Senior Leader Development Program (DSLDP) (enclosure 5), and the Army Senior Civilian Fellowship (ASCF) (enclosure 6).
2. To receive credit for and be designated as a bona fide graduate of any SETM Program module, all participants must have successfully completed their module requirements and **entered on duty in an assignment the SETM Board has approved for them**. The SETM Board must approve any requests for an exception to this policy.
3. Applicants may self-nominate for participation in one or more SETM modules through the SETM System Web-based tool. Detailed information about each SETM module, as well as step-by-step instructions on how to apply, are at <https://www.csldo.army.mil//Index.aspx>. It is important to note that the tool prepopulates the online SETM application with information personal to the employee-applicant extracted from the employee's automated personnel files maintained in the Defense Civilian Personnel Data System. Applicants who find errors in the prepopulated information should immediately visit the "My Biz" application of the Defense Civilian Personnel Data System to correct the underlying data, or contact their local civilian personnel office for assistance.
  - a. Applicants for **all** SETM modules must:
    - (1) complete the "Applicant Career Brief." Key components of the brief are a career synopsis, career objectives, the applicant's enumeration of his/her five most significant career accomplishments, and a career chronology.
    - (2) upload the applicant's most recent performance appraisal using the "Applicant Career Brief" tool. Attach all pages of the appraisal. An applicant must receive a "3/Fully Successful" rating or higher on his/her appraisal to be eligible for participation in the SETM Program. Applicants for SETM-EPP module (see enclosure 3) must upload their three most recent appraisals.

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<sup>1</sup> The U.S. Army War College (Resident or Distance Education Course), the Air War College, the Naval War College, the Marine Corps War College, or one of the accredited colleges of the National Defense University: the National War College or the Eisenhower School for National Security and Resource Strategy (acquisition or nonacquisition course).

(3) upload the applicant's "Security Clearance Person Summary" using the "Applicant Career Brief" tool.

(4) complete the "Applicant Survey." Key portions of the survey require the applicant to:

(a) indicate the SETM module(s) they are applying for. Applicants may apply for more than one module. If the applicant is tentatively selected to participate in more than one module, the Board process will resolve the conflict.

(b) prepare and submit a "Statement of Interest." The statement outlines why the applicant wants to participate in the SETM Program and how the applicant intends to apply the skills he/she will gain. The statement may not exceed 4,000 characters. Statements for the SSC and DSLDP modules have additional requirements. Guidance is at <http://cpol.army.mil/library/train/catalog/ch02gen.html> and <https://dodhrinfo.cpms.osd.mil/Directorates/HRSPAS/Leadership-Learning-and-Development/Pages/DSLDP.aspx> (the DoD site requires a common access card).

(c) use the numeric rating scale provided in the "Applicant Survey" tool to conduct a self-assessment against each subcompetency of the Executive Core Qualifications (ECQs). ECQs and their subcompetencies are used to evaluate candidates for Senior Executive Service (SES) positions, but are being used in the SETM Program application as a "stretch tool." **ONLY** individuals applying for EPP, DSLDP, and ASCF are required to provide written narratives related to each ECQ. The U.S. Office of Personnel Management's Guide to Senior Executive Service Qualifications provides detailed information about the ECQs and subcompetencies. The guide is at [https://www.opm.gov/policy-data-oversight/senior-executive-service/reference-materials/guidetosesquals\\_2012.pdf](https://www.opm.gov/policy-data-oversight/senior-executive-service/reference-materials/guidetosesquals_2012.pdf).

b. Applicants for EPP (enclosure 3), SSC, DSLDP (enclosure 5), and ASCF (enclosure 6) must meet the following requirements **IN ADDITION** to those set forth in paragraph 2a:

(1) Applicants for EPP, DSLDP, and ASCF must provide a written narrative for each ECQ in the "Applicant Survey" tool. Information about ECQs and the format to write them in is at [http://www.opm.gov/ses/recruitment/overall\\_ecq.asp](http://www.opm.gov/ses/recruitment/overall_ecq.asp).

(2) Applicants for EPP, SSC, DSLDP, and ASCF must have a baccalaureate degree from an accredited college or university. Applicants must upload an unofficial transcript using the "Applicant Career Brief" tool and ensure that a sealed official transcript from the degree-granting college or university is mailed to: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Civilian Senior Leader Management Office (CSLDD SETM Program), 111 Army Pentagon, Room 1D755, Washington, DC 20310-0111.

(3) Applicants for SSC and DSLDP must complete an online SSC Nomination Sheet or a DSLDP Nominee Information Sheet using the “Applicant Career Brief” tool. The forms are at [http://cpol.army.mil/library/train/catalog/form\\_ndx.html](http://cpol.army.mil/library/train/catalog/form_ndx.html).

(4) Applicants for DSLDP **ONLY** must use the “Applicant Career Brief” tool to upload a résumé that is three pages or less and meets the criteria specified at <https://dodhrinfo.cpms.osd.mil/Directorates/HRSPAS/Leadership-Learning-and-Development/Pages/DSLDP.aspx>. The same DSLDP résumé format may be used for the component select résumé required of SSC applicants.

(5) Applicants for EPP must obtain and use the “Applicant Career Brief” tool to upload a letter of recommendation from the senior SES in his/her chain of command.

(6) Applicants for EPP, SSC, DSLDP, and ASCF must upload in the “Applicant Career Brief” tool documentation verifying that they have completed the Civilian Education System Advanced Course or received equivalency or constructive credit from the Office of the Deputy Chief of Staff, G-3/5/7. Applicants for EPP or ASCF may substitute a master’s degree from one of the accredited SSCs: the Army War College (Resident or Distance Education Course), the Air War College, the Naval War College, or the Marine Corps War College, or from one of the accredited colleges of the National Defense University: the National War College, the Eisenhower School for National Security and Resource Strategy (acquisition or nonacquisition course), the College of International Security Affairs, the Information Resources Management College, or the Joint Forces Staff College. Applicants for ASCF seeking to substitute such education for completion of the Civilian Education System Advanced Course must upload an unofficial transcript using the “Applicant Career Brief” tool and ensure that a sealed official transcript from the degree-granting college or university is mailed to: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Civilian Senior Leader Management Office (CSLDD SETM Program), 111 Army Pentagon, Room 1D755, Washington, DC 20310-0111.

(7) Applicants for SSC Resident, SSC Distance Education opting for the Graduate Placement Program, DSLDP, and ASCF must upload in the “Applicant Career Brief” tool a completed and signed mobility agreement (enclosure 7). Applicants for SSC Distance Education not opting for the Graduate Placement Program will only complete a continued service agreement (enclosure 8).

(8) Applicants for EPP, TDY, SSC, DSLDP, and ASCF must upload in the “Applicant Career Brief” tool a completed and signed continued service agreement (enclosure 8).

(9) Applicants for EPP, SSC, DSLDP, and ASCF must have served a minimum of 3 years in Department of the Army Civilian permanent positions; CSLMO will verify the service.

c. Applicants for all SETM Program modules are encouraged to complete and mail an SF-181 (Ethnicity and Race Identification). Completion of this form is voluntary and will not affect your employment status, including your candidacy for the SETM Program. Should you elect to complete and mail the SF-181, it will be used solely for statistical compilation and will be maintained separately from your program application materials. Mail completed forms to: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Civilian Senior Leader Management Office (CSLDD SETM Program), 111 Army Pentagon, Room 1D755, Washington, DC 20310-0111. **ONLY** Army personnel NOT involved in making decisions on your SETM application will have access to the form.

4. The submission of a completed SETM application will automatically generate an email to the applicant's rating official/supervisor. The rating official/supervisor will carefully review the employee's application in its entirety and use the online tool to:

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The rating official/supervisor will also rate the applicant's proficiency in each overarching ECQ using the following scale: "Needs Development" (applicant applies the competency in somewhat difficult situation, requires frequent guidance); "Proficient" (applicant applies the competency in difficult situations, requires only occasional guidance); or "Outstanding/A Personal Strength" (applicant applies the competencies in exceptionally difficult situations, serves as a key resource, and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the SETM Program and explain the reason(s) for his/her recommendation. If an applicant received only a "3/Fully Successful" rating on his/her performance appraisal, the rating official/supervisor should explain any discrepancy between this rating and the rating official's/supervisor's recommendation regarding the applicant's participation in the SETM Program. NOTE: If the rating official/supervisor DOES NOT recommend the applicant for participation in the program, he/she will provide his/her rationale for the adverse recommendation and the application process WILL TERMINATE. If this occurs, the applicant may wish to discuss the matter with his/her rating official/supervisor.

c. assign the applicant a recommended utilization rating using the definitions in enclosure 9.

5. After the rating official/supervisor completes and submits his/her review and action on an applicant's application, an email will automatically be generated to the endorser, who must be the first general officer or member of the SES in the chain of command above the rating official/supervisor. The endorser will carefully review the application in its entirety, including the ratings and recommendations from the rating official/supervisor, and use the online tool to:

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The endorser will also rate the applicant's proficiency in each overarching ECQ



using the following scale: “Needs Development” (applicant applies the competency in somewhat difficult situation, requires frequent guidance); “Proficient” (applicant applies the competency in difficult situations, requires only occasional guidance); or “Outstanding/A Personal Strength” (applicant applies the competencies in exceptionally difficult situations, serves as a key resource, and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the SETM Program. The endorser must provide reason(s) in support of his/her recommendation and if his/her recommendation differs from the rating official’s/supervisor’s. NOTE: If the endorser DOES NOT recommend the applicant for participation in SETM, the endorser will provide his/her rationale for the adverse recommendation and the application process WILL TERMINATE. If this occurs, the applicant may wish to discuss the matter with his/her endorser and rating official/supervisor.

c. assign the applicant a recommended utilization rating using the definitions in enclosure 9.

d. will not provide ratings or a recommendation regarding the applicant if the endorser has insufficient personal knowledge of the applicant to do so; the endorser will so indicate.

6. After the endorser completes and submits his/her review and action on the application, an email will automatically be generated to the Functional Chief Representative (FCR) for the applicant’s career field, as designated by Army Regulation 690-950 (Career Management). The FCR will carefully review the application in its entirety, including the ratings and recommendations the rating official/supervisor and endorser provided, and use the online tool to:

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The FCR will also rate the applicant’s proficiency in each overarching ECQ, using the following scale: “Needs Development” (applicant applies the competency in somewhat difficult situation, requires frequent guidance); “Proficient” (applicant applies the competency in difficult situations, requires only occasional guidance); or “Outstanding/A Personal Strength” (applicant applies the competencies in exceptionally difficult situations, serves as a key resource, and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the SETM Program. The FCR must provide reason(s) to support his/her recommendation and if his/her recommendation differs from the rating official’s/supervisor’s and/or the endorser’s. NOTE: If the FCR DOES NOT recommend the applicant for participation in the program, he/she will provide his/her rationale for the adverse recommendation.

c. assign the applicant a recommended utilization rating using the definitions in enclosure 9.

d. will not provide ratings or a recommendation regarding the applicant if the FCR has insufficient personal knowledge of the applicant to do so and the FCR will so indicate.

7. Senior Army Civilians must apply annually to participate or continue participation in the SETM Program, except for the SETM EPP. Once selected for EPP, applicants are required to provide an updated résumé and ECQs annually by 1 October and as requested. Upon reassignment to a new command, EPP participants must provide CSLMO with a command acknowledgment memorandum at the general officer/SES level to continue in the program. If CSLMO does not receive the acknowledgment, the EPP participant will be removed from the program and must reapply for future consideration to participate.

# SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

## BOARD PROCESSES

Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Department of the Army Civilians in grades GS-14 and GS-15 (or equivalents) to compete for selection to the SETM Program.

Senior Army Civilians may self-nominate for participation in one or more SETM modules through the SETM System automated Web-based tool in accordance with the instructions in enclosure 1. Once the applicant's rating official/supervisor, endorser, and Functional Chief Representative (FCR) review the SETM application and submit their reviews and recommendations, the application will be made available, through the automated tool, to the applicant's command for inclusion in the Command Board process.

### 1. Command Boards

a. For purposes of reviewing, rating, and making recommendations on applications for participation in the SETM Program, the term "command" encompasses Army Commands; Army Service Component Commands; Direct Reporting Units; and the Office of the Administrative Assistant to the Secretary of the Army (for the Offices of Headquarters, Department of the Army Principal Officials and their field operating agencies, staff support agencies, and direct reporting units not led by a commander).

b. Through the automated tool, a command will have access to all SETM Program applications submitted by senior Army Civilians assigned to the command or any subordinate unit or organization. The commander or the Administrative Assistant, as appropriate, will appoint and convene a Command Board to review, rate, and make recommendations regarding each applicant. Command Boards will be appointed by the commander or the Administrative Assistant, as appropriate, and will be composed of at least three members, one of whom must be a general officer or member of the Senior Executive Service or equivalent. The board members must be assigned to the command or any subordinate unit or organization.

c. Subject to the requirements set forth in this paragraph, a command may administer and conduct a Command Board pursuant to standardized instructions issued by the commander or Administrative Assistant, as applicable. Commands will administer and conduct Command Boards:

(1) in accordance with Merit System and equal employment opportunity principles and all other applicable laws, regulations, and requirements;

(2) to ensure that each member of the Command Board carefully reviews the entirety of each applicant's SETM Program application and bases his/her ratings and

recommendations regarding the applicant on the content of the application, including the ratings and recommendations rendered by the applicant's rating official/supervisor, endorser, and FCR.

(3) by using a uniform scoring methodology to evaluate individual applications.

d. For each application before it, the Command Board will:

(1) conduct a utilization assessment by reviewing the definitions in enclosure 9 and assigning a recommended rating to the applicant.

(2) recommend applicants receiving a "Ready for Increased Challenge" or "Ready for Career Broadening" utilization rating for participation in the SETM Program. In recommending the applicant, the Command Board should indicate which SETM module(s) the applicant should participate in. The number of applicants a Command Board may recommend for participation in the SETM Program is not limited.

e. Applications reviewed and recommended by a Command Board for participation in the program will be forwarded to Headquarters, Department of the Army using the automated tool. All applicants not recommended for participation will be advised of the decision and informed of the utilization rating the Command Board assigned them. For those applicants not recommended for participation, the application process WILL TERMINATE.

## **2. SETM Board**

a. The SETM Board will consider all complete applications for the program received from commands except for Enterprise Placement Program (EPP). The Executive Resources Board (ERB) will consider all complete applications for the EPP module received from commands.

b. The SETM Board and ERB will convene annually to review and nominate to the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) the most highly qualified candidates for participation in SETM Program modules. Generally, both boards will convene in or around July of each year, but may convene, as necessary, at the call of the chairperson.

(1) The SETM Board will be chaired by the Principal Deputy ASA (PDASA) (M&RA) and will be composed of from five to seven general officers and members of the Senior Executive Service from across the Army appointed by the Secretary of the Army. For SETM purposes, the ERB will be chaired by the PDASA (M&RA) and will be composed of from two to four members of the Senior Executive Service from across the Army appointed by the Secretary of the Army. The Secretary of the Army delegates the authority to amend the appointment of chairperson to the ASA (M&RA) or the Senior Career Official Performing the Duties of the ASA (M&RA). The Secretary of the Army delegates the authority to amend the appointment of board members to the PDASA

(M&RA) or Acting PDASA (M&RA). Each SETM Board and ERB will serve for approximately 1 year. The Secretary designates the Director, CSLMO and appropriate CSLMO staff to serve as technical advisors to the SETM Board. The Secretary appoints the Director, Civilian Human Resources Agency (CHRA) to serve as a technical advisor to the SETM Board in connection with the Graduate Placement Program.

(2) Annually, the Secretary of the Army will promulgate a memorandum of instruction to provide the SETM Board with specific guidance and direction.

