# Army Regulation 690-950

# Career Program Management

Headquarters
Department of the Army
Washington, DC
16 November 2016

**UNCLASSIFIED** 

# SUMMARY of CHANGE

AR 690–950 Career Program Management

This major revision, dated 16 November 2016--

- o Changes the title from Career Management to Career Program Management (cover).
- Defines and establishes the role of the Army Career Program Proponency in support of the Army mission and its relationship to Strategic Human Capital Planning; relocates and redefines the career management objectives to chapter 4; defines the goals of the Army Career Program Proponency; restructures the focus from career management to career program management; realigns the details of career program management to chapter 3; defines the Army Career Program Proponency System; realigns responsibilities to chapter 2; revises and restructures the Career Program Policy Committee (chap 1).
- o Renames chapter title to responsibilities; deletes merit placement and outside recruitment; establishes roles and responsibilities to align with civilian workforce transformation outcomes (chap 2).
- o Renames chapter title to Career Program Enterprise Management; realigns Career Intern Program to chapter 6; establishes career program oversight; updates career program codes; revises and clarifies Army Civilian Training, Education, and Development System Plan requirements and approval process; clarifies career program change procedures; incorporates and revises information from previous chapter 4, The Army Acquisition Workforce and/or Army Acquisition Corps; removes previous chapter 5, Defense Civilian Intelligence Personnel System; incorporates and revises information from previous chapter 6, Career Program Unique Policies (chap 3).
- o Renames chapter title to Civilian Strategic Human Capital Planning; introduces strategic human capital planning, strategic workforce planning, and the Army human capital lifecycle; defines the competency management framework and process (chap 4).
- o Renames chapter title to Talent Management; incorporates Senior Enterprise Talent Management and/or Enterprise Talent Management programs; introduces succession planning; highlights mentoring and coaching (chap 5).
- o Renames the chapter title to Army Intern Program; reaffirms and clarifies the Army intern program; establishes the Army Intern Executive Resources Board; revises and restructures the Army Civilian Training, Education, and Development System intern enterprise program management (allocation, selection, and graduate placement); clarifies Army intern program management related to promotion eligibility, awards, overtime, permanent change of station placement outside the continental United States, and reduction in force; reaffirms and clarifies the Presidential Management Fellows Program (chap 6).
- o Revises internal control evaluation (app B).

## **Career Program Management**

By Order of the Secretary of the Army:

MARK A. MILLEY General, United States Army Chief of Staff

Official:

GERALD B. O'KEEFE Administrative Assistant to the Secretary of the Army

**History.** This publication is a major revision.

**Summary.** This regulation provides policy for Army Civilian career program management and supports the Army Civilian human capital life cycle.

**Applicability.** This regulation applies to all Army Civilian employees to include appropriated fund, nonappropriated fund, direct hire foreign nationals, and federal wage system. Applicability is limited for temporary and term employees to those activities necessary for them to effectively perform in their current positions. This regulation does not apply to National Guard technicians or Indirect-hire foreign national employees who are employees of their states and host nations, respectively.

Proponent and exception authority.

The proponent for this regulation is the Assistant Secretary of the Army (Manpower and Reserve Affairs). The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the rank of colonel or the civilian equivalent. Activities may request waivers to this regulation by providing justification that includes a full analysis of the benefits and must include a formal review by the activity's legal office. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25-30 for specific guidance

Army internal control process. This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix B).

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Assistant Secretary of the Army (Manpower and Reserve

Affairs), 111 Army Pentagon, Washington, DC 20310–0111.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Assistant Secretary of the Army (Manpower and Reserve Affairs), 111 Army Pentagon, Washington, DC 20310–0111.

Committee management. AR 15–39 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the Office of the Administrative Assistant to the Secretary of the Army, Analysis and Integration Cell (AAAI–CL), 105 Army Pentagon, Washington DC, 20310–0105. Further, if it is determined that an established "group" identified within this regulation later takes on the characteristics of a committee as found in AR 15–39, then the proponent will follow AR 15–39 requirements for establishing and continuing the group as a committee.

**Distribution.** This publication is available in electronic media only and is intended for command levels C, D, and E for the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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<sup>\*</sup>This publication supersedes AR 690-950, dated 31 December 2001.

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## Glossary

# Chapter 1 Introduction

#### Section I

#### Overview

## 1-1. Purpose

This regulation prescribes policies and responsibilities for developing, managing, and conducting Army Civilian career program management.

#### 1-2. References

See appendix A.

## 1-3. Explanation of abbreviations and terms

See glossary.

#### 1-4. Responsibilities

Responsibilities are listed in chapter 2.

#### Section II

## **Army Mission and the Army Civilian Corps**

#### 1-5. Army mission and strategic goal

The mission of the Army is to fight and win the Nation's wars through prompt and sustained land combat, as part of the Joint force. This is accomplished by organizing, equipping, and training Army Forces for prompt and sustained combat incident to operations on land, integrating our capabilities with those of the other Armed Services, accomplishing all missions assigned by the President, Secretary of Defense, and combatant commanders, remaining ready while preparing for the future. The Army's strategic goal is to provide the Joint force commander with forces prepared to seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability or defense support of civil authorities operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution. Army Civilians stand in support of our Soldiers' mission accomplishment and deploy with them across the globe. The Army could not function without a cadre of Army Civilian employees who have the passion and dedication to use their unmatched expertise to support and sustain Soldiers and their Families.

#### 1-6. Civilian Workforce Vision

This vision is an adaptive and flexible Army Civilian capabilities-based cohort supported by integrated policies, procedures and programs that produce and deliver the right person, to the right place, at the right time, to support current missions and enable Army 2025 and beyond. An enabler of this vision is the Army Career Program Proponency (CPP) enterprise. The mission of the Army CPP enterprise is to provide a system to realize the full talent of each Army Civilian.