(3) The number of applicants who may be considered and selected for participation in the EPP and SETM Temporary Duty (TDY) modules is not limited. Accordingly, the SETM Board and ERB will assess each candidate for these modules as an individual and not rate and rank applicants against one another. The number of applicants selected for attendance at a senior Service college (SSC) is limited by the number of slots the U.S. Army War College or Eisenhower School for National Security and Resource Strategy (acquisition or nonacquisition course) allocate to the SETM Program. The number of applicants selected for participation in SSC Distance Education (DE) is limited by the number of slots the Army War College allocates to the SETM Program. The number of applicants nominated to the Department of Defense (DoD) for selection to the Defense Senior Leader Development Program (DSLDP) is limited by the quota DoD imposes. The number of applicants selected to participate in the Army Senior Civilian Fellowship (ASCF) Program is limited by the number of fellowships available. Thus the SETM Board will rank each candidate for these modules in order of merit.

### **3. SETM Board Process**

#### **a. Phase I: Preliminary Deliberations (conducted in or around July of each year)**

(1) Before the SETM Board and ERB meets for its phase I deliberations, individual board members will use the automated tool to carefully review the entirety of each application and assign to each applicant a “preliminary” utilization rating applying the definitions in enclosure 9.

(2) During phase I of its deliberations, the SETM Board and ERB will convene, carefully review each applicant’s entire application, and assign each applicant a “tentative” utilization rating based on the individual’s application in the online tool, including the ratings and recommendations of the Command Boards.

(3) Applicants for the EPP module who are assigned a utilization rating of “Ready for Increased Challenge” by the SETM Board and ERB will be designated as Army Enterprise Employees. CSLMO will identify these designated employees to selecting officials for their consideration when seeking to fill Army Enterprise Positions or designated Senior Executive Service positions by detail not to exceed 1 year in accordance with the procedures described in enclosure 3.

(4) Applicants for all other SETM modules receiving a “Ready for Increased Challenge” or “Ready for Career Broadening” utilization rating from the SETM Board will be invited to interview with a panel composed of members from the Board during phase II of the Board’s deliberations.

b. Phase II: the Board Interview (conducted in or around August of each year)

(1) The interview will be designed to permit the applicant to demonstrate, and the SETM Board to appraise, the candidate’s suitability for participation in the program as evidenced by demonstrated competency in the four factors cited in paragraph 3b(3) and the applicant’s proficiency in verbal communication, reasoning, and interpersonal skills, as well as ability to perform under pressure in an unfamiliar or demanding situation.

(2) Applicants may be interviewed in person, by telephone, or by video teleconference. The PDASA (M&RA) will determine during phase I how the interviews will be conducted. The Office of the Deputy Chief of Staff, G-3/5/7 will fund the travel of all in-person interviews based on the availability of funds.

(3) The SETM Board will screen all applicants against these four factors:

- Factor 1—Technical Breadth/Depth: Demonstrated competency and expertise in multiple job disciplines or functional areas within the candidate’s career field or program. This includes technical experience at multiple levels of the Army in a career field (vertical) or various occupational series within a career field (horizontal). Non-Army-related professional experiences are considered if they are comparable in nature and meet the scope of the eligibility requirements for the program the candidate is applying for. The candidate should understand and appropriately apply principles, procedures, requirements, regulations, and policies related to several specialized areas of expertise across functional areas within a career field. The candidate is current with technology, tools, trends, and evolving practices in his/her area of expertise.
- Factor 2—Developmental Experiences/Stretch Assignments: Demonstrated participation in cross-functional developmental experiences designed to create leaders with a broad-based corporate perspective. Assignments show that the applicant has had opportunities to use different skill sets and competencies within a specified career field, or specific skill sets and competencies across different career programs and organizational settings. Project-based developmental experiences should demonstrate the candidate’s ability to stretch and develop expertise outside his/her comfort zone and to foster professional growth and development. Project-based developmental assignments may have been in the Army, other Federal agencies, and/or private sector settings and may have been outside the employee’s career field or program. This factor encompasses the candidate’s ability to demonstrate timely and effective decision-making skills.

- Factor 3—Corporate Breadth: Demonstrated multiorganizational-level experience, with an appropriate mix of staff and multiple field assignments (installation; Army command; Headquarters, Department of the Army; joint; Office of the Secretary of Defense; interagency; and/or middle or senior management with private sector). The candidate's application will demonstrate the ability to operate in a variety of assigned positions and demonstrate an agency- or department-level understanding of the Army, DoD, or another agency or organization. The candidate will demonstrate the ability to explain, advocate, and articulate facts and ideas in a convincing manner and persuade and negotiate with individuals and groups internal and external to the organization. This factor considers the ability to build relationships and coalitions, and to communicate, develop, and expand professional networks with other agencies and organizations. The candidate should be able to identify and use the internal and external culture affecting the work of the organization in a positive and proactive manner.
- Factor 4—Demonstrated Leadership: Demonstrated ability to assume increased levels of responsibility in a civilian leadership role. Army Civilian leadership is influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improve the organization. The candidate must demonstrate the ability to connect the people they lead to a vision and mission. A Civilian leader is an employee who, by virtue of the assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command/supervision to pursue actions, focus thinking, and shape decisions for the greater good of the organization. A key component of being an Army Civilian leader who gets results is keeping subordinates focused on the goal or objective when the going gets tough. A successful Civilian leader gets the desired results in the right way.

(4) Based on its comprehensive review of each candidate, the SETM Board will assign a "final" utilization rating for each applicant. From those applicants who receive a "final" rating of "Ready for Increased Challenge" or "Ready for Career Broadening," the Board will make appropriate recommendations for participation in a specific SETM module(s), taking into account the applicant's preference and the Army's needs.

(5) The Board's recommended list of selectees for each SETM module will be forwarded to CSLMO. Applicants recommended for participation in the SETM TDY module will be listed in alphabetical order. For those applicants recommended for enrollment in SSC, participation in ASCF, or nomination to DoD for participation in DSLDP, the Board will provide a list to CSLMO for each module, in order of merit, beginning with the most highly rated applicant.

(6) CSLMO will forward the names of those applicants the Board recommended for participation in each SETM module to the ASA (M&RA) for final review, validation,

and approval. After final action by the ASA (M&RA), CSLMO will submit the DSLDP list to the Office of the Secretary of Defense in accordance with DoD instructions.

(7) CSLMO will inform each applicant the SETM Board and ERB considered whether he/she was selected for participation in the program and the “final” utilization rating assigned to the applicant. For those applicants selected for the program, CSLMO will further advise them of the SETM module they were selected for.

(8) With a view to encouraging other high-potential senior Army Civilians to apply for the SETM Program, CSLMO will publicly announce the names of applicants selected for participation in the various SETM modules.

c. Phase III: Graduate Placement Program (GPP)

(1) All SETM Program participants who attend and graduate, in residence, from an SSC, who attend and graduate from DSLDP, who participate in ASCF, attend and graduate from the Command and General Staff Officer Course (CGSOC), and who are placed in a CPTA are subject to the GPP. GPP is optional for SSC DE participants. The SETM Board will place SSC, DSLDP, and CGSOC graduates; SSC DE GPP volunteers; and ASCF fellows into a permanent Department of the Army Civilian position that best uses the individual’s educational and/or fellowship experience.

(2) Decisions on GPP placements will be collaborative and consider organizational and individual employee preferences to the greatest extent practicable. The goal is to notify students/fellows of their placements 4 to 6 months before graduation or completion of the fellowship.

(3) To receive credit for and be designated as a bona fide graduate of any of the SETM Program modules, all participants must have successfully completed their module requirements, as well as entered on duty in an assignment the SETM Board approved for them. The SETM Board must approve any requests for an exception to this policy.

(4) The Director, CHRA will “freeze” positions into which the SETM graduates are eligible to be placed before the beginning of phase 3 to ensure that only SETM Board-approved assignments of SETM participants may be placed in those positions. Only the Director, CHRA is authorized to place Board-approved SETM participants into any of those positions.

(5) During the first quarter of each academic year, with a view to beginning the postgraduate placement process, CSLMO will obtain a résumé from each incoming SSC, DSLDP, and CGSOC student projected to graduate from the program at the end of the academic year. This résumé will capture that student’s key assignments, training and education, leadership and supervisory experience, competencies, and individual development plan. ASCF fellows will provide their résumé during the first 90 days of their fellowships. Students/fellows will coordinate with CSLMO career advisors to



identify geographic, functional, and organizational placement preferences and give CSLMO a list of preferences in priority order. CSLMO will provide information for each student to commands and organizations across the Army.

(6) SSC, DSLDP, and CGSOC graduates; SSC DE GPP volunteers; and ASCF fellows will be placed in positions at the grade held when they began their respective programs. Students reassigned into a CPTA force structure unit will be placed in positions at the grade indicated in the CPTA position description they were assigned to during training as long as the individual meets the U.S. Office of Personnel Management's minimum qualification standards. To be promoted, a student must compete for a higher graded position and be chosen by the selecting official.

(7) CSLMO will establish a deadline for commands and organizations to "bid" or indicate preferences to hire SSC, DSLDP, and CGSOC graduates; SSC DE GPP volunteers; and ASCF fellows and identify the specific position they would place each graduate/fellow in. CSLMO may further consult with Functional Chiefs/FCRs to assess the geographic, functional, and organizational opportunities that may be open to graduating SSC, DSLDP, and CGSOC students; SSC DE GPP volunteers; and ASCF fellows completing their fellowships.

(8) In addition, CSLMO will coordinate with CHRA to develop a list of vacant positions unique to each student to match the student's competencies and personal career objectives with Army requirements when making graduate placement recommendations. Among the factors CSLMO will consider are the student's/fellow's special competencies and requirements, assignment and experience history, the Army's needs and, to the extent practicable, the student's/fellow's preferences. CSLMO will ensure that a student/fellow meets the minimum basic qualifications for any listed position. Upon notification from CSLMO, CHRA will place a hold on all SF-52s (Request for Personnel Action) to fill vacant positions that match the grade and series unique to each student.

(9) At the call of the PDASA (M&RA), the SETM Board will convene to review CSLMO's list of proposed placements for each graduating SSC, DSLDP, and CGSOC student; SSC DE GPP volunteer; or ASCF fellow. The Board will propose a primary and alternate placement for each student/fellow based on qualifications and preferences, to the extent practicable, and the Army's needs with a focus on placing students/fellows in positions that operate on outcomes with Armywide application. SSC, DSLDP, and CGSOC graduates; SSC DE volunteers; and ASCF fellows may be considered for placement in vacant Army Enterprise Positions. The Director, CHRA may serve as a technical advisor to the SETM Board in connection with its GPP deliberations.

(10) The tentative placements the SETM Board recommends will be forwarded to the commander/supervisor with purview over each position. They will have the opportunity to review the résumé of the proposed student/fellow and provide comment to CSLMO on the suitability and propriety of each placement. CSLMO will forward the

SETM Board's recommendations for placements into positions designated as Acquisition Workforce positions<sup>2</sup> to the Assistant Secretary of the Army (Acquisition, Logistics and Technology) for final review and validation. The SETM Board will consider any comments from the potentially affected commander/supervisor before making final placement recommendations for each student/fellow. The SETM Board will refer the final list of recommended placements to CSLMO.

(11) CSLMO will forward the Board's recommended placement decisions for all students/fellows to the ASA (M&RA) for final review, validation, and approval.

(12) CSLMO will inform students/fellows of their placements and announce placement decisions Armywide, with a view to promoting the SSC/SSC DE, DSLDP, CGSOC, and ASCF modules of the SETM/ETM Programs. The servicing Civilian Personnel Advisory Center will coordinate the effective dates of appointments and process post-placement personnel actions, keeping CSLMO and the Office of the Deputy Chief of Staff, G-3/5/7 apprised of the progress of the reassignment action.

(13) DSLDP, SSC, ASCF, and CGSOC graduates who relocate geographically for their postgraduate placements will be eligible for CPTA centrally funded permanent change of station travel in accordance with the Joint Travel Regulations, Chapter 5 and Army Regulation 350-1 (Army Training and Leader Development). Graduates reassigned outside the continental United States will have return rights to the CPTA. Upon completion of tour, graduates will enter into the upcoming GPP to be reassigned to a permanent continental United States position. No extension of return rights beyond 5 years will be granted.

(14) Gaining organizations will pay for the permanent change of station travel for SSC DE GPP volunteers who relocate geographically for their postgraduate and post-fellowship placements in accordance with the provisions of the Joint Travel Regulations, Chapter 5.

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<sup>2</sup> Designations will be made in accordance with the Defense Acquisition Workforce Improvement Act, 10 U.S. Code Chapter 87 and DoD Directive 5000.52 (Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program).

## **SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM**

### **ENTERPRISE PLACEMENT PROGRAM**

The SETM Enterprise Placement Program (EPP) results in the designation of selectees as Army Enterprise Employees (AEEs) eligible to be considered for placement in a position of greater scope and responsibility:

- EPP allows for the designation of Senior Executive Service (SES) positions to be filled by the detail of AEEs for up to 1 year, as well as the filling of SES positions by the detail of AEEs for up to 1 year. The processes for designating and filling SES positions by detail not to exceed 1 year are described beginning on page 2 of this enclosure.

#### **Applying for EPP**

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Department of the Army Civilians in grade GS-15 (or equivalent) to apply and be evaluated for selection as an AEE eligible for placement through the EPP. The number of applicants who may be considered and selected for participation in the program is not limited.

- Eligibility for EPP, the applicant must currently be serving in a permanent Department of the Army GS-15 (or equivalent) position. In addition, the applicant must also:

(1) have completed their probationary period as a civil servant and be in a permanent Army Civilian position;

(2) have a baccalaureate degree from an accredited college or university;

(3) obtain a letter of recommendation from the senior SES in his/her chain of command.

2. Unless CSLMO directs otherwise, senior Army Civilians who wish to be considered must apply through the SETM System in accordance with the procedures set forth in enclosure 1.

3. Applicants will be selected for participation in the EPP module through the SETM Board or Executive Resources Board (ERB) process outlined in enclosure 2. However, selection for participation does not guarantee placement in a detail to an SES position under EPP. Placement depends on available resources and the requirements associated with each SES position.

4. EPP participants must provide CSLMO with a command acknowledgment memorandum at the general officer/SES level to continue in the program. If CSLMO does not receive the acknowledgment, the participant will be removed from the program and must reapply for future consideration to participate.

### **Process for Assignments to SES Positions by Detail of AEEs for Up to 1 Year (EPP)**

#### **1. Designating SES Positions to be Filled by Detailed AEEs**

a. Each year before opening the SETM Program for applications and thereafter, CSLMO will offer commands the opportunity to identify SES positions they deem appropriate for fill, for a period not to exceed 1 year, by the detail of an Army AEE. An SES position designated in this manner may not supervise other SES positions.

b. Commands that want to designate an SES position will provide CSLMO with the name of the selecting official, position description, title, duty location, a brief description of the duties and responsibilities, and any special qualification requirements of the designated SES position. A command that designates an SES position in this manner will have the opportunity to consider those designated as AEEs under EPP after conclusion of phase I of the ERB deliberations (enclosure 2).

#### **2. Filling SES Positions by Detail of AEEs for Up to 1 Year**

a. At the conclusion of phase I deliberations by the SETM Board, applicants for EPP who are tentatively assigned a rating of "Ready for Increased Challenge" will be designated as eligible EPP AEEs.

b. CSLMO will:

(1) identify designated EPP AEEs to selecting officials seeking to fill designated SES positions by detail not to exceed 1 year,

(2) make the SETM applications of these individuals available for review and consideration by selecting officials, and

(3) specify the date by which selecting officials will need to conclude their deliberations and notify CSLMO of their tentative selections.

c. After the conclusion of phase I of the ERB selection process (see enclosure 2), AEE selectees will be put into a pool and wait for an SES position that matches their skills and abilities to become available for recruitment. Once the AEE selectee is matched to an available SES position, they will be put on a slate for the hiring official to interview and select from the slate. If selected by the hiring official, the losing and gaining organizations will agree to a reporting date. The expected start date for an EPP

detail to a specific SES position will depend on when the subject SES position is authorized to be filled and the completion of the selection process by the gaining command.

d. CSLMO will notify the AEE of his/her selection and of the projected term of the AEE's detail to the designated SES position. If the AEE accepts the placement, CSLMO will notify the selecting official and the AEE's current command. CSLMO will coordinate with the gaining and losing commands to initiate the detail action. Those AEEs who accept the offer of a detail will sign a continued service agreement (enclosure 8).

e. The gaining organization will fund the long-term temporary duty or temporary change of station costs associated with the detail of any AEE to an SES position.

f. AEEs detailed to a designated SES position will continue to encumber their official position of record and be paid at the salary set for that position. The command nominating them for EPP will remain responsible for all salary and related costs during the period of the detail.

## **SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM**

### **TEMPORARY DUTY**

The SETM temporary duty (TDY) module facilitates the matching of senior Army Civilians in grades GS-14 and GS-15 (or equivalents) with temporary projects or details of importance to the Army through a centrally funded period of TDY not to exceed 179 days. These project-based developmental experiences are intended to give participants opportunities to acquire expertise in areas outside their “comfort zones.” Participation in SETM TDY may help senior Army Civilians develop and demonstrate competency in multiple job disciplines and functional areas within their career field or program, including technical experience at multiple levels of the Army in a career field (vertical) or various occupational series within a career field or across career fields (horizontal).

#### **Applying for the SETM TDY Module**

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Army Civilians in grades GS-14 and GS-15 (or equivalents) to apply and be evaluated for participation in the SETM TDY module. To be eligible, the applicant must currently be serving in a permanent Department of the Army GS-14 or GS-15 (or equivalent) position.
2. Unless CSLMO directs otherwise, senior Army Civilians must apply through the SETM System automated Web-based tool in accordance with the procedures in enclosure 1.
3. Senior Army Civilians must apply annually to participate in or continue participation in the SETM TDY module.

#### **Selecting Participants**

1. Applicants will be selected for participation in the SETM TDY module through the Board process set forth in enclosure 2.
2. The number of applicants who may be selected for participation in the SETM TDY module is not capped. However, selection for participation does not guarantee placement in a SETM TDY project or detail. Placement depends on the resources available to fund project-based TDY opportunities, the requirements associated with each detail, and the agreement of the SETM TDY participant’s permanent supervisor. Applicants selected for SETM TDY whose applications are under consideration for participation in a senior Service college (SSC), the Defense Senior Leader Development Program (DSLDP), or the Army Senior Civilian Fellowship (ASCF)

modules are not eligible to receive a SETM TDY assignment until the selection process has been completed for SSC, DSLDP, and ASCF. Applicants selected for the SSC, DSLDP, or ASCF modules are not eligible to receive a SETM TDY assignment concurrent with their participation in SSC, DSLDP, or ASCF.

3. A mobility agreement IS NOT required for SETM TDY participation.

### **Selecting SETM TDY Projects and Details**

1. With the assistance of senior leaders, commanders, supervisors, and Functional Chief Representatives, CSLMO will identify SETM TDY projects and details that will provide participants with a developmental or broadening experience, most commonly at the Headquarters, Department of the Army Staff; Army Command; joint; or interagency level. The approval level for SETM TDY projects and details is a general officer or member of the Senior Executive Service in the applicant's chain of command.

2. CSLMO will use the questionnaire at enclosure 12 to solicit information from commands and other organizations interested in sponsoring a SETM TDY experience. Commanders and supervisors interested in hosting a SETM TDY project or detail may submit proposals to CSLMO at any time.

3. Most SETM TDY experiences generally will not extend beyond 120 days, but a detail may not exceed 179 days. An SF-52 (Request for Personnel Action) with "Detail" as the nature of the action will be initiated to temporarily place the SETM TDY participant in the developmental assignment. The SF-52 formally documents the SETM TDY developmental assignment in the employee's personnel record.

4. A continued service agreement is required for SETM TDY assignments that exceed 120 days (see enclosure 8). A SETM TDY participant must submit a signed continued service agreement to CSLMO before being placed into an assignment that is projected to exceed 120 days.

### **Filling SETM TDY Assignments**

1. CSLMO will solicit SETM TDY developmental projects from commands. Commands will submit enclosure 12 to request that a project be filled.

2. CSLMO will review the pool of SETM TDY participants to build a slate of qualified candidates for the project sponsor to consider.

3. CSLMO will build the SETM TDY project slate based on the following criteria: individual SETM TDY participants' utilization assessments, participants' preferences (to the extent practicable), and the Army's needs.

4. The Functional Chief Representative will review the CSLMO-generated slate and provide an order of merit listing for each SETM TDY candidate within their career program. CSLMO will review the representative's list and make a final assignment determination. CSLMO will notify the candidate of his/her selection and the projected duration of the SETM TDY opportunity. If the candidate accepts the project and his/her permanent supervisor agrees, CSLMO will direct the candidate to the project and provide funded TDY orders.

### **Completing and Documenting SETM TDY Projects and Details**

1. Upon completion of a SETM TDY project or detail, the participant will return to his/her permanent duty station. SETM TDY participants remain eligible for other SETM TDY opportunities that may arise throughout the year.
2. The project sponsor/owner will provide the participant's permanent supervisor with timely and meaningful written feedback about the participant's performance in the context of the SETM TDY project or detail suitable for inclusion in the narrative portion of the participant's formal performance evaluation.
3. The participant's permanent supervisor is responsible for taking into account the participant's performance in the context of the SETM TDY project or detail when formally evaluating the employee.



## **SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM**

### **ARMY SENIOR SERVICE COLLEGE, ARMY SENIOR SERVICE COLLEGE DISTANCE EDUCATION AND DEFENSE SENIOR LEADER DEVELOPMENT PROGRAM**

The senior Service college (SSC), SSC Distance Education (DE), and Defense Senior Leader Development Program (DSLDP) modules afford opportunities for the “best of the best”—high-performing senior Army Civilians with outstanding potential—to participate in these premier educational and developmental programs.

Attendance at an SSC is the apex of Army professional development and prepares senior Army Civilians for positions of significant responsibility in the Department of Defense (DoD) and Army. Applicants compete for allotted seats at the U.S. Army War College (resident or DE course) or the Eisenhower School for National Security and Resource Strategy (acquisition or nonacquisition course). SSC and SSC DE attendance or participation is designed to expand a student’s knowledge of the national security mission and strengthen the student’s understanding of complex policy and operational challenges senior DoD and Army officials face. The SSCs develop students to assume strategic-level leadership roles in the joint, interagency, intergovernmental, and multinational environments, with an emphasis on the employment of land power. On completion of the program, graduates are placed in duty positions intended to leverage the competencies the SSC fostered.

DSLDP is the premier Civilian leadership program DoD offers. DSLDP is a 2-year comprehensive educational and developmental program designed to inculcate in participants the enterprise wide perspective needed to lead organizations and programs and achieve results in the joint, interagency, and multinational environments. DSLDP includes attendance at an SSC other than the SSC sponsored by the Service the DSLDP participant is affiliated with (in this case, the Army War College); participation in programmed leadership seminars; and a follow-on developmental assignment.

#### **Applying for the SETM SSC and DSLDP Modules**

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Army Civilians to apply for competitive selection to attend or participate in SSC, SSC DE, or DSLDP.
2. To be eligible for selection, a senior Army Civilian must:
  - a. be serving in a permanent appointment in a GS-14 or GS-15 (or equivalent) position;
  - b. possess a baccalaureate degree from an accredited college or university;

c. have served 3 years in an Army Civilian permanent appointment by the start date of the program;

d. have completed the Civilian Education System Advanced Course or received equivalency or constructive credit from the Deputy Chief of Staff (DCS), G-3/5/7;

e. have, at a minimum, a Secret security clearance and meet any other security clearance requirements the SSC, SSC DE, or DSLSP requires at the time of selection and during attendance or participation (CSLMO will publish any additional requirements in the instructions for applying for the SETM SSC, SSC DE, and DSLDP modules); and

f. have a minimum of 1 year (preferably more) of significant experience in supervising or managing people in an official capacity, acquired no more than 5 years ago. This requirement applies only to applicants for DSLDP.

3. Senior Army Civilians must apply for the SSC, SSC DE, and DSLDP SETM modules through the SETM System automated Web-based tool in accordance with the procedures in enclosure 1.

4. Applicants for SSC, SSC DE (volunteering for placement), and DSLDP must execute and submit with their SETM Program applications a mobility agreement (enclosure 7) and continued service agreement (enclosure 8). Applicants for SSC DE (not volunteering for placement) must execute and submit a continued service agreement.

a. The mobility agreement requires the participant to agree to assignment to a 10-month resident senior professional military educational program, together with placement into a new duty position after graduation.

b. The continued service agreement obligates participants to serve in DoD or the Department of the Army for a period of three times the length of the training period. A participant who fails to complete this period of obligated service must repay the Federal Government for the costs associated with his/her training.

### **Selecting SSC Participants and Nominating DSLDP Candidates to DoD**

1. The Board process outlined in enclosure 2 will be used to select applicants for attendance at an SSC and for nomination to DoD for consideration by a DSLDP Selection Board.

2. Selection to DSLDP is a three-part process: applicants must apply for DSLDP through the SETM Program, be nominated to DoD by the SETM Board and the Assistant Secretary of the Army (Manpower and Reserve Affairs), and be selected by a DoD Board for participation.

3. The number of applicants selected for attendance at an SSC and SSC DE is limited by the number of slots the Army War College or Eisenhower School allocates to the SETM Program. The number of applicants nominated to DoD for selection for DSLDP is limited by the quota that DoD imposes.

4. In accordance with Army Regulation 350-1 (Army Training and Leader Development), paragraph 3-18, Army Civilians declining an SSC will forward statements of declination through their chain of command to the Office of the Army DCS, G-3/5/7, Director of Training, Civilian Training and Leader Development (DAMO-TRV). Army Civilians declining selection will be removed from any future consideration for an SSC. This requirement includes DSLDP because participants must attend an SSC as part of the program.

### **Attending SSC and DSLDP**

1. SSC participants selected to attend the Army War College or Eisenhower School in residence will be reassigned to a long-term training authorization on the operational table of distribution and allowances associated with the Civilian Personnel Training Account (CPTA) the DCS, G-3/5/7 maintains. The management of SSC students in a centralized account while attending SSC enables losing commands and organizations to hire immediately against the position the senior Army Civilian vacates with his/her departure for the SSC. Through the CPTA, the Office of the DCS, G-3/5/7 processes SSC student timecards, initiates SF-52s (Request for Personnel Action) to reassign students, manages student travel funds, and monitors students' settlement vouchers in the Defense Travel System. SSC students are considered to be in a temporary duty status en route to a new assignment; permanent change of station costs are not paid in association with student travel to an SSC.

2. Before attending the SSC portion of DSLDP, participants will be reassigned to a long-term training authorization on the operational table of distribution and allowances associated with the CPTA that the DCS, G-3/5/7 maintains. The management of DSLDP students in a centralized account while attending an SSC enables losing commands and organizations to hire immediately against the position the senior Army Civilian vacates with his/her departure for the SSC. Through the CPTA, CSLMO processes DSLDP student timecards, initiates SF-52s to reassign students, manages student travel funds, and monitors students' settlement vouchers in the Defense Travel System. DSLDP students are considered to be in a temporary duty status en route to a new assignment; permanent change of station costs are not paid in association with student travel to an SSC.

3. Commanders and supervisors will provide special, annual, or closeout appraisals as required by applicable performance management guidance before a participant in the SETM SSC module reports to school. The academic evaluation the SSC issues the student will provide further basis for a Civilian performance appraisal.

4. Commands are highly encouraged to afford SSC DE students appropriate time to conduct course work during the duty day.

### **Participating in the Graduate Placement Program**

1. The Office of the DCS, G-3/5/7 records SSC and DSLDP completions into the Army Training Requirements and Resources System.

2. All SSC and DSLDP graduates are subject to the Graduate Placement Program; the program is optional for SSC DE participants. If an SSC DE applicant volunteers to be placed as part of the Graduate Placement Program process, the volunteer must submit a signed mobility agreement (enclosure 7) at the time of application, thus notifying command of his/her intention to be reassigned.

3. Details regarding the post-graduation placement of SSC and DSLDP participants are in enclosure 2.

4. CSLMO endeavors to notify SSC and DSLDP students of their postgraduate placements 4 to 6 months in advance of graduation.

5. SSC and DSLDP graduates who relocate geographically for their postgraduate placements are eligible for CPTA centrally funded permanent change of station travel in accordance with the provisions of the Joint Travel Regulations, Chapter 5 and Army Regulation 350-1.

6. Gaining organizations will pay the permanent change of station travel for SSC DE graduates who relocate geographically for their postgraduate placements in accordance with the provisions of the Joint Travel Regulations, Chapter 5.

## **SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM**

### **ARMY SENIOR CIVILIAN FELLOWSHIP**

The Army Senior Civilian Fellowship (ASCF) affords senior Army Civilians in grades GS-14 and GS-15 (or equivalents) opportunities for strategic training, education, and professional development.

The ASCF is a 2-year comprehensive study and utilization program designed to broaden the enterprise wide perspective of participants. Fellows engage in a 12-month study of national security issues with individuals and agencies, in and out of government, who are actively involved in influencing the formulation and execution of U.S. foreign and domestic policies. The ASCF program gives senior Army Civilians a unique opportunity to expand their understanding of how national strategy is developed and the linkages and challenges senior Department of Defense (DoD) and Army officials face. Afterwards, fellows will be required to complete a 12-month utilization assignment to capitalize on the knowledge and experience gained during their study. Upon completion of the program, ASCF graduates will be placed in positions intended to leverage the competencies fostered where the Army most requires these enhanced capabilities.

#### **Establishing Fellowships**

1. An Army fellowship is an assignment in which selected personnel work away from the Service for a specified time (not to exceed 12 months) to obtain an education or experience of value to the Army and the gaining organization. The person serving in the fellowship is called a "fellow." Fellowships may be offered by the Federal Government, corporations, foundations, funds, or educational institutions. These eligible donors administer the program, while the Army disperses normal pay and allowances during the fellowship period.
2. Fellowships under the ASCF program will be established in accordance with DoD Instruction 1322.06 (Fellowships, Scholarships, Training With Industry (TWI), and Grants for DoD Personnel); DoD Instruction 1400.25 (DoD Civilian Personnel Management System), Volume 410 (Training, Education, and Professional Development); and Army Regulation 621-7 (Army Fellowships and Scholarships).
3. To ensure that the Army is receiving maximum return on investment, the supervisor for each of the proposed fellowship positions will review that fellowship's duties and responsibilities to determine if the fellow will be required to file an OGE Form 450 (Confidential Financial Disclosure Report). The Office of the Army General Counsel will provide legal advice and assistance and review the supervisor's assessment for legal sufficiency.

4. Fellowships may be accepted from corporations, foundations, funds, or educational institutions organized and operated primarily for scientific, literary, or educational purposes. The Secretary of the Treasury must have deemed that the corporation, foundation, fund, or educational institution is an organization described by 26 U.S. Code section 501(c)(3), which is exempt from taxation under 26 U.S. Code section 501(a). Fellowships must fulfill a present DoD or Army need, anticipated requirement, or future capability by virtue of education or experience the fellow will gain that will contribute to the effectiveness of DoD and the Army. Fellowships must meet professional development requirements.

### **Applying for the SETM ASCF Module**

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Army Civilians to apply for competitive selection to participate in the ASCF Program.
2. To be eligible for selection, a senior Army Civilian must:
  - a. be serving in a permanent appointment in a GS-14 or GS-15 (or equivalent) position;
  - b. possess a baccalaureate degree from an accredited college or university;
  - c. have served 3 years in an Army Civilian permanent appointment by the start date of the program; and
  - d. have, at a minimum, a Secret security clearance at the time of application and meet any other security clearance requirements of a particular fellowship at the time of selection and during participation.
3. Unless CSLMO directs otherwise, senior Army Civilians must apply for the SETM ASCF module through the SETM System automated Web-based tool in accordance with the procedures in enclosure 1.
4. Applicants for ASCF must execute and submit with their SETM Program applications the mobility agreement at enclosure 7 and continued service agreement at enclosure 8.
  - a. The mobility agreement requires the participant to agree to placement into a new duty position upon successful completion of the ASCF Program.
  - b. The continued service agreement obligates participants to serve in DoD or the Department of the Army for a period of three times the length of the fellowship period. A participant who fails to complete this period of obligated service must repay the Federal Government for the costs associated with his/her fellowship.