## 1-7. Army Career Program Proponency

The Army CPP provides structured plans, processes, and activities directing and supporting the systematic organizational, occupational, and individual growth of Army Civilians in designated career programs throughout the civilian human capital life cycle. It entails progression through a series of training, education, and professional development (TE&PD) programs and assignments involving broader knowledge, improved skills, and/or greater responsibility. An essential cornerstone to CPP is Strategic Human Capital Planning (SHCP). SHCP provides a prescriptive methodology to assess the current state of the workforce, identify skill and competency gaps and strengths, and forecast emerging and future workforce requirements, including those of an expeditionary nature, as part of Total Army planning. The CPP provides each Army Civilian with the capability to define career goals by identifying career developmental paths and competency-based training plans.

#### Section III

## **Army Civilian Career Program Proponency Enterprise**

## 1-8. Army Civilian Career Program Proponency System

The Army CPP System institutionalizes the deliberate development of Army Civilians. This system continually monitors and assesses the current capabilities of the Army Civilian workforce and program requirements. Specifically, the system—

- a. Establishes and sustains the Army Profession and the Army Civilian Corps.
- b. Provides a holistic and systematic approach to manage the technical and leadership development of Army Civilians throughout the human capital life cycle.
- c. Supports civilian functional manpower requirements analyses incident to Total Force planning and the strategies needed to build the Army Civilian workforce to meet those requirements.
- d. Identifies required competencies and competency proficiency levels for employees to meet current and future missions and communicates those requirements to appropriate stakeholders (see paras 4–4 through 4–6).
- e. Compares the current competency level requirements to the current proficiency levels to determine current competency gaps and gap closure methodologies.
- f. Identifies career paths in order to provide a competency-based career map for Army Civilians to enhance their career planning and development.

## 1-9. Army civilian career program management concept

The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) is the lead proponent for Army Civilian career program management and assigns staff proponency to the Deputy Assistant Secretary of the Army (Civilian Personnel) (DASA (CP)).

- a. The Career Program Policy Committee. The CPPC is a biannual intra-Army departmental committee established to provide a systematic process to identify and resolve issues, determine priorities, and make decisions to support the CPP. Chaired by the DASA (CP), the members of the CPPC serve as the senior advisory group to recommend changes and improvements to career program policy and procedures. The CPPC forwards policy recommendations through DASA (CP) for the ASA (M&RA) concurrence and coordination with the appropriate Army Staff. All CPPC recommendations will consider policy implications, impact if not adopted, general resource requirements, and general priority in relationship to other Army initiatives. The CPPC ensures the CPP can sustain the requisite readiness of the Army Civilian Corps.
- (1) Primary CPPC membership consists of all career programs represented by its functional chief (FC) or their designated representative. All CPPC primary members are voting members.
- (2) Advisory CPPC membership consists of the Assistant Deputy Chief of Staff (ADCS), G–3/5/7 Director of Training, and the command G1/human resources directors from the U.S. Army Forces Command (FORSCOM); the U.S. Army Training and Doctrine Command (TRADOC); the U.S. Army Materiel Command (AMC); the U.S. Army Installation Management Command (IMCOM); the U.S. Army Medical Command (MEDCOM); the U.S. Army Corps of Engineers (USACE); and the Director, Civilian Human Resources Agency (CHRA). Advisory CPPC members are nonvoting members
- (3) The CPPC chair may invite Headquarters, Department of the Army (HQDA) and Joint general officers or senior executives to attend.
  - (4) The CPPC meets at least twice annually with a spring CPPC and a fall CPPC.
- (5) Travel and per diem costs associated with CPPC are the responsibility of the home station organization of the attendee.
- b. Working groups. The CPPC chair may establish working groups (WGs) to support the CPPC or other special CPP enterprise initiatives. Each WG assists the CPPC to accomplish its responsibilities and will forward appropriate issues from its area of interest to the CPPC.
- (1) The CPPC recommends the WG composition and size to the DASA (CP) for approval. The WG composition will vary and may include career program and command representatives.
  - (2) DASA (CP) provides guidance to each WG.
- (3) DASA (CP) Civilian Career Proponency Division (CCPD) chairs each WG and may invite subject matter experts, as needed.

## Chapter 2 Responsibilities

## 2-1. Assistant Secretary of the Army (Manpower and Reserve Affairs)

The ASA (M&RA) is the proponent for career program management and is responsible for Army Civilian SHCP and a competency-based workforce planning system to ensure the readiness of the Army Civilian Corps to meet mission requirements. The ASA (M&RA) will—

a. Approve career program management policy, guidance, and strategies. See figure 2-1 for the CPP organizational structure.

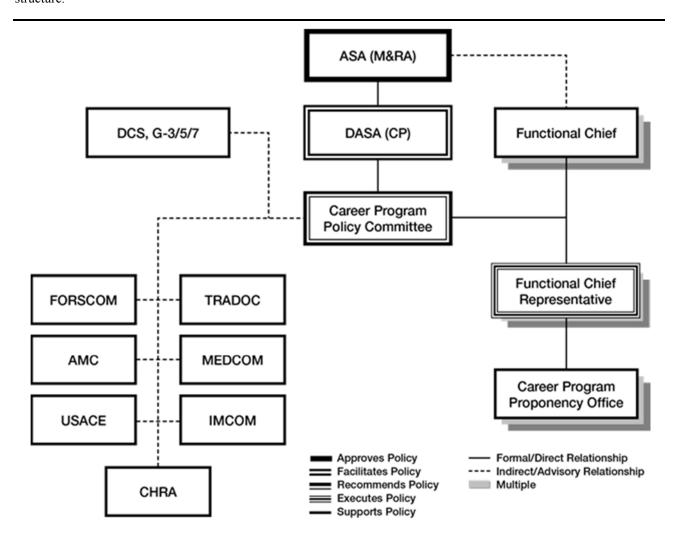


Figure 2–1. Career Program Proponency Policy Organization

- b. Promote sufficient investments in Army Civilian TE&PD opportunities targeted to maximize overall return on investment.
- c. Lead and integrate SHCP, including workforce capability and readiness efforts, within the framework of Total Force planning.
  - d. Provide SHCP and forecasting oversight (as the Army integrator).
- e. Appoint component functional community managers (CFCMs) to assist the Office of the Secretary of Defense Functional Community Managers (OFCMs) on Department of Defense (DOD) DOD-wide career program management issues. CFCMs will work with the OFCMs in ensuring their respective career program communities have the skills needed to support both the DOD and Army mission.

- f. Appoint FCs to support career program management and to participate in the CPPC on enterprisewide issues.
- g. Consider CPPC recommendation(s).
- h. Consider the recommendation(s) of the Army Civilian Training, Education, and Development System (ACTEDS) Intern Executive Resources Board (AIERB) and annually approve the final ACTEDS intern allocation.
- *i*. Issue guidance for meeting the annual reporting requirements in accordance with the National Defense Authorization Act and any other SHCP-related reporting requirements (for example, the Equal Employment Opportunity Commission mandated Management Directive-715 report).
- *j.* On behalf of the ASA (M&RA), the DASA (CP) is the staff proponent responsible to monitor the integration of SHCP into the full spectrum of the Army civilian human capital life cycle management within career programs, and in so doing, will confer with FCs, functional chief representatives (FCRs), command leadership, and human resources (HR) and manpower authorities. The DASA (CP) will—
- (1) Serve as the Army's principal advisor and lead facilitator on career program policy and resource requirements related to civilian career program management.
- (2) Monitor the strategic environment, workforce and demographic diversity trends, competency assessments, and gap analyses to ensure that recruitment, retention, and development initiatives address current and future mission requirements, including those of an expeditionary nature.
- (3) Establish career programs for functional proponency by occupation and across occupations as necessary to meet SHCP needs and to facilitate Army civilian life cycle management.
  - (4) Develop and establish career program management policies, procedures, and program requirements.
  - (5) Develop and establish policies, procedures, and program requirements for issues relating to SHCP and forecasting.
- (6) Function as the lead agent and the chair for the CPPC and the AIERB. The CPPC convenes biannually (spring and fall). For further information see paragraph 1-9a.
  - (7) Facilitate working groups to support CPPC and career program proponency initiatives.
- (8) Provide technical support to the career program proponency offices (CPPOs) and monitor their staffing levels for optimal support to career program management.
- (9) Establish and execute an internal control evaluation to provide feedback to Army leadership and the CPP community regarding the compliance and effectiveness of Army career program management.
  - (10) Serve as the Army lead proponent for competency development and utilization.
- (11) Monitor and evaluate effectiveness of gap mitigation strategies as identified by FCRs based upon command feedback.
  - k. Review and approve all ACTEDS plans submitted by FCRs.
- *l*. Through the CCPD, the ACTEDS Intern Program Management Office (IPMO) provides oversight and overall program management of the ACTEDS intern program. Specifically, the IPMO will—
  - (1) Forecast proposed annual ACTEDS intern allocations for each career program.
  - (2) Chair the AIERB.
- (3) Coordinate the review and approval of the AIERB recommended final ACTEDS intern allocation by the ASA (M&RA).
  - (4) Recommend changes to the policy and procedures for managing ACTEDS interns as a strategic asset.
- (5) Coordinate with FCRs and recommend to ASA (M&RA) the reallocation of ACTEDS intern authorizations that are not fully executed by career programs based on program requirements.
- (6) Allocate ACTEDS resources to support costs of salary and related travel, training, education, and development for ACTEDS interns and for ACTEDS intern program administrative costs.
- (7) Review and approve permanent change of station (PCS) orders when necessary for initial entry on duty and/or permanent placement of ACTEDS interns.
- (8) When necessary, and in coordination with FCRs, commands, and the CHRA, direct the placement of surplus ACTEDS centrally-funded interns in appropriate Armywide vacancies.
- (9) Approve requests as needed to continue to carry an ACTEDS intern on the centralized ACTEDS intern account for up to 120 days beyond the initial 2 years. For further information see paragraph 6–18.
  - (10) Monitor the execution and management of the ACTEDS intern program and take corrective actions, as needed.
- (11) Evaluate the effectiveness of the ACTEDS intern program including its impact as a succession source for future functional and enterprise leadership positions.
- (12) Evaluate and approve, reject, or staff for approval any requested deviation from procedures described in this policy and its enclosures. Coordinate policy changes needed to improve the ACTEDS intern program with the CPPC prior to gaining ASA (M&RA) approval for the policy change.
  - (13) Assess the effectiveness of strategies in reducing functional competency gaps.
  - (14) Communicate career program management initiatives to all stakeholders with frequency.

- (15) Ensure the Army remains informed of other DOD component and external agency initiatives (governmental and nongovernmental), partnering with them on human capital efforts as appropriate and applicable.
- (16) Ensure that career program proponency staffs are trained and have the capability to perform assigned responsibilities.

#### 2-2. Deputy Chief of Staff, G-3/5/7

On behalf of the Deputy Chief of Staff (DCS), G-3/5/7, the ADCS, G-3/5/7 will—

- a. Formulate training policies and centrally manage program resources to include ACTEDS.
- b. Identify effective and efficient delivery of training to meet training requirements for the Army Civilian Corps.
- c. Develop and manage training policy and training procedures for civilians in military and civilian institutions.
- d. Manage the enterprise-level civilian training requirements to meet the short and long-term Army and DOD training management goals and/or objectives.
- e. Validate civilian functional ACTEDS plan training requirements identified by DASA (CP) as submitted by FCR and develop programming and budget data.
- f. Allocate ACTEDS training funds for competitive professional development based on validated training requirements and manage the execution of those funds.
  - g. Validate eligibility of career program and command nominations for Army enterprise competitive training.
- h. Prioritize Army enterprise training allocations for constrained resources during the year of execution and during the program objective memorandum (POM) years.
  - i. Serve as a member of the CPPC.
- *j.* Report competitive training to Office of the Secretary of Defense (OSD), Office of Personnel Management (OPM), and other key stakeholders, as required.
  - k. Serve as the Army Staff proponent for managing all mandatory civilian training requirements.
- l. Serve as the Army's liaison to OPM and DOD, as delegated by the ASA (M&RA), to ensure compliance with and implementation of training and leader development policy and program development as defined by Office of Management and Budget directives and statutory requirements and monitor impacting legislation and coordinates with DASA (CP). Maintain civilian training data, an enterprise training management system, and report to OSD, OPM, and Congress, as directed
- *m*. Establish new training strategies that accommodate emergence of new Armywide workforce development programs, distance learning, delegated authority and its effect on training program analysis, evaluation, and cost effectiveness.