## **Selecting ASCF Fellows**

1. The Board process outlined in enclosure 2 will be used to select applicants for participation in ASCF.
2. In selecting applicants for participation:
  - a. The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) will ensure compliance with all applicable statutes, regulations, and policies specifically related to training and fellowships.
  - b. The ASA (M&RA) will ensure, with respect to each selected applicant, that the fellowship is not a reward for services to the organization before the fellowship; acceptance of the fellowship would not unfavorably affect the applicant's ability to carry out his/her official duties in a fair and objective manner; acceptance of the fellowship would not compromise the honesty and integrity of Government programs or Government employees and their official actions or decisions; acceptance of the fellowship would be compatible with the Ethics in Government Act of 1978, as amended; acceptance of the fellowship would otherwise be proper and ethical for the applicant concerned given the circumstances of the particular case; and the fellowship meets identified needs for knowledge, skills, and abilities bearing directly on the performance of the applicant's official duties.
  - c. The Office of the Deputy Chief of Staff (DCS), G-3/5/7 will provide the ASA (M&RA) with a complete list of all the contributions, awards, and payments from the fellowship sponsor for each fellowship. In accordance with 5 Code of Federal Regulations section 410.502, the ASA (M&RA) must specifically authorize each applicant selected for participation to accept from the sponsor the listed contributions, awards, and payments associated with the applicant's fellowship.
  - d. The ASA (M&RA) will seek the advice of the Office of the Army General Counsel before authorizing any applicant accepted for participation to accept the contributions, awards, and payments associated with the applicant's fellowship.
3. The number of applicants selected for participation in ASCF is limited by the number of fellowships available.

## **Executing ASCF**

1. Applicants selected to participate in the program will be reassigned to a long-term training authorization on the operational table of distribution and allowances associated with the Civilian Personnel Training Account the DCS, G-3/5/7 maintains. The management of ASCF fellows in a centralized account while participating in the program enables losing commands and organizations to hire immediately against the position the senior Army Civilian vacates with his/her departure for ASCF. Through the Civilian

Personnel Training Account, the Office of the DCS, G-3/5/7 processes the fellow's timecards, initiates SF-52s (Request for Personnel Actions) to reassign fellows, manages travel funds, and monitors fellows' settlement vouchers in the Defense Travel System. Fellows are considered to be in a temporary duty status en route to their utilization and permanent assignments; permanent change of station costs are not paid in association with student travel to an ASCF location.

2. Supervisors of ASCF participants beginning a fellowship will provide special, annual, or closeout appraisals as required by applicable performance management guidance.
3. Fellows will be required to file an OGE Form 450 within 30 days of beginning the assignment if the fellow's supervisor and the Office of the Army General Counsel determine that the form is necessary.
4. Fellows will receive unrated time while in training and the previous rating of record will apply for the annual appraisal cycle that covers the period of the fellowship.
5. Fellows may be required to complete an action plan for the fellowship, publish an article, and complete a post-fellowship summary report in accordance with Army Regulation 621-7, chapter 6. The Office of the DCS, G-3/5/7 will inform the fellow of all mandatory requirements upon his/her selection for the program.
6. The Office of the DCS, G-3/5/7 will ensure that any reductions appropriate under the Joint Travel Regulations will be made from the Army's payments to the fellow when the fellow receives any approved contributions, awards, and payments.
7. Before starting the ASCF module, the designated fellow will receive training conducted by the ethics counselor for the Office of the DCS, G-3/5/7, including a briefing regarding restrictions on standards of conduct issues likely to arise in conjunction with the particular fellowship the individual has been selected for.

### **Participating in the Graduate Placement Program**

1. All fellows are subject to the Graduate Placement Program. Details about the program are in enclosure 2.
2. CSLMO endeavors to notify fellows of their postgraduate placements 4 to 6 months before completion of the fellowship.
3. The gaining organization will pay the permanent change of station travel for fellows who relocate geographically for their post-fellowship placements in accordance with the provisions of the Joint Travel Regulations, Chapter 5.



## SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

### MOBILITY AGREEMENT

**GENERAL.** Senior Service College (SSC), Defense Senior Leader Development Program (DSLDP), and Army Senior Civilian Fellowship (ASCF) modules of the SETM Program may require that participants be assigned or reassigned in a manner that constitutes a change to their organizational or functional areas and/or in a manner that causes them to be relocated outside of their current geographic commuting areas. Accordingly, execution of a mobility agreement is a required condition of participation in the SSC, DSLDP, and ASCF modules.

The authority for the mobility requirement set forth in this mobility agreement is Department of Defense (DoD) Instruction 1400.24 (Civilian Mobility Program).

Participation in these SETM Program modules provides significant benefit to both the Army and the individuals. Participants receive developmental training and experiences that are reserved for the top senior Army Civilians and will enhance their careers. The Army, in turn, benefits from the increased capabilities of the Army Civilian Corps. However, to fully realize these benefits, the Army must retain the flexibility to assign and reassign participants in these SETM modules to meet the Department's needs.

Applicants for the SSC, DSLDP, or ASCF modules will execute and submit this mobility agreement with their applications.

**AGREEMENT.** In consideration for my participation in the SETM Program module (please circle all that applies):

**SSC** \_\_\_\_ **Initials**      **SSC DE** \_\_\_\_ **Initials**

**DSLDP** \_\_\_\_ **Initials**      **ASCF** \_\_\_\_ **Initials**

I, \_\_\_\_\_, agree to accept placement in a position that may require an organizational, functional, and/or geographic move as a condition of my participation in the selected SETM module. If I am participating in SSC, DSLDP, or ASCF, such a move may include assignment to a 10-month resident program of senior professional military education, together with placement in a new duty position after graduation.

**ACKNOWLEDGMENT.** I understand that:

A. If I am an **SSC**, **SSC DE** (volunteering for placement), **DSLDP**, or an **ASCF** participant:

SETM Program Participant Initials \_\_\_\_\_

1. My organizational, functional, and geographic preferences for placement in a SSC, fellowship, or post-training or graduation assignments will be considered when making assignment decisions. However, I understand that it may be necessary to assign me to an organization, duty position, or geographic region I have not indicated as a preference to meet the Army's needs.
2. I may request release from this mobility agreement for professional or personal reasons (for example, impending retirement or resignation, or significant personal or family hardship). I must submit any request for release from this agreement through my chain of command or supervision to CSLMO for review and action by the ASA (M&RA). I understand that I may be asked to submit additional documentation in support of my request. I understand that if I am encumbering or slated to encumber an Acquisition Workforce position, the ASA (ALT) will make the decision on my request for release from this agreement.
3. I ordinarily will be notified at least 90 days in advance if I am reassigned to an Army position that requires a geographic move, but I understand that essential mission requirements may dictate shorter notice.
4. Permanent change of station travel and transportation expenses authorized in conjunction with my participation in an SSC or a DSLDP will be paid in accordance with the DoD Joint Travel Regulations, Chapters 5 and 2, respectively.
5. I confirm that I have no preexisting conditions or potential issues, such as medical, family, financial, etc., that will interfere with a geographical placement upon graduation that will prevent me from complying with this mobility agreement.
6. If a condition arises before I attend SSC, DSLDP, or ASCF that will conflict with this mobility agreement, I will notify CSLMO immediately with verifying documentation.
7. If a condition arises during my attendance at SSC, DSLDP, or ASCF that will conflict with this mobility agreement, I will notify CSLMO immediately with verifying documentation.
8. I am aware that SSC DE gives me the option to be mobile or nonmobile if conditions currently exist that may conflict with the resident courses' mobility requirements.
9. By signing this mobility agreement, I am agreeing to a geographical placement upon graduation.
10. Last minute changes, updates, and declining of the graduate placement assignment could result in the student being required to reimburse the Army the cost of the training.

SETM Program Participant Initials \_\_\_\_\_

11. Initial one of the following statements that best fits your current situation concerning your mobility.

a. \_\_\_\_\_ I do not have anything to disclose at this time.

b. \_\_\_\_\_ I do have something to disclose at this time (Use space below to describe your situation.

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**Failure to Comply.** If I refuse assignment or reassignment or otherwise fail to comply with this mobility agreement, I understand that:

1. I may be removed from the SETM Program and/or separated from the SSC, DSLDP, or ASCF.
2. The Department of the Army will not be responsible for finding me another position or placement.
3. If I find a position on my own through the competitive application process and I accept a position other than the graduate placement position, the Office of the Deputy Chief of Staff, G-3/5/7, Civilian Training and Leader Development Program Office (DAMO-TRV) will not be responsible for centrally funding the costs associated with my permanent change of station. The new organization will be responsible for funding the costs associated with my permanent change of station.
4. I may be removed from Federal service if necessary to promote the efficiency of the Service.
5. Failure to comply may also adversely affect my eligibility to qualify for discontinued service retirement and/or my entitlements to severance pay (for example, in the event of a reduction in force or transfer of function).

SETM Program Participant Initials \_\_\_\_\_

**TERMINATION.** Unless CSLMO, the ASA (M&RA), or the ASA (ALT) releases me earlier from this mobility agreement, this agreement will remain in force for as long as I am a participant in the SETM Program.

Employee signature: \_\_\_\_\_ Date: \_\_\_\_\_

Employee full name (typed or printed): \_\_\_\_\_

Current position title, series, and grade: \_\_\_\_\_

Duty station: \_\_\_\_\_

Email address: \_\_\_\_\_

Phone numbers (commercial and DSN): \_\_\_\_\_

**PRIVACY ACT STATEMENT**

**Authority:** 10 U.S.C. 3013, 5 U.S.C. 301, DoD Instruction 1400.24, AR 350-1.

**Principal Purposes:** This information will be used to document a SETM Program participant's acceptance of the terms of the mobility agreement that is required for participation in certain SETM Program modules.

**Routine Uses:** The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at [http://dpclo.defense.gov/privacy/SORNs/blanket\\_routine\\_uses.html](http://dpclo.defense.gov/privacy/SORNs/blanket_routine_uses.html).

**Disclosure:** Voluntary, but failure to provide the requested information may result in a delay in processing, the inability to contact you about your responsibilities under this mobility agreement, or the Army's decision that the agreement was not properly entered into, thus preventing further participation in the SETM module.

SETM Program Participant Initials \_\_\_\_\_

**SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM**  
**CONTINUED SERVICE AGREEMENT**

**GENERAL.** The Enterprise Placement Program (EPP), SETM Temporary Duty (TDY), senior Service college (SSC), SSC Distance Education (DE), Defense Senior Leader Development Program (DSLDP), and Army Senior Civilian Fellowship (ASCF) modules of the SETM Program require participants to accept a period of continued service as a condition of receiving the training and developmental experiences each module provides. Accordingly, execution of this continued service agreement is a condition precedent to selection for participation in any of these modules.

The authority for the continued service requirement set forth by this agreement is in 5 U.S. Code section 4108 and 5 Code of Federal Regulations Part 410.309.

Nothing in this agreement shall be construed as limiting the authority of an agency to waive, in whole or in part, an obligation of an employee to pay expenses the Government incurred in connection with training in accordance with 5 U.S. Code section 4108.

Applicants for the EPP, SETM TDY, SSC, SSC DE, DSLDP, or ASCF modules will execute and submit this continued service agreement with their applications. Approving officials will retain a copy of this signed agreement and monitor execution of the obligation period.

**AGREEMENT.** In consideration of my participation in the SETM Program EPP, SETM TDY, SSC, SSC DE, DSLDP, or ASCF modules and the provision to me of the training or development these modules provided from the start and end dates of the training and developmental assignment:

I, \_\_\_\_\_, agree that, upon completion of this training or developmental assignment I have requested, I will serve in the Department of Defense (DoD) or Department of the Army (DA) for a period of obligated service equal to three times the length of the training period.

**ACKNOWLEDGMENT.** I understand that:

1. if I voluntarily leave DoD or DA employment before completing my agreed-to period of obligated service, I will reimburse DoD or DA, as applicable, the amount the Department paid for my registration, tuition, and matriculation fees; library and laboratory fees; purchase or rental of books, materials, and supplies; travel and per diem; and all other training program-related costs (excluding salary) paid in connection with my participation in the EPP, SETM TDY, SSC, SSC DE, DSLDP, or ASCF

SETM Program Participants Initials \_\_\_\_\_

modules. However, the amount of these training expenses I am required to pay will be reduced pro rata based on the proportion of my obligated service that I have completed. For example, if my training expenses the Army paid were \$2,700 and I completed two-thirds of my obligated service, I would be required to reimburse the Department \$900.

2. if I voluntarily leave my post-training DoD or DA placement to enter service with another Federal agency or other organization in any branch of the Federal Government before completing my agreed-to period of obligated service, I will give my servicing personnel office and servicing training office advance notice of at least 10 working days, during which time, in accordance with Federal regulations, a determination concerning my obligation to reimburse DoD or DA for training expenses, as described in paragraph 1, or the transfer of my remaining continued service obligation to the gaining agency, will be made.

3. if I am involuntarily separated from my position, my continued service obligation terminates.

4. I may submit a request to waive repayment of training expenses, in writing, through my chain of command or chain of supervision, to Headquarters, Department of the Army; Deputy Chief of Staff, G-3/5/7 (DAMO-TRV); 450 Army Pentagon, Room 2D639; Washington, DC 20310-0450. Any request for waiver must include a justification for waiver of repayment, a copy of this continued service agreement, the recommendations of my chain of command or chain of supervision, and other relevant supporting documents or information.

5. any amounts DoD or DA may be due as a result of any failure on my part to comply with the terms of this continued service agreement may be withheld from any monies the Government owes me, or may be recovered by such other methods as are approved by law.

6. I will seek and obtain approval, through the official responsible for authorizing Government training requests, any proposed change in my approved training program involving course and schedule changes, withdrawal from any course or class, the receipt of an "incomplete" in any course or class, and increased or unanticipated costs to be incurred.

7. I will not receive any contributions, awards, or payments in connection with this training from any other Government agency or non-Government organization without first obtaining approval from the official responsible for authorizing Government training.

8. should I fail to successfully complete the training program because of circumstances within my control, I will reimburse the Department for all training expenses associated with my attendance at the training program (excluding salary) as set forth in paragraph 1.

SETM Program Participants Initials \_\_\_\_\_

**TERMINATION.** Unless I am earlier released from this agreement by the Assistant Secretary of the Army (Manpower and Reserve Affairs); the Assistant Secretary of the Army (Acquisition, Logistics and Technology (if I am slated to serve or am serving in an Acquisition Workforce position); or the Civilian Senior Leader Management Office, this continued service agreement will remain in force for as long as I remain a participant in the EPP, SETM TDY, SSC, SSC DE, DSLDP, or ASCF modules and thereafter until I fulfill my period of obligated service.

Employee signature: \_\_\_\_\_ Date: \_\_\_\_\_

Employee full name (typed or printed): \_\_\_\_\_

Current position title, series, and grade: \_\_\_\_\_

Duty station: \_\_\_\_\_

Email address: \_\_\_\_\_

Phone numbers (commercial and DSN): \_\_\_\_\_

**PRIVACY ACT STATEMENT**

**Authority:** 10 U.S.C. 3013, 5 U.S.C. 301, 5 U.S.C. 4108, 5 CFR Part 410.309, AR 350-1.

**Principal Purposes:** This information will be used to document a SETM Program participant's acceptance of the terms of the continued service agreement that is required for participation in certain SETM Program modules.

**Routine Uses:** The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at [http://dpcl.o.defense.gov/privacy/SORNs/blanket\\_routine\\_uses.html](http://dpcl.o.defense.gov/privacy/SORNs/blanket_routine_uses.html).

**Disclosure:** Voluntary, but failure to provide the requested information may result in a delay of processing, the inability to contact you about your responsibilities under this continued service agreement, or DA's decision that the agreement was not properly entered into, thus preventing participation in the SETM module.

SETM Program Participants Initials \_\_\_\_\_

## SENIOR ENTERPRISE TALENT MANAGEMENT PROGRAM

### DEFINITIONS OF UTILIZATION RATINGS

#### **Ready for Increased Challenge**

The applicant is ready now to move into a position of equivalent or greater scope, impact, complexity, responsibility, or institutional importance. This assessment is most applicable to individuals who have a consistent record of high performance and demonstrate the potential to perform at the highest possible levels of service. The applicant has maximized his/her contribution in his/her current position and is well prepared for a new challenge that benefits both the Department and the individual.

#### **Ready for Career Broadening**

The applicant is ready now to move laterally into a position of roughly equivalent scope, impact, complexity, responsibility, and authority that offers different challenges, growth, and/or broadening opportunities. This rating is most applicable to applicants who are making valuable contributions in their current positions and have demonstrated potential within their current organizations. These individuals would benefit from a career broadening opportunity or focused development program.

#### **Contribute in Place**

The applicant should remain in place because (i) he/she occupies a highly specialized, unique, or niche position creating a need for continuity; (ii) further action is required to build a succession strategy for critical gaps; or (iii) it is otherwise in the best interest of the Army and/or the applicant that he/she continues to serve in that role.

#### **Build Tenure/Experience**

The applicant is "On Track" or "Recently Assigned." The individual requires additional time to effect change while in his/her current position. The applicant should continue to develop and/or accrue tenure before being considered for movement.

SETM Program Participants Initials \_\_\_\_\_



## Senior Enterprise Talent Management (SETM) Program Request for a SETM TDY Participant

**INSTRUCTIONS:** Thank you for requesting that the SETM Program provide you with an Army Civilian for a short-term developmental experience. To ensure that we provide you with the best list of candidates available to fulfill your request, please complete this five-part questionnaire and return it to the Civilian Senior Leader Management Office.

### Part 1: Selecting/Approving Official Information

1.	Who is the selecting official?	
2.	What is the selecting official's email address?	
3.	What is the selecting official's phone number? (Please include DSN.)	
4.	Name of project verification and approving official? (Must be an SES or GO.)	

### Part 2: Supervisor Information

1.	Who will supervise the work of the detailee?	
2.	What is the supervisor's email address?	
3.	What is the supervisor's phone number? (Please include DSN.)	

### Part 3: Background Information

1.	What date would you like the detail to begin?	
2.	Is the detail to:	
	a. fill a team lead or independent team member?	
	b. participate on a task force, tiger team, or working group?	
	c. complete a specific project?	
3.	Is the work full-time or part-time?	
4.	Is the work continuous or periodic?	

	<b>Definitions</b>	<b>Continuous:</b> Work that is performed day after day for a period of time without departure from primary work location.
		<b>Periodic:</b> Work that is performed at specific sets in time. Example: Jane works at HQDA on a special project for 2 weeks and travels back to her home organization. After 1 month at home, Jane returns to HQDA for 2 more weeks.
		If periodic, what is the expected frequency and duration of the TDY?

## Senior Enterprise Talent Management (SETM) Program Request for a SETM TDY Participant

5.	How long do you expect the developmental experience to last? (Enter anticipated start and end dates or expected duration in months or weeks.)	
<b>Part 4: Detail Information</b>		
1.	What is the detail title?	
2.	Where will the duties take place? (Enter installation or city and State.)	
3.	If the selectee will work on a project or task force, please describe in detail the duties he/she will be responsible for during this developmental experience.	
<i>(Begin Typing Here)</i>		
4.	Will the duties of this detail require a Top Secret security clearance?	
5.	Will you consider applicants with a Secret security clearance?	
6.	Do the duties of this detail require a Financial Disclosure?	
7.	Does this detail require drug testing?	
8.	Is this position designated as "emergency essential"?	
9.	What career program does the duties of this detail best align with?	
10.	Are you willing to accept applicants from other career programs?	
	a. If yes, please select up to three additional career programs?	1
		2
		3
	b. If no, please indicate in the box to the right.	

**Senior Enterprise Talent Management (SETM) Program  
Request for a SETM TDY Participant**

**Part 5: Expectations**

1. What is the expected outcome you hope to receive from this individual? What are the deliverables?

*(Begin Typing Here)*

2. What criteria will be used to evaluate the SETM-TDY participant's performance during this TDY assignment?

*(Begin Typing Here)*

**Part 6: Organization Approval Authority**

Name (First MI. Last): \_\_\_\_\_ Grade/Rank (SES/GO): \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

### APPLYING FOR THE ETM PROGRAM

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Department of the Army Civilians in grades GS-13 or equivalent to compete for selection for the ETM Program. GS-13 or equivalent Army Civilians are eligible to apply for all ETM Program modules. GS-12 or equivalent Army Civilians who meet the prerequisites may compete for the Executive Leadership Development Program (ELDP) and, by exception, compete for selection into the ETM Command and General Staff Officer Course (CGSOC) (in-residence). Information and prerequisites for all ETM Program modules are at enclosures 14 through 18. The application process is structured to give a holistic view of each applicant.

2. Applicants may self-nominate for participation in one or more ETM module(s) through the online Senior Enterprise Talent Management (SETM) system. Detailed information about each ETM module and step-by-step instructions on how to apply are located at <https://www.csldo.army.mil>. The SETM system prepopulates the ETM application with information extracted from the employee's automated personnel files in the Defense Civilian Personnel Data System. Applicants who find errors in their prepopulated information should either immediately visit the "My Biz" application of the Personnel Data System to correct their information or contact their local civilian personnel office for assistance.

a. Applicants for **each** ETM module must:

(1) complete the "Applicant Career Brief." Key components of the brief are a career synopsis, career objectives, the applicant's enumeration of his/her five most significant career accomplishments, and a career chronology.

(2) upload the applicant's most recent performance appraisal using the "Applicant Career Brief" tool. Attach all pages of the appraisal and the associated support form. An applicant must receive a "3/Fully Successful" rating on his/her appraisal to be eligible for participation in the ETM Program. Applicants for the ETM-ELDP module must upload their three most recent appraisals.

(3) upload the applicant's "Security Clearance Person Summary" using the "Applicant Career Brief" tool.

(4) complete the "Applicant Survey." Key portions of the survey require the applicant to:

(a) indicate the ETM module(s) he/she is applying for. Applicants in grade GS-13 or equivalent may apply for up to four modules. If the applicant is ultimately recommended to participate in more than one ETM module, the board process will

resolve the conflict. Applicants in grade GS-12 or equivalent may apply for ELDP and, by exception, for CGSOC (in-residence).

(b) prepare and submit a “Statement of Interest” outlining why the applicant wants to participate in the ETM Program and how the applicant intends to apply the skills he/she will gain. The statement may not exceed 4,000 characters. Applicants for ELDP may use the content developed for the Statement of Interest required in the ELDP application form.

(c) use the numeric rating scale provided in the “Applicant Survey” tool to conduct a self-assessment against each subcompetency of the Executive Core Qualifications (ECQs). ECQs and their subcompetencies are used to evaluate candidates for Senior Executive Service positions, but they are used in the ETM Program application as a “stretch tool.” Additional information on the ECQ subcompetencies is available at [http://www.opm.gov/ses/recruitment/overall\\_ecq.asp](http://www.opm.gov/ses/recruitment/overall_ecq.asp).

b. Applicants for CGSOC (enclosure 17) and ELDP (enclosure 18) must meet the following requirements IN ADDITION to those set forth in paragraph 2a:

(1) Applicants for CGSOC and ELDP must have a baccalaureate degree from an accredited college or university. Applicants must upload a copy of their college transcript using the “Applicant Career Brief” tool and must ensure that a sealed transcript from the degree-granting college or university is mailed to: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Civilian Senior Leader Management Office (CSLDD SETM Program), 111 Army Pentagon, Room 1D755, Washington, DC 20310-0111.

(2) Applicants for CGSOC must have completed or received equivalency or constructive credit for the Civilian Education System Advanced Course. Applicants for ELDP must have completed or received equivalency or constructive credit for the Civilian Education System Intermediate Course. Using the “Applicant Career Brief” tool, applicants must upload documentation verifying that they have completed the courses or received equivalency or constructive credit from the Office of the Deputy Chief of Staff, G-3/5/7.

(3) Applicants for CGSOC and ELDP must upload a completed and signed continued service agreement (enclosure 20) in the “Applicant Career Brief” tool.

(4) Applicants for CGSOC and ELDP must have served a minimum of 3 years in Department of the Army Civilian permanent positions; CSLMO will verify the service.

c. IN ADDITION TO those requirements set forth in paragraphs 2a and 2b, applicants for **CGSOC ONLY** must:

(1) upload a completed and signed mobility agreement (enclosure 19) in the “Applicant Career Brief” tool.

(2) specify their preference for the status in which they will attend CGSOC: either temporary duty and return as described in paragraph 3a(1) of enclosure 17 or be reassigned to the Civilian Personnel Training Account as described in paragraph 3a(2) of enclosure 17.

d. Applicants for each ETM Program module are encouraged to complete and mail SF-181 (Ethnicity and Race Identification). Completion of this form is voluntary and will not affect your employment status, including your candidacy for the ETM Program. Should you elect to complete and mail the SF-181, it will be used solely for statistical compilation and will be maintained separately from the program application materials. Mail completed forms to: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Civilian Senior Leader Management Office (CSLDD SETM Program), 111 Army Pentagon, Room 1D755, Washington, DC 20310-0111. ONLY Army personnel NOT reviewing your ETM application will have access to this form.

3. The submission of a completed ETM application will generate an email to the applicant's rating official/supervisor. The rating official/supervisor will carefully review the employee's application in its entirety and use the SETM system to:

a. rate the applicant in each ECQ subcompetency using the criteria provided. The rating official/supervisor will also rate the applicant's development in each overarching ECQ using the following scale: "Needs Development" (applicant applies the competency in somewhat difficult situations, requires frequent guidance); "Fully Developed" (applicant applies the competency in difficult situations, requires only occasional guidance); or "Outstanding/A Personal Strength" (applicant applies the competency in exceptionally difficult situations, serves as a key resource, and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the ETM Program and explain the reason(s) for his/her recommendation. If the rating official/supervisor DOES NOT recommend the applicant for participation in the program, he/she will provide his/her rationale for the recommendation and the application process WILL BE TERMINATED.

c. assign the applicant a recommended utilization rating using the definitions in enclosure 21.

4. After the rating official/supervisor completes and submits his/her review and action on an applicant's application for participation, an email will be sent to the endorser, who must be the applicant's senior rater above the rating official/supervisor. The endorser will carefully review the application in its entirety, including the ratings and recommendations the rating official/supervisor provided, and use the SETM system to:

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The endorser will also rate the applicant's development in each overarching ECQ using the following scale: "Needs Development" (applicant applies the competency in

somewhat difficult situations, requires frequent guidance); “Fully Developed” (applicant applies the competency in difficult situations, requires only occasional guidance); or “Outstanding/A Personal Strength” (applicant applies the competency in exceptionally difficult situations, serves as a key resource, and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the ETM Program. The endorser must provide reason(s) in support of his/her recommendation and an explanation if his/her recommendation differs from the rating official’s/supervisor’s. If the endorser DOES NOT recommend the applicant for participation in ETM, the endorser will provide his/her rationale for the recommendation and the application process WILL TERMINATE.

c. assign the applicant a recommended utilization rating using the definitions in enclosure 21.

5. After the endorser completes and submits his/her review and action on the applicant’s application, an email will be generated to the Functional Chief Representative (FCR) for the applicant’s career field, as designated by Army Regulation 690-950 (Career Management). The FCR will carefully review the application in its entirety, including the ratings and recommendations the rating official/supervisor and endorser provided, and use the SETM system to:

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The FCR will also rate the applicant’s development in each overarching ECQ using the following scale: “Needs Development” (applicant applies the competency in somewhat difficult situations, requires frequent guidance); “Fully Developed” (applicant applies the competency in difficult situations, requires only occasional guidance); or “Outstanding/A Personal Strength” (applicant applies the competency in exceptionally difficult situations, serves as a key resource, and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the ETM Program. The FCR must provide reason(s) to support his/her recommendation and provide an explanation if his/her recommendation differs from the rating official’s/supervisor’s and/or the endorser’s.

c. assign the applicant a recommended utilization rating using the definitions in enclosure 21.

d. not provide ratings or a recommendation regarding the applicant if the FCR has insufficient knowledge of the applicant to do so, and the FCR will so indicate.

6. Army Civilians must apply annually to participate or continue participation in the ETM Program.

# ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

## BOARD PROCESSES

Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Department of the Army Civilians in grade GS-13 or equivalent to compete for selection to the ETM Program. The announcement will state that GS-12 or equivalent Army Civilians who meet the prerequisites may compete for the Executive Leadership Development Program (ELDP) and, by exception, for selection into the ETM Command and General Staff Officer Course (CGSOC) (in-residence).

Army Civilians may self-nominate for participation in one or more ETM modules through the Senior Enterprise Talent Management (SETM) System Web-based tool in accordance with the instructions in enclosure 1 (Applying for the SETM Program). Once the applicant's rating official/supervisor, endorser, and Functional Chief Representative review the applicant's ETM application and submit their reviews and recommendations, the application will be available in the Web-based tool to the applicant's command for inclusion in the Command Board process.

### 1. Command Boards

a. For purposes of reviewing, rating, and making recommendations on applications for participation in the ETM Program, the term "command" encompasses Army Commands; Army Service Component Commands; Direct Reporting Units; and the Office of the Administrative Assistant to the Secretary of the Army (for the Offices of Headquarters, Department of the Army Principal Officials and their field operating agencies, staff support agencies, and direct reporting units not led by a commander).

b. Through the Web-based tool, a command will have access to all ETM Program applications submitted by Army Civilians assigned to the command or any subordinate unit or organization. The commander or Administrative Assistant to the Secretary of the Army, as appropriate, will appoint and convene a Command Board to review, rate, and make recommendations regarding each applicant. Command Boards will be appointed by the commander or Administrative Assistant, as appropriate, and will be composed of at least three members, one of whom must be a general officer, colonel, or member of the Senior Executive Service or equivalent. The board members must be assigned to the command or any subordinate unit or organization.

c. Subject to the requirements set forth in this paragraph, a command may administer and conduct a Command Board pursuant to standardized instructions the commander or Administrative Assistant issued, as applicable. Commands will administer and conduct Command Boards:



(1) in accordance with Merit System and equal employment opportunity principles and all other applicable laws, regulations, and requirements;

(2) to ensure that each member of the Command Board carefully reviews the entirety of each applicant's ETM Program application and bases his/her ratings and recommendations regarding the applicant on the content of the application, including the ratings and recommendations rendered by the applicant's rating official/supervisor, endorser, and Functional Chief Representative, and

(3) by using a uniform scoring methodology to evaluate individual applications.

d. For each application before it, the Command Board will:

(1) conduct a utilization assessment by reviewing the definitions of utilization ratings (enclosure 21) and assigning the applicant a recommended rating.

(2) indicate in the Web-based tool the ETM module(s) each applicant should participate in. The number of applicants a Command Board may recommend for participation in the ETM Program is not limited.

e. Applications reviewed and recommended by a Command Board for participation in the program will be forwarded to CSLMO using the Web-based tool.

f. When an applicant for CGSOC wants to participate in the program in a temporary duty (TDY) and return status (as described in paragraph 3a(1) of enclosure 17) and is recommended by a Command Board, the nominating organization/command will submit to CSLMO a utilization plan describing how the command proposes to employ the CGSOC participant when he/she returns to the command after graduation from CGSOC. The command plan should ensure optimum use of the CGSOC graduate's newly acquired skills and knowledge. The participant may be placed at the same or a different duty station within the command. To ensure optimal return on investment for the Army, the ETM Board will consider the quality of the nominating command's utilization plan when evaluating nominees for selection.

g. The Command Board will inform all applicants recommended for participation in the program at the conclusion of the board.

h. Applicants not recommended by a Command Board for participation in the program will be advised of the decision and informed of the utilization rating the Command Board assigned them. For those applicants not recommended for participation, the application process WILL TERMINATE.