# **2–3.** Commanders, Army commands, Army service component commands, and direct reporting units The Commanders of ACOMs, ASCCs, and DRUs will—

- a. Implement and execute SHCP and succession planning that complements CPP and the Army Civilian human capital life cycle.
- b. Ensure staff, to include HR staff and command career program managers (CCPMs), communicates, coordinates, and collaborates frequently with career program proponency staff to ensure their situational awareness and understanding of the current and future Total Force mission requirements at all organizational levels.
- c. Establish a learning culture that encourages and supports employee participation in TE&PD programs and assignments and mentoring opportunities.
- d. Facilitate and support CPP activities related to gathering data and understanding the implications related to their strategic environment, workforce and demographic diversity trends, competency assessments, and gap analyses.
- e. Provide subject matter experts to perform job analysis for competency assessments. Ensure representation of their civilian workforce at FCR strategic planning meetings for which their Army Civilian workforce is representative of the career program population.
- f. As advisors to commanders or agency heads, the command human resources director and/or G-1 advises all levels of the command and career program management structure on strategies that will facilitate the achievement of human capital goals. Command human resources directors will—
- (1) Consult with leadership on the strategic objectives of the organization or activity, including new mission requirements and business processes, and the TE&PD opportunities necessary to accomplish those objectives.
- (2) Identify organizational change initiatives and develop and implement change management plans to facilitate organizational development.
  - (3) Develop and implement local policy, procedures, and information requirements for TE&PD for employees.
  - (4) Collaborate and consult with FCRs on TE&PD issues related to strategic human capital and succession planning.
  - (5) Serve as an AIERB member.

*Note*: Home station organization is responsible for travel and per diem funding requirements for on-site meeting attendance. On-site attendance is highly encouraged and recommended.

- (6) Coordinate with FCRs and/or CPPOs to support the management and operational requirements of the ACTEDS intern enterprise program.
- (7) Participate in DASA (CP) and ADCS, G–3/5/7 board, committee, or any meeting that involves TE&PD discussion, recommendation, and/or decisionmaking outcomes.
  - (8) Assist, collaborate, and consult with CCPMs.
- (9) Assist supervisors of Army Civilian employees with competency gap assessments and advise them on strategies to close identified competency levels.
- (10) Advise supervisors and Army Civilian employees on preparing individual development plans (IDPs) in conjunction with performance plans.
- (11) Advocate for identifying and fulfilling needs to develop the civilian workforce at multiple levels, including employee, occupational, functional, and organization-level or activitywide-level, and assist leadership with developing TE&PD opportunities based upon identified requirements, available resources, and mission priorities.
- (12) Use cost data, performance metrics, and related trends to assist leadership with making investment decisions on TE&PD opportunities.
- g. Appoint CCPMs via an appointment orders memorandum with copy furnished to the FCR. Commanders, based upon command size, structure, geographic dispersion, and/or workforce composition, may appoint activity career program managers (ACPMs). ACPMs serve as the Army Civilian career program official within their organization for their appointed career program(s) and support their respective CCPMs. ACPMs will—
  - (1) Advise supervisors and employees on the use of ACTEDS plan.
  - (2) Promote the advocacy, and timely distribution of, FCR and/or CPPO messaging and TE&PD opportunities.
  - (3) Provide advice and guidance to employees in creation of, and regular updates to, their annual IDPs.
  - (4) Assist civilian personnel advisory center (CPAC) staff with career program requirements.
  - h. Support each Army Civilian creating and annually updating IDPs in complement to performance plans.
- *i*. As required, select, nominate, and endorse Army Civilians for TE&PD with deliberate consideration of career program objectives, current and future mission requirements, and succession planning goals.
- *j.* Connect the contributions of Army Civilians to the command mission by ensuring technical and nontechnical competencies reflect work expectations both today and in the future.
- k. Prioritize and direct use of command funds for TE&PD in closing competency gaps. Seek to maximize the Army's return on investment by synchronizing TE&PD initiatives and programs with current and future competency requirements and the potential and aspirations of the employee.

#### 2-4. Career program functional chief

The career program FC is the senior career program official responsible for the integration of competency-based TE&PD activities and programs into the human capital life cycle for their designated career program (see table 3–1 for the FC appointments). The FC will—

- a. Appoint a senior Army Civilian as the career program functional chief representative (FCR) via an appointment memorandum (see fig 2–2 for the standard career program organization).
  - b. Support SHCP, including workforce capability and readiness efforts, within the framework of Total Force planning.
- c. Monitor the strategic environment, workforce and demographic diversity trends, competency assessments, and gap analyses to ensure that recruitment, retention, and development initiatives address current and future mission requirements, including those of an expeditionary nature.
- d. Scan and monitor other DOD component and external agency initiatives (governmental and nongovernmental), partnering with them on human capital efforts as appropriate and applicable.

#### 2-5. Career program functional chief representative

Upon appointment and on the behalf of the FC, the FCR is the senior civilian career program official responsible for the integration and management of competency-based TE&PD activities and programs into the human capital lifecycle for his or her designated career program. The FCR will—

- a. Communicate, coordinate, and collaborate frequently with HQDA Staffs, ACOMs, ASCCs, and DRUs to seek situational awareness and understanding of the current and future Total Force mission requirements at all organizational levels.
- b. Upon appointment, serve as the Army Component Functional Community Manager (CFCM) in order to assist the OSD Functional Community Manager (OFCM) on DOD-wide career program management issues. CFCMs work together

and with the OFCM to ensure their respective career program communities have the skills needed to support both the DOD and Army mission.

c. Serve as a CPPC and AIERB member.