## **2. The ETM Board**

a. The ETM Board will consider all applications for the ETM Program received from commands, as determined by their order of merit lists.

b. During the first quarter of each fiscal year, or as the Secretary of the Army may direct, the ETM Board will convene to review and nominate to the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) the most highly qualified candidates for participation in ETM Program modules.

(1) The ETM Board will be chaired by the Deputy ASA (Civilian Personnel) and will be composed of three to five GS-15s, equivalent or higher, and one colonel, or higher, the ASA (M&RA) appoints from across the Army. The ASA (M&RA) delegates the authority to amend the appointment of board members to the Deputy ASA (Civilian Personnel). Each ETM Board will serve for approximately 1 year and will meet at the call of the chairperson.

(2) Annually, the Secretary of the Army will promulgate a memorandum of instruction to provide the ETM Board with specific guidance and direction.

(3) The number of applicants who may be selected for participation in the ETM Shadowing and ETM TDY modules is based on Army resources and needs. The ETM Board will assess each candidate for these modules as an individual instead of rating and ranking applicants against one another. The number of applicants selected for attendance at CGSOC is limited by the number of slots the Office of the Deputy Chief of Staff (DCS), G-3/5/7 (DAMO-TRL) allocates to the ETM Program. The number of applicants nominated to the Department of Defense (DoD) for selection for ELDP is limited by the quota DoD imposes. Thus the ETM Board will rank each candidate for these modules in an order of merit list.

c. Before the ETM Board meeting, individual board members will use the automated tool to carefully review the entirety of each application and assign each applicant a "preliminary" utilization rating, applying the definitions in enclosure 21.

d. The ETM Board will convene, carefully review each applicant's entire application, reach consensus on, and assign each applicant a "tentative" utilization rating based on the individual's application in the online tool, including the ratings and recommendations of the Command Boards. Applicants receiving a "Ready for Increased Challenge" or "Ready for Career Broadening" utilization rating will be invited to interview with a panel composed of members from the ETM Board.

(1) The interview will be designed to permit the applicant to demonstrate, and the ETM Board to appraise, the candidate's suitability for participation in the program as evidenced by demonstrated competence in the four factors cited in paragraph 2e of this enclosure and the applicant's communication and reasoning capabilities, interpersonal skills, and ability to perform under pressure in an unfamiliar or demanding situation.

(2) Ideally, all applicant interviews will be conducted in person. In some circumstances, the interview may be conducted by telephone, video teleconference, or Web-based video conferencing. The Office of the DCS, G-3/5/7 will fund the travel of ETM applicants.

e. The ETM Board will screen all applicants against the following four factors:

(1) Factor 1—Technical Breadth/Depth: Demonstrated competency and expertise in multiple job disciplines or functional areas within the candidate's career field or program. This includes technical experience at multiple levels of the Army in a career field (vertical) or various occupational series within a career field (horizontal). Non-Army-related professional experiences are considered if they are comparable in nature and meet the scope of the eligibility requirements for the program the candidate is applying for. The candidate should understand and appropriately apply principles, procedures, requirements, regulations, and policies related to several specialized areas of expertise across functional areas within a career field. The candidate is current with technology, tools, trends, and evolving practices in his/her area of expertise.

(2) Factor 2—Developmental Experiences/Stretch Assignments: Demonstrated participation in cross-functional developmental experiences designed to create leaders with a broad-based corporate perspective. Assignments show that the applicant has had opportunities to use different skill sets and competencies within a specified career field, or specific skill sets and competencies across different career programs and organizational settings. Project-based developmental experiences should demonstrate the candidate's ability to stretch and develop expertise outside his/her comfort zone and to foster professional growth and development. Project-based developmental assignments may have been in the Army, other Federal agencies, and/or private sector settings and may have been outside the employee's career field or program. This factor encompasses the candidate's ability to demonstrate timely and effective decision-making skills.

(3) Factor 3—Corporate Breadth: Demonstrated multiorganizational-level experience, with an appropriate mix of staff and multiple field assignments (installation; Army command; Headquarters, Department of the Army; joint; Office of the Secretary of Defense; interagency; and/or middle or senior management with private sector). The candidate's application will demonstrate the ability to operate in a variety of assigned positions and demonstrate an agency- or department-level understanding of the Army, DoD, and/or another agency or organization. The candidate will demonstrate the ability to explain, advocate, and articulate facts and ideas in a convincing manner and persuade and negotiate with individuals and groups internal and external to the organization. This factor considers the ability to build relationships and coalitions, and to communicate, develop, and expand professional networks with other agencies and organizations. The candidate should be able to identify and use the internal and external culture affecting the work of the organization in a positive and proactive manner.

(4) Factor 4—Demonstrated Leadership: Demonstrated ability to assume increased levels of responsibility in a civilian leadership role. Army civilian leadership is influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improve the organization. The candidate must demonstrate the ability to connect the people they lead to a vision and mission. A Civilian leader is

an employee who, by virtue of the assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command/supervision to pursue actions, focus thinking, and shape decisions for the greater good of the organization. A key component of being an Army Civilian leader who gets results is keeping subordinates focused on the goal or objective when the going gets tough. A successful Civilian leader gets the desired results in the right way.

f. Based on its comprehensive review of each candidate, the ETM Board will assign each applicant a “final” utilization rating. For those applicants who receive a “final” rating of “Ready for Increased Challenge” or “Ready for Career Broadening,” the Board will make appropriate recommendations for participation in a specific ETM module(s), taking into account the applicant’s preference and the Army’s needs. When recommending an applicant for participation in the ETM CGSOC module, the ETM Board will, based on an assessment of the applicant’s preference and the nominating command’s utilization plan, recommend which of those selected to participate in CGSOC should:

(1) attend CGSOC in a TDY status and return to a new position in the nominating command, at the same or different duty location, upon graduation (with TDY-related costs (travel, per diem) centrally funded by the Office of the DCS, G-3/5/7 and permanent change of station (PCS)-related costs borne by the nominating command or gaining organization. Graduate placement decisions will be determined by the nominating command; or

(2) be reassigned to a long-term training authorization on the operational table of distribution and allowances associated with the Civilian Personnel Training Account (CPTA) the Office of the DCS, G-3/5/7 maintains, with the Office of the DCS, G-3/5/7 centrally funding both PCS and TDY costs. Graduate placement decisions will be recommended by the ETM Board and approved by the ASA (M&RA).

g. The Board’s recommended list of selectees for each ETM module will be forwarded to CSLMO. Applicants recommended for participation in the ETM Shadowing and ETM TDY module will be listed in alphabetical order. For those applicants recommended for enrollment in CGSOC and nomination to DoD for participation in the ELDP, the Board will provide a list to CSLMO for each module, in order of merit, beginning with the most highly rated applicant.

h. CSLMO will forward the names of those applicants the Board recommended for participation in each ETM module to the ASA (M&RA) for final review, validation, and approval. After final action by the ASA (M&RA), CSLMO will submit the ELDP list to the Office of the Secretary of Defense in accordance with DoD instructions.

i. CSLMO will inform each applicant the ETM Board considered whether he/she was selected for participation in the program and the “final” utilization rating assigned

to them. For those applicants selected for the program, CSLMO will further advise them of the ETM module(s) they were nominated and selected for.

j. To encourage other high-potential Army Civilians to apply for the ETM Program, CSLMO will publicly announce the names of those ETM Program applicants selected for participation in the various ETM modules.

### **3. Procedures for the ETM Graduate Placement Program**

a. All CGSOC graduates are subject to either Headquarters, Department of the Army or command Graduate Placement Program procedures and will be placed into a permanent Department of the Army Civilian position.

b. All CGSOC graduates will be placed in positions at the grade held when they began CGSOC. To be promoted, a student must compete for a higher graded position and be chosen by the selecting official. No direct placements will result in promotion.

c. In the case of CGSOC participants in a TDY and return status, the nominating command will make graduate placement determinations. When the new placement involves geographic relocation, the gaining organizations will fund PCS travel for CGSOC graduates in accordance with the provisions of the Joint Travel Regulations, Chapter 5.

d. The following graduate placement and ETM Board procedures will be followed for CGSOC participants assigned to the CPTA:

(1) Decisions on Graduate Placement Program placements will be collaborative and consider organizational and individual employee preferences, to the greatest extent practicable. The goal is for students to be notified of postgraduate placements 4 to 6 months before graduation.

(2) With a view toward beginning the postgraduate placement process, during the first quarter of each academic year, CSLMO will obtain from each incoming CGSOC student projected to graduate from the program at the end of the academic year a résumé that captures that student's key assignments, training and education, leadership and supervisory experience, competencies, and individual development plan. Students will coordinate with CSLMO career advisors to identify geographic, functional, and organizational placement preferences and give CSLMO a list of preferences in priority order. CSLMO will provide complete information for each student to commands and organizations across the Army by posting résumés on its Web site and offering commands the opportunity to bid on participants in an effort to match a student's résumé with his/her placement preferences.

(3) CSLMO will establish a deadline for commands and organizations to indicate preferences to hire CGSOC graduates and identify the specific position they would place each graduate in. CSLMO will further consult with Functional Chiefs/Functional

Chief Representatives to assess the geographic, functional, and organizational opportunities that may be open to graduating CGSOC students.

(4) In addition to soliciting bids for CGSOC students, CSLMO will coordinate with the Civilian Human Resources Agency to develop a list of vacant positions unique to each student to match the student's competencies and personal career objectives with Army requirements when recommending graduate placement. Among the factors CSLMO will consider are the student's special competencies and requirements, assignment and experience history, the needs of the Army, and the student's preferences, to the extent practicable. CSLMO will ensure that students meet the basic qualifications for any recommended placement.

(5) CSLMO will forward the vacancy list to the SETM Board as a recommendation for postgraduation placements. At the call of the Principal Deputy ASA (M&RA), the SETM Board will review and refine the list of recommended placements and return it to CSLMO as the SETM Board's tentative placement recommendations. CSLMO will forward these recommendations to the commander/supervisor with purview over each position. The commander/supervisor will be afforded the opportunity to review the résumé of the proposed student placement and provide comment to CSLMO on the suitability and propriety of each placement. CSLMO will establish a deadline for receipt of commander/supervisor feedback to ensure it will be available for consideration by the SETM Board.

(6) At the call of the Principal Deputy ASA (M&RA), the SETM Board will convene to review command input on its tentative placement recommendations for each graduating CGSOC student. The SETM Board will make final recommendations for primary and alternate placement for each student. Recommendations will be based on the student's qualifications and preferences, to the extent practicable; comments from the potentially affected commander/supervisor; and the needs of the Army, with a focus on placing students in positions that operate on outcomes with Armywide application. A Civilian Human Resources Agency advisor will assist the SETM Board with final placement deliberations. The SETM Board will refer the final list of recommended placements to CSLMO for final approval by the ASA (M&RA).

(7) CSLMO will inform students of their placements and announce placement decisions Armywide to promote the CGSOC module of the ETM Program.

(8) The servicing Civilian Personnel Advisory Center will coordinate appointment effective dates and process post-placement personnel actions, keeping CSLMO and the Office of the DCS, G-3/7 (DAMO-TRV) apprised of the progress of the reassignment action.

(9) CGSOC participants who are assigned to the CPTA and who relocate geographically for their postgraduate placements will be eligible for CPTA centrally funded PCS travel in accordance with the provisions of the Joint Travel Regulations, Chapter 5 and Army Regulation 350-1 (Army Training and Leader Development).

## ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

### ETM SHADOWING ASSIGNMENTS

The ETM Shadowing Assignments module is open to select Army Civilians in grade GS-13 or equivalent. An ETM Shadowing participant has the opportunity to accompany and observe a senior leader in action in his/her daily work environment. Generally, an ETM Shadowing participant will shadow a GS-15 senior leader or a member of the Senior Executive Service. Depending on resources, shadowing opportunities outside the participant's geographic area may be limited. The benefits of shadowing include experiencing what it is like to work as a senior Civilian in the Army; the ability to ask questions while the senior leader goes about his/her daily activities to gain insights into the senior leader's chosen strategy, approach, and style in given situations; and validation of perceptions about a particular field and level of work. Generally, a shadowing opportunity will be scheduled for up to 20 workdays in duration and will typically include three phases:

1. Orientation/Preparation: During the first several days, the participant will gain an orientation to the senior leader's organization, mission, and current work priorities. The participant's goal is to sufficiently understand the organization, environment, and issues so that he/she is prepared to learn from specific work activities (such as meetings) the senior leader will experience during the active shadowing period.
2. Shadowing: During the active shadowing phase, the participant will shadow the senior leader in his/her interactions with staff and accompany the senior leader to the meetings and events that make up his/her daily activities. The senior leader may choose to engage the participant in the task at hand, including participation in work needed to prepare for or follow up on issues under consideration. The senior leader may also invite the participant to engage in brainstorming activities. The senior leader and participant will engage in regular conversations soon after each significant meeting, event, or decision to share insights about the senior leader's chosen strategy, approach, and style in given situations.
3. Wrap-up/Feedback: During the last several days, the participant will compile his/her assessments about the major issues observed during the shadowing phase, along with recommendations for next steps; share them with the senior leader; and get feedback from the senior leader about those insights and other observations about career development pursuits he/she considers appropriate for the participant. The participant will provide a summary of his/her assessment and what he/she learned during the shadowing assignment to the Civilian Senior Leader Management Office (CSLMO) within 5 business days of completing the assignment.

The number of applicants who may be selected for participation in ETM Shadowing is based on Army resources and needs. A selected ETM Shadowing participant can have up to two shadowing assignments during the course of the fiscal year he/she

was selected. However, applicants selected for the ETM Shadowing module are not eligible to receive an ETM Shadowing assignment concurrent with their participation in the ETM Command and General Staff Officer Course (in-residence) or the Executive Leadership Development Program.

## **1. Qualifying for the ETM Shadowing Program**

a. Annually, CSLMO will invite permanent Department of the Army Civilians in grade GS-13 or equivalent to apply and be evaluated for participation in ETM Shadowing.

b. Army Civilians who wish to be considered must apply through the SETM System in accordance with the procedures set forth in enclosure 13 (Applying for the ETM Program).

c. Applicants will be selected for participation in the ETM Shadowing module through the SETM Board process outlined in enclosure 2 (Board Processes). Selection for participation does not guarantee a leadership shadowing experience. Placement depends on the resources available to fund shadowing experiences, identification of an appropriate senior leader to shadow, and concurrence of the ETM Shadowing participant's permanent supervisor.

## **2. Matching Senior Leaders to ETM Shadowing Participants**

a. The Functional Career Representative (FCR) or Career Program Manager (CPM) in each Career Program will coordinate with commands to solicit and maintain a list of volunteer senior leaders at the GS-15 (or equivalent) and Senior Executive Service levels who are willing to sponsor ETM Shadowing participants.

b. CSLMO will coordinate with applicable FCRs or CPMs to identify potential senior leader matches for the ETM Shadowing participant.

(1) When identified by the FCRs or CPMs, CSLMO will provide potential senior leaders with a résumé and statement of interest as a basis for determining whether the potential senior leader will be a good match for the ETM Shadowing participant.

(2) When a potential senior leader agrees to the shadowing assignment, he/she will notify CSLMO of their agreement and provide a point of contact (POC) with whom the ETM Shadowing participant can work with to schedule the shadowing assignment. CSLMO will then notify the ETM Shadowing participant and instruct him/her to contact the POC to schedule the assignment. CSLMO will coordinate with the POC about availability for assignment.