*Note*: Home station organization is responsible for travel and per diem funding requirements for on-site meeting attendance. On-site attendance is highly encouraged and recommended.

- d. Lead the competency-based management process (see para 4-6)—
- (1) Identify technical and nontechnical leadership and key competency gaps and communicate gaps and mitigation strategies to DASA (CP).
  - (2) Coordinate competency identification with commands which will include the identification of future competencies.
  - (3) Communicate competency work (for example, assessment results) to commands.
- (4) Identify and communicate technical competencies by occupational series to DASA (CP) and incorporates into ACTEDS requirements and ACTEDS plan.
- (5) Identify gaps in technical and nontechnical competencies and formulate mitigation plans employing the human capital life cycle.
- (6) Ensure that TE&PD opportunities are linked to technical and nontechnical competencies and developmental requirements.
- e. Publish information about career program policies, responsibilities, procedures, and opportunities to functional community on a regular basis.
- f. Participate in the enterprise management process for the ACTEDS intern program and directly oversee the management of ACTEDS interns directly under the cognizance of the career program. See chapter 6 for details.
  - g. Review ACTEDS plan annually, as prescribed in paragraph 3–7.
  - h. Submit annual POM and budget estimates to DCS, G-3/5/7 for TE&PD requirements.
- i. Ensure the competitive selection of candidates for career program sponsored TE&PD activities and program assignments.

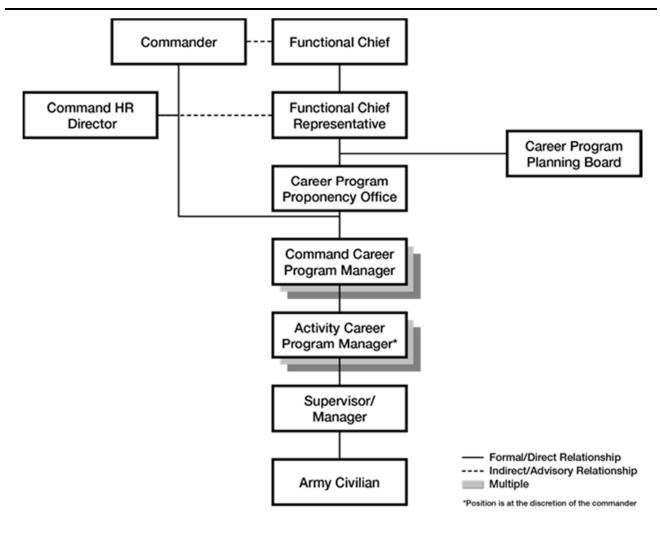


Figure 2-2. Career Program Organization

- *j.* Review candidate application packages and provide candidate recommendation for Army TE&PD programs and assignments, as required.
- k. Execute and support developmental program learning opportunities with enterprisewide competencies adequate to meet leadership and technical succession planning needs.
- *l.* Ensure adherence to all applicable federal statutory and regulatory requirements in the establishment of specific education and training standards, as appropriate (for example, the Army Acquisition Workforce (AAW) is governed by the Defense Acquisition Workforce Improvement Act (DAWIA)).
- m. Promote fair and equitable treatment in selecting employees for TE&PD activities and programs and ensure adherence to equal opportunity regulations and merit principles.
- n. Establish internal administrative controls to ensure planned, conducted, sponsored, contracted, or funded career program activities and programs improve the performance of Army Civilians and contribute to more effective, efficient, and economical achievement of Total Force mission objectives.
  - o. Monitor cost data, performance metrics, and related trends to make investment decisions on TE&PD opportunities.
  - p. Chair career program planning boards and select functional participants for planning boards.

## 2-6. Career program proponency office

The CPPO is led by a senior career program manager (CPM) and is the principal advisor to the FC and/or FCR. The CPPO staff provides direct support to the FCR and operationalizes the CPP strategy and policy requirements. The CPPO performs

career program activities related to all aspects of the career program administration, management, and budgeting. The CPPO will—

- a. Develop and publish career program policy, procedures, and guidance to support Army and command SHCP, including workforce capability and readiness efforts, within the framework of Total Force planning.
- b. Research, analyze, develop, and publish annually the state of the strategic environment, workforce and demographic diversity trends, competency assessments, and gap analyses to allow key stakeholders to adjust recruitment, retention, and development initiatives addressing current and future mission requirements and strategic human capital plans.
- c. Communicate, coordinate, and collaborate frequently with HQDA Staffs, ACOMs, ASCCs, and DRUs to identify current and future Total Force mission requirements at all organizational levels.
- d. Promote and regularly publish opportunities, successes, and FCR guidance to the functional community in order to facilitate transparency, build and sustain a professional community network, and create and/or promote career program awareness.
- e. Support the execution of TE&PD opportunities, which may include initiating, staffing, and coordinating, to ensure a pipeline with enterprisewide competencies adequate to meet leadership and functional succession planning needs.
- f. Collaborate and consult with all representative ACOM, ASCC, and DRU CCPMs to support the training and development of the career program population.
- g. Advise and inform ACOMs, ASCCs, and DRUs with respect to career program management from a functional standpoint and the regulatory, administrative, and procedural requirements of the career program.
- h. Support the enterprise management of ACTEDS interns and manage the ACTEDS interns under the cognizance of the career program. See chapter 6 for details.
  - i. Regularly assess current workforce competencies and identify future workforce competency requirements.
- *j.* Execute strategies in reducing competency gaps and ensure incorporation into ACTEDS requirements and ACTEDS plan.
- k. Coordinate, schedule, and execute TE&PD activities annually to develop and sustain functional and leadership requirements in support of current and future missions.
- *l.* Submit FCR-approved ACTEDS plan to DASA (CP). DASA (CP) coordinates validation by DCS, G–3/5/7, obtains final approval, and ensures publication.
  - m. Develop annual POM and budget estimates for TE&PD requirements.
  - n. Report ACTEDS budget execution annually and assess return on investment for TE&PD activities.
- o. Plan, coordinate, and facilitate career program planning board (CPPB), selection panels, and other meetings as prescribed by the FCR.
  - p. Communicate, coordinate, and collaborate frequently with CCPMs.
  - q. Communicate, coordinate, and collaborate with CHRA and its CPACs.
- r. Prepare annual reporting requirements in accordance with the National Defense Authorization Act and any other SHCP-related reporting requirements for FCR approval and/or submission.
- s. Use cost data, performance metrics, and related trends to assist leadership with making investment decisions on TE&PD opportunities.

## 2-7. Career program planning board

Each career program establishes a CPPB. The CPPB provides the FCR with a systematic process to identify and resolve issues, determine priorities, and make decisions in support of the human capital life cycle, the civilian SHCP, and succession planning as related to his or her career program. The CPPB composition includes the FCR or other designee as chairperson, an ASA (M&RA) representative, and other senior personnel from the functional community to include HQDA, ACOMs, ASCCs, and DRUs (for example CCPMs). To sustain its career program, the CPPB will—

- a. Support SHCP, including workforce capability and readiness efforts, within the framework of Total Force planning.
- b. Recommend strategies in reducing competency gaps and incorporate such strategies into ACTEDS requirements and ACTEDS plan.
  - c. Assess the effectiveness of strategies in reducing gaps.
  - d. Review and recommend action for proposals to modify policy, practices, or the ACTEDS plan.
- e. Monitor and review annually the state of the strategic environment, workforce and demographic diversity trends, competency assessments, and gap analyses to ensure that recruitment, retention, and development initiatives address current and future mission requirements and strategic human capital plans.
  - f. Recommend annual POM and budget estimates to FCR for TE&PD.
  - g. Monitor cost data, performance metrics, and related trends to make investment decisions on TE&PD opportunities.

#### 2-8. Command career program manager

Under appointment by the commander or agency director and FCR notification, the CCPM is a senior Army Civilian career program official within his or her command responsible to contribute to the command SHCP efforts and to support the Army's execution of TE&PD programs and activities for his or her designated career program. The CCPM provides an essential, critical link between command strategic planning and career program TE&PD execution; the CCPM functions as a liaison between the FCR and/or CPPO and the command. The CCPM, with respect to a representative career program, will—

- a. Advise the commander and command HR director as to the state of the strategic environment, workforce and demographic diversity trends, competency assessments, and competency gap analyses to ensure that recruitment, retention, and development initiatives address current and future mission requirements.
- b. Communicate, coordinate, and collaborate frequently with CPPO to ensure situational awareness and understanding of the current and future command mission requirements.
- c. Promote a learning culture that encourages and supports supervisor advocacy and employee participation in TE&PD programs and assignments.
  - d. Serve as the command subject matter expert for the ACTEDS plan.
  - e. Implement and execute command career program guidance.
  - f. Consult and collaborate with other CCPMs in support of the CPP goals.
  - g. Review command selection of Army TE&PD nominations requiring the commander's endorsement.
- h. Support FCR and/or CPPO participation requests for subject matter experts necessary for competency assessments, selection panels, and other meetings as prescribed by the FCR.

## 2-9. Civilian Human Resources Agency

CHRA provides Army civilian human resources operations support and oversees the CPACs. In support of career program management, CHRA will—

- a. Maintain and publish career program unique requirements. For career program unique information, refer to paragraph 3–11
  - b. Ensure statutory and regulatory compliance of all job analyses and assessment development processes and products.
  - c. Oversee ACTEDS intern centralized recruitment.
  - d. Through the CHRA Director, CPACs provide Army Civilian HR products and advisory services. The CPAC will—
- (1) Ensure statutory, regulatory, administrative, and procedural career program compliance of recruitment, job analyses, and assessment development processes and products, by CPPOs, ACOMs, ASCCs, DRUs, other organizations, and selecting officials.

*Note*: This responsibility is performed by the CHRA ACTEDS Recruitment Cell (ARC) for ACTEDS interns (see para 6–5).

- (2) Administer career program procedures and requirements within the CPAC area of responsibility (for example, career program mapping).
- (3) Work with selecting officials during the selection process to ensure the job analysis development of task statements for a job announcement supports the identified competency requirements of the position.
- (4) Provide ACTEDS intern program information, advice, and assistance to stakeholders, to include but not limited to CPPOs, ACOMs, ASCCs, DRUs, other organizations, selecting officials, and supervisors.

## 2-10. Supervisor

A supervisor is responsible to enhance and maximize the talents of assigned Army Civilians. Fundamental to this responsibility is accurate employee position descriptions and the establishment of performance objectives that includes TE&PD programs and activities. Supervisors will—

- a. Establish a learning culture that encourages and supports employee participation in TE&PD programs and assignments.
- b. Assess employee competency requirements for current and future job performance requirements and recommend appropriate TE&PD activities and programs to meet those requirements.
- c. Use competencies as the common language when providing information or counseling on career advancement, training and professional development, leadership development, career growth, and career expectations.
- d. Recommend appropriate learning opportunities to ensure a succession pipeline adequate to meet future planning needs
- e. Document the identified TE&PD needs and appropriate opportunities to meet the needs in IDPs for civilian employees under their cognizance.

- f. Provide advice, guidance, coaching, and mentorship to employees in creation of, and regular updates to, their annual IDPs in conjunction with performance plans.
- g. Monitor the execution and evolution of the IDPs to ensure civilian employees are provided appropriate opportunities to satisfy the identified TE&PD needs.
- h. Confer with CCPM (ACPM if applicable) and command HR staff regarding the leadership, functional, and technical TE&PD needs of the civilian employees under their cognizance, especially in regard to actions needed to identify and close competency gaps.
- *i*. During the selection process, work with CPAC to ensure the job analysis development of task statements for a job announcement supports the identified competency requirements of the position.
- *j.* Ensure employees selected for centrally funded training have a performance rating of successful or above documented in the Army personnel system or equivalent performance rating system for nonappropriated fund, local national, wage grade employees, or other applicable performance evaluation tools. Employees nominated for TE&PD opportunities must be in good standing with regard to conduct and behavior.
- k. Ensure adherence to all applicable federal statutory and regulatory requirements in the establishment of specific education and training standards as appropriate.
- l. Promote fair and equitable treatment in selecting employees for TE&PD activities and programs and ensure adherence to equal opportunity regulations and merit principles.
- m. Seek CCPM (ACPM if applicable) and command HR staff assistance and guidance with respect to general functional selection criteria and the selection of candidates.