(3) Once the ETM Shadowing participant has finalized arrangements for the shadowing assignment, he/she will notify CSLMO. CSLMO will provide funded travel orders to support the scheduled shadowing assignment, when applicable.



**3. Evaluating the ETM Shadowing Experience.** CSLMO will conduct a 360-degree assessment of the value of each ETM Shadowing experience. CSLMO will administer three questionnaires to collect assessment data:

a. Each ETM Shadowing participant will be asked to answer a questionnaire shortly after completion of the shadowing assignment.

b. The mentor of each ETM Shadowing participant will be asked to answer a questionnaire shortly after completion of the shadowing assignment.

c. The supervisor of record for each ETM Shadowing participant will be asked to complete a post-module questionnaire about 90 days after the participant completes the shadowing assignment.

# **ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM**

## **ETM TEMPORARY DUTY ASSIGNMENTS**

The ETM temporary duty (TDY) module facilitates the matching of Army Civilians in grade GS-13 or equivalent with temporary projects or details of importance to the Army through a centrally funded TDY not to exceed 90 days. These project-based developmental experiences are intended to give participants opportunities to acquire expertise in areas outside their comfort zones by giving them an opportunity to work on a special project as a member of a working group or task force, or to fill a critical need on a detail. These short-term developmental assignments are intended to challenge and provide participants a broadening experience at the enterprise level.

### **1. Qualifying for the ETM TDY Module**

a. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Army Civilians in grade GS-13 or equivalent to apply and be evaluated for participation in the ETM TDY module.

b. Army Civilians must apply through the Senior Enterprise Talent Management system in accordance with the procedures set forth in enclosure 13 (Applying for the ETM Program).

c. Army Civilians must apply annually to participate in or continue participation in the ETM TDY module.

### **2. Selecting Participants**

a. Applicants will be selected for participation in the ETM TDY module through the ETM Board process set forth in enclosure 14.

b. The number of applicants who may be selected for participation in the ETM TDY module is not capped. Placement depends on the resources available to fund TDY opportunities, the requirements associated with each detail, and the agreement of the ETM TDY participant's permanent supervisor. Applicants selected for the ETM TDY module are not eligible to receive an ETM TDY assignment concurrent with their participation in Command and General Staff Officer Course or Executive Leader Development Program.

### **3. Choosing ETM TDY Projects and Details**

a. With the assistance of senior leaders, commanders, supervisors, Functional Chief Representatives (FCRs), and Career Program Managers (CPMs), CSLMO will identify ETM TDY projects and details that will provide participants with a developmental or broadening experience.

b. Annually, CSLMO will request ETM TDY projects from commands, FCRs/CPMs, and other organizations interested in sponsoring an ETM TDY experience. At any time, commanders, FCRs/CPMs, and supervisors interested in hosting an ETM TDY project may submit proposals to CSLMO using the request at enclosure 22.

c. ETM TDY experiences may not exceed 90 days and only one TDY experience will be authorized each fiscal year of participation. The ETM TDY participant's supervisor of record will initiate an SF-52 (Request for Personnel Action), with the nature of action "Detail," to temporarily place the ETM TDY participant in the developmental assignment.

#### **4. Filling ETM TDY Assignments**

a. CSLMO will solicit ETM TDY developmental projects from commands. Commands will request a project to be filled by submitting the form at enclosure 22.

b. CSLMO will review the pool of ETM TDY participants to build a slate of qualified candidates for the project sponsor to consider.

c. CSLMO will build the ETM TDY project slate based on the following criteria: individual ETM TDY participants' utilization assessments, participants' preferences (to the extent practicable), and the Army's needs.

d. The FCR will review the CSLMO-generated slate and provide an order of merit listing for each ETM TDY candidate within their career program. CSLMO will review the FCR's listings and make a final assignment determination. CSLMO will notify the candidate of his/her selection and the projected duration of the ETM TDY opportunity. If the candidate accepts the project and his/her permanent supervisor agrees, CSLMO will direct the candidate to the project and provide funded TDY orders.

#### **5. Documenting Performance Feedback on ETM TDY Projects**

a. Upon completion of an ETM TDY project, a participant will return to his/her permanent position and duty station. An ETM TDY participant can complete only one TDY assignment a year.

b. The project sponsor will provide the participant's permanent supervisor with timely and meaningful written feedback about the participant's performance in the context of the ETM TDY project suitable for inclusion in the narrative portion of the participant's formal performance evaluation.

c. The participant's permanent supervisor is responsible for taking into account the participant's performance in the context of the ETM TDY project or detail when formally evaluating the employee.

**6. Evaluating the ETM TDY Experience.** CSLMO will conduct a 360-degree assessment of the value of each ETM TDY experience. CSLMO will administer three questionnaires to collect assessment data:

a. Each ETM TDY participant will be asked to answer a questionnaire shortly after completion of the TDY assignment.

b. The person who supervises the ETM TDY participant during the ETM TDY assignment will be asked to answer a questionnaire shortly after completion of the TDY assignment.

c. The supervisor of record of each ETM TDY participant will be asked to complete a post-module questionnaire about 90 days after the participant completes the TDY assignment.

## **ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM**

### **COMMAND AND GENERAL STAFF OFFICER COURSE**

The Command and General Staff Officer Course (CGSOC) module allows Army Civilians at grade GS-13 or equivalent and, by exception, grade GS-12 or equivalent who meet the prerequisites specified in paragraph 1b, to compete for and participate in the U.S. Army Command and General Staff College Developmental School at Fort Leavenworth, Kansas. CGSOC offers a collaborative, experiential, and educational partnership in which Army Civilians, interagency students, U.S. military students, and international military officer students gain expertise and knowledge in solving today's complex problems. Participation prepares emerging and aspiring enterprise leaders for the challenges of a dynamic and complex global environment.

CGSOC provides graduate-level education using an experiential learning model in which small groups work together to exchange ideas and methodologies to identify problems in the current environment and come up with feasible solutions to the problems. All CGSOC participants are expected to make meaningful contributions to their learning groups. The CGSOC learning model educates and trains students to be adaptive leaders who are capable of critical thinking and prepared to dominate in unified land operations and collaborate in joint, interagency, intergovernmental, and multinational environments in the United States and abroad. Army Civilian and interagency students graduate with a refined knowledge of the current and future operating environment and the ability to identify and analyze operational-level issues. They also develop superb problem-solving skills, gain a firm understanding of organizational leadership, and develop a network of military and Civilian contacts and shared understanding of each other's processes.

For Army Civilians, CGSOC is an 11-month graduate-level program. The curriculum includes instruction on leadership philosophy, military history, and the military planning and decision-making processes. In addition, Army Civilians selected to participate in ETM CGSOC have the opportunity to complete a thesis-level research paper and receive a Master of Military Arts and Sciences degree accredited by the North Central Association of Colleges and Schools, the accrediting body for collegiate institutions in the Midwestern United States. A distance learning module must be completed before orientation. Army Civilians will report to CGSOC for orientation and a preparatory curriculum in July. CGSOC classes begin in August and end the following June.

#### **1. Qualifying for the ETM CGSOC Module**

a. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Army Civilians at grade GS-13 or equivalent to apply for competitive selection to attend CGSOC. Applications from Army Civilians in grade GS-12 or equivalent who meet the prerequisites specified in paragraph 1b will also be accepted and considered for competitive selection to attend CGSOC by exception.

b. To be eligible for selection, an Army Civilian must:

(1) be serving in a permanent appointment in a GS-13 or equivalent position;

(2) possess a baccalaureate degree from an accredited college or university;

(3) have served 3 years in an Army Civilian permanent appointment by the start date of the program;

(4) have completed the Civilian Education System Advanced Course or received equivalency or constructive credit from the Office of the Deputy Chief of Staff, G-3/5/7; and

(5) have, at a minimum, an interim Secret security clearance at the time of nomination; or

(6) be serving in a permanent GS-12 or equivalent position and meet the prerequisites in paragraph 1b(2) through (5). Applications from Army Civilians in grade GS-12 or equivalent who meet these prerequisites will be accepted and considered for competitive selection to attend CGSOC by exception.

c. Army Civilians must apply for the ETM CGSOC module through the Senior Enterprise Talent Management system in accordance with the procedures set forth in enclosure 13 (Applying for the ETM Program).

d. Applicants for ETM CGSOC must execute and submit with their applications the continued service agreement (enclosure 20). The agreement obligates participants to serve in the Department of Defense or Department of the Army for a period of three times the length of the training period. A participant who fails to complete this period of obligated service must repay the Federal Government for the costs associated with his/her training.

e. Applicants for ETM CGSOC must execute and submit with their applications the mobility agreement (enclosure 19). The mobility agreement requires the participant to agree to be reassigned to a new duty position at a new duty location when the assignment is in the best interest of the Army.

## **2. Selecting CGSOC Participants**

a. The board process set forth in enclosure 14 will be employed to select applicants to attend CGSOC.

b. The number of applicants selected for attendance is limited by the number of slots the Office of the Deputy Chief of Staff (DCS), G-3/5/7 (DAMO-TRL) allocates to the ETM Program.

c. CSLMO will announce the names of those ETM Program applicants selected for CGSOC.

### **3. Attending CGSOC**

a. Individuals selected to participate in CGSOC will either:

(1) attend CGSOC in a temporary duty (TDY) status and return to a new position in the nominating command upon graduation, with TDY-related costs (travel, per diem) centrally funded by the Office of the DCS, G-3/5/7, or attend in a permanent change of station (PCS) status with related PCS costs centrally funded by Headquarters, Department of the Army; or

(2) be reassigned to a long-term training authorization on the operational table of distribution and allowances associated with the Civilian Personnel Training Account (CPTA) Headquarters, Department of the Army maintains.

(a) The management of students in a centralized account while attending CGSOC enables losing commands and organizations to hire immediately against the position the Army Civilian vacated with his/her departure from their command or organization.

(b) Through the CPTA, the Office of the DCS, G-3/5/7 processes CGSOC student timecards, initiates SF-52s (Request for Personnel Actions) to reassign students, manages student travel funds, and monitors students' settlement vouchers in the Defense Travel System.

(c) CGSOC students assigned to the CPTA are considered to be in a TDY status en route to a new assignment. PCS costs are not paid in association with student travel to CGSOC.

b. Commanders and supervisors will provide special, annual, or closeout appraisals as required by applicable performance management guidance before a participant in the ETM CGSOC module reports to school. The academic evaluation the CGSOC issues to the student will provide further basis for a performance appraisal.

### **4. Participating in the Graduate Placement Program**

a. All CGSOC graduates are subject to a Graduate Placement Program. The program will place each CGSOC graduate into a permanent Army Civilian position that best uses the graduate's educational experience.

b. All CGSOC graduates will be placed in positions at the grade held when they began CGSOC. To be promoted, a student must compete for a higher graded position and be chosen by the selecting official. No placements will directly result in promotion.

c. In the case of CGSOC participants in a TDY and return status, the nominating command will determine graduate placement. When the new placement involves geographic relocation, the gaining organization will pay the PCS travel costs for CGSOC graduates in accordance with the provisions of the Joint Travel Regulations, Chapter 5.

d. In the case of CGSOC participants assigned to the CPTA, the graduate placement and SETM Board procedures described in paragraph 5d of enclosure 14 will be followed. CGSOC participants who are assigned to the CPTA and who relocate geographically for their postgraduate placements will be eligible for CPTA centrally funded PCS travel in accordance with the provisions of the Joint Travel Regulations, Chapter 5 and Army Regulation 350-1 (Army Training and Leader Development).

e. To encourage other high-potential Army Civilians to apply for the ETM CGSOC module, CSLMO will make an Armywide announcement of the names and assignments of personnel placed through the Graduate Placement Program after first informing graduating CGSOC students of their placements.

f. The servicing Civilian Personnel Advisory Center will coordinate appointment effective dates and process post-placement personnel actions, keeping CSLMO and the Office of the DCS, G-3/5/7 apprised of the progress of the reassignment action.

**5. Evaluating the ETM CGSOC Experience.** CSLMO will conduct a 360-degree assessment of the value of each ETM CGSOC experience, administering two questionnaires to collect assessment data:

a. Each ETM CGSOC participant will be asked to answer a questionnaire shortly after completion of CGSOC.

b. The supervisor of record for each ETM CGSOC participant will be asked to complete a post-module questionnaire about 90 days and again approximately 1 year after the participant completes the ETM CGSOC module and is placed in the new position by the Graduate Placement Program.



## **ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM**

### **EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM**

The ETM Executive Leadership Development Program (ELDP) module allows Army Civilians in grades GS-12 and GS-13 (or equivalents) who meet the prerequisites specified in paragraph 1b to compete for and participate in the Department of Defense (DoD)-wide leadership development program for midlevel Civilians. Established in 1985, ELDP provides participants with extensive exposure to the roles and missions of DoD in its entirety, leading to an increased understanding of and appreciation for today's warfighter. ELDP gives DoD and interagency personnel the opportunity to participate in an exceptional joint and enterprise wide Civilian leadership training and development experience. The ELDP mission is to develop leaders who understand and appreciate DoD's global missions and the complexities and challenges our warfighters face in carrying out those missions. ELDP is intended to stretch participants' experiences and comfort zones and help them develop the knowledge, skills, and behaviors expected of future enterprise leaders.

ELDP is a 10-month training program offered annually. Participants travel to a variety of locations, both in the United States and overseas, to train with the warfighter and experience first-hand many of the challenges DoD Components face in carrying out DoD's mission. Field deployments generally are from 5 to 10 workdays in length and blend experiential and academic learning with hands-on exercises focused on the role of the warfighter. Participants remain in their position of record and return to their home stations between field deployments.

ELDP is both physically challenging and mentally demanding. Events during the program require participants to work long hours when deployed, travel on weekends, adjust to rapidly changing conditions and situations, climb three-story nautical ladders, jump from airborne training towers, fly in tactically configured military aircraft, and participate in rigorous physical fitness activities.

#### **1. Qualifying for the ETM ELDP Module**

a. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Army Civilians in grades GS-12 and GS-13 (or equivalents) to apply for competitive selection to attend ELDP.

b. To be eligible for selection, an Army Civilian must:

(1) be serving in a permanent appointment in a GS-12 or GS-13 (or equivalent) position;

(2) possess a baccalaureate degree from an accredited college or university;

(3) have served 1 year in an Army Civilian permanent appointment by the date the application for Department of the Army nominations for ELDP are due to DoD (typically the end of June following the date of application for ETM);

(4) have completed the Civilian Education System Intermediate Course or received equivalency or constructive credit from the Office of the Deputy Chief of Staff, G-3/5/7;

(5) have a Secret security clearance at the time of nomination;

(6) have a valid passport at the time of application that will not expire before graduation from the program;

(7) possess a valid Government travel card at the time of application; and

(8) be able to participate in rigorous physical activity as evidenced by a medical release form/letter from a licensed physician. ELDP participants must be able to run/walk 1 mile in 12 minutes or less; perform pull-ups, push-ups, and sit-ups; and climb and descend three flights of stairs, three times consecutively, nonstop. Extraordinary dietary requirements or unique or specialized medical care may not be available while traveling overseas or working at training sites.

c. Army Civilians must apply for the ETM ELDP module through the Senior Enterprise Talent Management system in accordance with the procedures set forth in enclosure 13.

d. Applicants for ETM ELDP must execute and submit with their applications the continued service agreement at enclosure 20. The agreement obligates participants to serve in DoD or the Department of the Army for a period of three times the length of the training period. A participant who fails to complete this period of obligated service must repay the Federal Government for the costs associated with his/her training.

## **2. Nominating ELDP Candidates to DoD**

a. The board process set forth in enclosure 14 will be used to select applicants for nomination to DoD. DoD will convene an ELDP Selection Board to consider and ultimately select the nominees for participation.

b. Selection to ELDP is a three-part process: applicants must apply for ELDP through the ETM Program, be nominated to DoD by the ETM Board and the Assistant Secretary of the Army (Manpower and Reserve Affairs), and be selected by a DoD Board for participation.

c. The number of applicants nominated to DoD for selection for ELDP is limited by the quota that DoD imposes.

d. CSLMO will announce the names of the ETM Program applicants selected for ELDP.