#### 2-11. Army Civilian

The Army CPP exists to maximize the talent of the Army Civilian Corps and to afford each Army Civilian the opportunity to pursue their career aspirations. The responsibility to pursue this opportunity ultimately belongs to the Army Civilian. Army Civilians are responsible to establish their career goals and to actively engage with their supervisors and CCPMs (ACPMs if applicable) on strategies to achieve these goals. Employees are responsible to—

- a. Seek advice, guidance, coaching, and mentorship and pursue lifelong TE&PD opportunities in order to actively manage their careers consistent with their organization's mission and their personal career goals.
- b. Be knowledgeable of the competencies, certifications, or other qualifications required for the position, occupation, career program, and ACTEDS plan in which they are employed, including administrative, technical, functional, supervisory, managerial, or executive qualifications, as appropriate.
  - c. Prepare and use IDPs to plan their career goals and objectives in conjunction with performance objectives.
- d. Collaborate with their supervisors in assessing competencies, identifying and closing competency gaps, and developing, maintaining, and enhancing their competencies, knowledge, skills, and abilities in alignment with organizational TE&PD plans and goals.

#### Chapter 3

## **Career Program Enterprise Management**

## Section I

#### Overview

#### 3-1. Career program management standardization

The rationale for career program management standardization is to facilitate vertical and horizontal communications, develop a shared knowledge and understanding of the career program structure and associated terminologies, promote transparency and parity for TE&PD assignments and opportunities, advance a prioritized balancing of career program resources to meet the Army mission, create a baseline for enhancement, and optimize the transfer of best practices and lessons learned. This is an intent to establish commonalities across the Army Career Program Enterprise.

## 3-2. Career program objective

The objective of career program management is to build and sustain an Army Civilian Corps ready for the current and future mission. To meet the objective, career programs—

- a. Directly or indirectly and in support of commands, sustain Army Civilians by providing opportunities to TE&PD programs and assignments.
- b. Address competency gaps, develop and execute gap closure strategies, and understand future workforce requirements.

- c. Standardize career ladders and career maps to facilitate the career planning and the continuity of leadership and technical proficiency.
  - d. Provide organization and system processes to allocate, prioritize, and execute ACTEDS resources.
  - e. Foster collaborative, enterprisewide decisionmaking and succession planning.
  - f. Facilitate the employment of comparable forecasting and workforce planning methodologies.

#### 3-3. Career program oversight

The ASA (M&RA) is responsible for overseeing and reviewing all policies and programs pertaining to manpower, human capital management, training, leader development, readiness and reserve affairs. On behalf of the ASA (M&RA), the DASA (CP) is the staff proponent responsible to develop, execute, and evaluate the Army Civilian Career Program Management Enterprise.

## 3-4. Career program structure

The composition of a career program is derived from the grouping of occupational series and functional fields with a commonality of job and qualification characteristics. Designated Army career programs are listed in table 3–1.

Table 3–1 Career Progra	am.		
Code	Career Program Title	Functional Chief	
10	Civilian Human Resource Management	ASA (M&RA)	
11	Comptroller	Assistant Secretary of the Army (Financial Management & Comptroller)	
12	Safety and Occupational Health Management	Deputy Assistant Secretary of the Army (Environment, Safety, and Oc- cupational Health)	
13	Supply Management	Assistant Deputy Chief of Staff, G-4	
14	Contracting and Acquisition	Assistant Secretary of the Army (Acquisition, Logistics, and Technology)	
15	Quality and Reliability Assurance	Commander, AMC	
16	Engineers and Scientists (Non-construction)	Commander, AMC	
17	Materiel Management	Assistant Deputy Chief of Staff, G-4	
18	Engineers and Scientists (Resources and Construction)	Commander, U.S. Army Corps and Engineers and Chief of Engineers	
19	Physical Security and Law Enforcement	Provost Marshal General	
20	Quality Assurance Specialist (Ammunition Surveillance)	Commander, AMC	
22	Public Affairs and Communications Media	Chief, Public Affairs	
24	Transportation Management	Assistant Deputy Chief of Staff, G-4	
26	Manpower and Force Management	Assistant Deputy Chief of Staff, G-1	
27	Housing management	Assistant Chief of Staff for Installation Management	
28	Equal employment opportunity	ASA (M&RA)	
29	Installation Management	Assistant Chief of Staff for Installation Management	
31	Education Services	Deputy Chief of Staff, G-1	
32	Training, Capabilities, and Doctrine Warfighting Developers	Commander, TRADOC	
33	Ammunition management	Commander, AMC	
34	Information Management Technology	Deputy Chief of Staff, Chief Information Office	

Table 3–1 Career ProgramContinued				
35	General Intelligence	Deputy Chief of Staff, G-2		
36	Analysis, Modeling and Simulation	Deputy Chief of Staff, G-8		
50	Military Human Resources	ASA (M&RA)		
51	General Administration and Management	Deputy Chief of Staff, G-1		
53	Medical	Commander, MEDCOM and the Surgeon General		
55	Inspector General	The Inspector General		
56	Legal	General Counsel		
60	Foreign Affairs/ Strategic Planning	Deputy Chief of Staff, Operations, Director, Strategy, Plans and Policy		
61	Historians, Archivists, and Museum Professionals	Chief Historian		
64	Aviation	Commander, U.S. Army Aviation Center of Excellence		

#### Section II

#### Army Civilian Training, Education, and Development System Plan

#### 3-5. Overview

The ACTEDS plan guides the organizational, occupational, and individual growth of Army Civilians through the full spectrum of the civilian human capital life cycle and entails a progressive series of TE&PD opportunities and assignments specific to a career program. An ACTEDS plan documents functional and leadership TE&PD opportunities eligible for ACTEDS funding support. The standard contents of an ACTEDS plan—