3. **Attending ELDP.** ELDP participants continue to serve in their current assignments with the Army when not engaged in official ELDP training. The local command or organization will continue to pay salary and benefits. The Office of the Deputy Chief of Staff, G-3/5/7 centrally funds tuition and temporary duty-related costs (travel, per diem). Participants can expect some out-of-pocket expenses related to personally acquired items, professional reading materials, etc.

4. **Evaluating the ETM ELDP Experience.** CSLMO will conduct a 360-degree assessment of the value of each ETM ELDP experience, administering two questionnaires to collect assessment data:

a. Each ETM ELDP participant will be asked to answer a questionnaire shortly after completion of ELDP.

b. The supervisor of record for each ETM ELDP participant will be asked to complete a post-module questionnaire about 90 days and again approximately 1 year after the participant completes the ETM ELDP module.

## ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

### MOBILITY AGREEMENT

**GENERAL.** The Command and General Staff Officer Course (CGSOC) module of the ETM Program may require that, upon graduation, participants be reassigned in a manner that constitutes a change to their geographic commuting area. Accordingly, execution of a mobility agreement is a required condition of participation in the ETM CGSOC module.

The authority for the mobility requirement set forth in this mobility agreement is Department of Defense (DoD) Instruction 1400.24 (Civilian Mobility Programs).

Participation in the ETM CGSOC module provides significant benefit to both the Army and the individuals. Participants receive joint developmental training and experiences with intermediate-level Army officers, international officers, and interagency partners that will enhance the careers of participating Army senior Civilians. The Army, in turn, benefits from the increased capabilities of the Army Civilian Corps. However, to fully realize these benefits, the Army must retain the flexibility to reassign graduates of the ETM CGSOC module to meet the Department's needs.

Applicants for the ETM CGSOC module will execute and submit this mobility agreement with their applications.

**AGREEMENT.** In consideration for my participation in the ETM CGSOC module:

I, \_\_\_\_\_, agree to accept placement in a position that may require an organizational, functional, and/or geographic move as a condition of my participation in the ETM CGSOC module. If selected as a participant in the ETM CGSOC module, such a move may include a temporary duty assignment to an 11-month resident program of intermediate-level professional military education, together with placement in a new duty position in a new duty location after graduation.

**ACKNOWLEDGMENT.** I understand that:

1. my organizational, functional, and geographic preferences for placement in a post-training or graduation assignment will be considered when making assignment decisions, but it may be necessary to assign me to an organization, duty position, or geographic region that I have not indicated as a preference to meet the Army's needs.
2. I may request release from this mobility agreement for professional or personal reasons (for example, impending retirement or resignation, or significant personal or family hardship). I must submit any request for release from this agreement through my

ETM CGSOC Program Applicant Initials \_\_\_\_\_

chain of command or supervision to the Civilian Senior Leader Management Office (CSLMO) for review and action by the Assistant Secretary of the Army (Manpower and Reserve Affairs). I understand that I may be asked to submit additional documentation to support my request.

3. I ordinarily will be notified at least 90 days in advance if I am reassigned to an Army position that requires a geographic move, but I understand that essential mission requirements may dictate shorter notice.

4. permanent change of station travel and transportation expenses authorized in conjunction with my participation in ETM CGSOC will be paid in accordance with the Joint Travel Regulations, Chapters 5 and 2, respectively.

**Failure to Comply.** If I refuse assignment or reassignment or otherwise fail to comply with this mobility agreement, I understand that:

1. I may be removed from the ETM Program and/or separated from the CGSOC.

2. the Department of the Army will not be responsible for finding me another position or placement.

3. the Office of the Deputy Chief of Staff, G-3/5/7, Civilian Training and Leader Development Program Office (DAMO-TRV) will not be responsible for centrally funding the costs associated with my permanent change of station.

4. I may be removed from Federal service if necessary to promote the efficiency of the service.

5. failure to comply may also adversely affect my eligibility to qualify for discontinued service retirement and/or my entitlements to severance pay (for example, in the event of a reduction in force or transfer of function).

6. I confirm that I have no preexisting conditions or potential issues (medical, family, financial, etc.) that will interfere with a geographical placement upon graduation that will prevent me from complying with this mobility agreement.

7. If a condition arises before I attend CGSOC that will conflict with this mobility agreement, I will notify CSLMO immediately with verifying documentation.

8. If a condition arises during my attendance at CGSOC that will conflict with this mobility agreement, I will notify CSLMO immediately with verifying documentation.

9. By signing this mobility agreement, I am agreeing to a geographical placement upon graduation.

ETM CGSOC Program Applicant Initials \_\_\_\_\_

10. Last minute changes, updates, and declination of the graduate placement assignment could result in the student being required to reimburse the Army the cost of the training.

11. Initial one of the following statements below that best fits your current situation concerning your mobility.

a. \_\_\_\_\_ I do not have anything to disclose at this time.

b. \_\_\_\_\_ I do have something to disclose at this time (Use space to describe your situation.)

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**TERMINATION.** Unless CLSMO or the Assistant Secretary of the Army (Manpower and Reserve Affairs) releases me earlier, this agreement will remain in force for as long as I remain a participant in the ETM Program.

Employee signature: \_\_\_\_\_ Date: \_\_\_\_\_

Employee full name (typed or printed): \_\_\_\_\_

Current position title, series, and grade: \_\_\_\_\_

Duty station: \_\_\_\_\_

Email address: \_\_\_\_\_

Phone numbers (commercial and DSN): \_\_\_\_\_

### **PRIVACY ACT STATEMENT**

**Authority:** 10 U.S.C. 3013, 5 U.S.C. 301, DoD Instruction 1400.24, AR 350-1.

**Principal Purposes:** This information will be used to document an ETM Program participant's acceptance of the terms of the mobility agreement that is required for participation in the ETM CGSOC module.

**Routine Uses:** The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at [http://dpclo.defense.gov/privacy/SORNs/blanket\\_routine\\_uses.html](http://dpclo.defense.gov/privacy/SORNs/blanket_routine_uses.html).

ETM CGSOC Program Applicant Initials \_\_\_\_\_

**Disclosure:** Voluntary, but failure to provide the requested information may result in a delay in processing, the inability to contact you about your responsibilities under this mobility agreement, or the Army's decision that the agreement was not properly entered into, thus preventing further participation in the ETM CGSOC module.

ETM CGSOC Program Applicant Initials \_\_\_\_\_

## ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

### CONTINUED SERVICE AGREEMENT

**GENERAL.** The Command and General Staff Officer Course (CGSOC) and Executive Leadership Development Program (ELDP) modules of the ETM Program require participants to accept a period of continued service as a condition of receiving the training and developmental experiences each module provides. Accordingly, execution of this continued service agreement is a requirement for participation in either module.

The authority for the continued service requirement set forth by this agreement is in 5 U.S. Code section 4108 and 5 Code of Federal Regulations Part 410.309.

Nothing in this agreement shall be construed as limiting the authority of an agency to waive, in whole or in part, an obligation of an employee to pay expenses the Government incurred in connection with training in accordance with 5 U.S. Code section 4108.

Applicants for the CGSOC or ELDP modules of the ETM Program will execute and submit this continued service agreement with their applications. Approving officials will retain a copy of this signed agreement and monitor execution of the obligation period.

**AGREEMENT.** In consideration of my participation in the ETM Program CGSOC or ELDP modules, and the provision to me of the training and development provided by these modules during the start and end dates of training:

I, \_\_\_\_\_, agree that, upon completion of this training I have requested, I will serve in the Department of Defense (DoD) or Department of the Army (DA) for a period of obligated service equal to three times the length of the training period.

**ACKNOWLEDGMENT.** I understand that:

1. if I voluntarily leave DoD or DA employment before completing my agreed-to period of obligated service, I will reimburse DoD or DA, as applicable, the amount the Department paid for my registration, tuition, and matriculation fees; library and laboratory fees; purchase or rental of books, materials, and supplies; travel and per diem; and all other training program-related costs (excluding salary) in connection with my participation in the ETM CGSOC or ELDP modules. However, the amount of these training expenses I am required to pay will be reduced pro rata based on the proportion of my obligated service I have completed. For example, if the Army paid \$2,700 of my training expenses and I completed two-thirds of my obligated service, I would be required to reimburse the Department \$900.

ETM Program Participant Initials \_\_\_\_\_



2. if I voluntarily leave my post-training DoD or DA placement to enter service with another Federal agency or other organization in any branch of the Federal Government before completing my agreed-to period of obligated service, I will give my servicing personnel office and servicing training office advance notice of at least 10 working days, during which time, in accordance with Federal regulations, a determination concerning my obligation to reimburse DoD or DA for training expenses, as described in paragraph 1, or the transfer of my remaining continued service obligation to the gaining agency, will be made.

3. if I am involuntarily separated from my position, my continued service obligation terminates, and I may submit a request to waive repayment of training expenses, in writing, through my chain of command or chain of supervision, to Headquarters, Department of the Army; Deputy Chief of Staff, G-3/5/7 (DAMO-TRV); 450 Army Pentagon, Room 2D639; Washington, DC 20310-0450. Any request for waiver must include a justification for waiver of repayment, a copy of this continued service agreement, the recommendations of my chain of command or chain of supervision, and other relevant supporting documents or information.

4. any amounts that may be due DoD or DA as a result of any failure on my part to comply with the terms of this continued service agreement may be withheld from any monies the Government owes me, or may be recovered by such other methods as are approved by law.

5. I will seek and obtain approval, through the official responsible for authorizing Government training requests, for any proposed change in my approved training program involving course and schedule changes, withdrawal from any course or class, the receipt of an "incomplete" in any course or class, and increased or unanticipated costs to be incurred.

6. I will not receive any contributions, award, or payments in connection with this training from any other Government agency or non-Government organization without first obtaining approval from the official responsible for authorizing Government training.

7. I will reimburse the Department for all training expenses associated with my attendance at the training program (excluding salary) as set forth in paragraph 1 should I fail to successfully complete the training program because of circumstances within my control.

**TERMINATION.** Unless the Civilian Senior Leader Management Office or the Assistant Secretary of the Army (Manpower and Reserve Affairs) releases me earlier, this continued service agreement will remain in force for as long as I remain a participant in the ETM CGSOC or ELDP modules and thereafter until I fulfill my period of obligated service.

ETM Program Participant Initials \_\_\_\_\_

Employee signature: \_\_\_\_\_ Date: \_\_\_\_\_

Employee full name (typed or printed): \_\_\_\_\_

Current position title, series, and grade: \_\_\_\_\_

Duty station: \_\_\_\_\_

Email address: \_\_\_\_\_

Phone numbers (commercial and DSN): \_\_\_\_\_

**PRIVACY ACT STATEMENT**

**Authority:** 10 U.S.C. 3013, 5 U.S.C. 301, 5 U.S.C. 4108, 5 CFR Part 410.309, AR 350-1.

**Principal Purposes:** This information will be used to document an ETM Program participant's acceptance of the terms of the continued service agreement that is required for participation in certain ETM Program modules.

**Routine Uses:** The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at [http://dpcl.o.defense.gov/privacy/SORNs/blanket\\_routine\\_uses.html](http://dpcl.o.defense.gov/privacy/SORNs/blanket_routine_uses.html).

**Disclosure:** Voluntary, but failure to provide the requested information may result in a delay in processing, the inability to contact you about your responsibilities under this continued service agreement or DA's decision that the agreement was not properly entered into, thus preventing participation in the ETM module.

ETM Program Participant Initials \_\_\_\_\_

## **ENTERPRISE TALENT MANAGEMENT PROGRAM**

### **DEFINITIONS OF UTILIZATION RATINGS**

#### **Ready for Increased Challenge**

The applicant is ready now to move into a position of equivalent or greater scope, impact, complexity, responsibility, or institutional importance. This assessment is most applicable to individuals who have a consistent record of high performance and demonstrate the potential to perform at the highest possible levels of service. The applicant has maximized his/her contribution in his/her current position and is well-prepared for a new challenge that benefits both the Department and the individual.

#### **Ready for Career Broadening**

The applicant is ready now to move laterally into a position of roughly equivalent scope, impact, complexity, responsibility, and authority that offers different challenges, growth, and/or broadening opportunities. This rating is most applicable to applicants who are making valuable contributions in their current positions and have demonstrated potential within their current organizations. These individuals would benefit from a career-broadening opportunity or a focused development program.

#### **Contribute in Place**

The applicant should remain in place because (i) he/she occupies a highly specialized, unique, or niche position creating a need for continuity; (ii) further action is required to build succession strategy for critical gaps; or (iii) it is otherwise in the best interest of the Army and/or the applicant that he/she continues to serve in that role.

#### **Build Tenure/Experience**

The applicant is "On Track" or "Recently Assigned." The individual requires additional time to effect change while in his/her current position. The applicant should continue to develop and/or accrue tenure before being considered for movement.

## Enterprise Talent Management (ETM) Program Request for an ETM Temporary Duty (TDY) Participant

**INSTRUCTIONS:** Thank you for requesting that the ETM Program provide you with an Army Civilian for a short-term developmental experience. To ensure that we provide you with the best list of candidates available to fulfill your request, please complete this five-part questionnaire and return it to the Civilian Senior Leader Management Office.

### Part 1: Selecting Official Information

1.	Who is the selecting official?	
2.	What is the selecting official's email address?	
3.	What is the selecting official's phone number? (Please include DSN.)	

### Part 2: Supervisor Information

1.	Who will supervise the work of the detailee?	
2.	What is the supervisor's email address?	
3.	What is the supervisor's phone number? (Please include DSN.)	

### Part 3: Background Information

1.	What date would you like the detail to begin?	
2.	Is the detail to:	
	a. fill a team lead or independent team member?	
	b. participate on a task force?	
	c. complete a specific project?	
3.	Is the work full-time or part-time?	
4.	Is the work continuous or periodic?	

<b>Definitions</b>	<p><b>Continuous:</b> Work that is performed day after day for a period of time without departure from primary work location.</p> <p><b>Periodic:</b> Work that is performed at specific sets in time. Example: Jane works at HQDA on a special project for 2 weeks and travels back to her home organization. After 1 month at home, Jane returns to HQDA for 2 more weeks.</p>
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	If periodic, what is the expected frequency and duration of the TDY?	
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## Enterprise Talent Management (ETM) Program Request for an ETM Temporary Duty (TDY) Participant

5.	How long do you expect the developmental experience to last? (Enter anticipated start and end dates or expected duration in months or weeks.)	
<b>Part 4: Detail Information</b>		
1.	What is the detail title?	
2.	Where will the duties take place? (Enter installation or city and State.)	
3.	If the selectee will work on a project or task force, please describe in detail the duties he/she will be responsible for during this developmental experience.	
<i>(Begin Typing Here)</i>		
4.	Will the duties of this detail require a Top Secret security clearance?	
5.	Will you consider applicants with a Secret security clearance?	
6.	Do the duties of this detail require a Financial Disclosure?	
7.	Does this detail require drug testing?	
8.	Is this position designated as "emergency essential"?	
9.	What career program does the duties of this detail best align with?	
10.	Are you willing to accept applicants from other career programs?	
	a. If yes, please select up to three additional career programs?	1
		2
		3
	b. If no, please indicate in the box to the right.	

**Enterprise Talent Management (ETM) Program  
Request for an ETM Temporary Duty (TDY) Participant**

**Part 5: Expectations**

1. What is the expected outcome you hope to receive from this individual? What are the deliverables?

*(Begin Typing Here)*

2. What criteria will be used to evaluate the ETM TDY participant's performance during this TDY assignment?

*(Begin Typing Here)*

**Part 6: Organization Approval Authority**

Name (First MI. Last): \_\_\_\_\_ Grade/Rank (SES/GO): \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_