- a. Section I: Introduction. This section includes a career program overview and details the career program management structure. The overview provides a list of occupational series applicable to the career program and a graphical depiction of the career program population by various criteria.
  - b. Section II: Objectives. This section outlines the short and long term career program objectives.
- c. Section III: Career ladder(s) and career map(s). This section graphically illustrates the levels of grade progression and associated competency and/or training requirements and lists by organization and position titles. This section also lists any mission critical occupations.
- d. Section IV: Career program general core competencies. This section lists the core functional competencies and nontechnical competencies.
  - e. Annex A: Competencies. This annex provides a comprehensive inventory of competencies.
- f. Annex B: Master training plan(s). This annex details the standard master training plan(s) (MTP) or map identifying prioritized TE&PD by career-level.
- g. Annex C: Master intern training plan(s). This annex details the master intern training plan(s) (MITPs) or maps identifying prioritized TE&PD intern by career-level.
- h. Annex D: Army Civilian Training, Education and Development System Catalog. Reference to the ACTEDS catalog. This catalog provides current Army-enterprise TE&PD programs, processes, and application procedures.
  - i. Annex E: Glossary.
  - j. Annex F: References.

#### 3-6. Career ladder and career map

The opportunities for an Army Civilian progresses from entry-level to executive-level. A career ladder graphically displays the levels of grade progression within a career program. A career map complements a career ladder and documents the types of TE&PD at each level of progression and provides the requisite competencies required of the position or grade level. The definition of the progression levels varies with each career program and is directly related to the size and composition of the career program population. Career progression includes the following four progression levels:

- a. Basic, intern, and/or entry-level. This level includes positions with basic competencies and entry-level positions.
- b. Intermediate and/or mid-level. This level includes mid-level positions with technical and leadership competencies beyond the basic level.

- c. Advanced-level, management, senior leader, and/or top-level. This level includes positions with substantial technical or managerial responsibilities.
  - d. Executive-level. This level includes senior executive service (SES) positions.

*Note*: Career ladders and career maps should reflect the entire career program workforce for all applicable personnel systems, pay plans, and/or grade levels.

## 3-7. Army Civilian Training, Education, and Development System Plan approval process

An approved ACTEDS plan is required for each career program. DASA (CP) approves and publishes approved ACTEDS plans available at http://cpol.army.mil/library/train/acteds/. Each CPPO reviews its ACTEDS plan annually. The currency standard for an ACTEDS plan is 5 years (a substantive review is required at least once every 5 years). This review generates one of the following three outcomes:

- a. Status quo. No changes and notification of same to DASA (CP).
- b. Administrative. The plan requires administrative changes to correct typographical errors, grammatical inconsistencies, and/or to modify course titles. Administrative changes do not require DASA (CP) approval. However, a copy of the administratively corrected ACTEDS plan is required by DASA (CP) for official publication.
- c. Substantive. An ACTEDS plan with substantive or significant changes (for example, addition of competencies) requires DASA (CP) approval. The FCR or designated CCPD submits its draft ACTEDS plan to DASA (CP) CCPD. DASA (CP) designated staff reviews the ACTEDS plan to ensure its contents are in compliance with the defined standard at paragraph 3–5. DASA (CP) CCPD coordinates a review with ADCS, G–3/5/7, for compliance with training policy. The FCR submits the final draft via memorandum for DASA (CP) approval. DASA (CP) approval is documented via published memorandum.

#### Section III

#### **Career Program Actions**

#### 3-8. Establishment of a new career program

The establishment or change to a career program requires deliberate consideration and a thorough understanding of the change implications by all stakeholders. A request to establish a new career program or combine career programs must include a full analysis of the benefits and impacts to the CPP and the Army.

- a. The functional proponent (at or above the general schedule (GS)-15 or equivalent level) requesting the establishment of a new career program submits an endorsement memorandum through the DASA (CP) to the ASA (M&RA). The endorsement memorandum must include the following:
- (1) The primary mission(s) of the proposed career program and the overall capabilities and core competency requirements based on preliminary assessments.
- (2) A listing of occupational series represented by the proposed career program with substantiation as to the reasoning these occupational series, as aligned within the existing career program(s), cannot accomplish the proposed career program requirements.
- (3) A listing of positions representing the proposed career program by grade, geographic location, occupational series, and current career program assignment.

Note: The DASA (CP) is the proponent for Army Civilian workforce data and the Defense Civilian Personnel Data System is the authoritative data source.

- (4) A memorandum of understanding (MOU) signed by the FCR(s) of affected career program(s) and/or occupational series. This MOU requires the following:
  - (a) Concurrence on all proposed occupational series alignments.
  - (b) Rationale.
  - (c) Effective date.
  - (d) Population size by occupational series.
  - (5) Recommendation for FC appointment.
- b. Upon review and/or concurrence and not later than 30 days after receipt, the DASA (CP) forwards the request for the establishment of a career program to the ASA (M&RA) for final review and/or approval. The ASA (M&RA) approves by memorandum the establishment of a new career program and appoints the respective FC. An approved ACTEDS Plan is required within 1 year of the approval date.

#### 3-9. Title change to a career program

The FCR requests an administrative name change by memorandum through the DASA (CP) to the ASA (M&RA) with justification. The ASA (M&RA) approves, by memorandum, the title change to a career program.

#### 3-10. Career program mapping

The career program mapping of an Army position is derived from or directly relates to the occupational series. Each encumbered occupational series is "mapped" or aligned to a career program. DASA (CP) maintains an occupational series to career program matrix is available at <a href="http://cpol.army.mil/library/career/cp-templates/">http://cpol.army.mil/library/career/cp-templates/</a>. A career program code is determined by the occupational series or preponderance of duties as documented in the position description. Consultation with the local CPAC, CCPM, and CPPO staff is advisable to determine the career program most appropriate for a considered position description.

- a. Enterprise change to career program mapping. The FCR or designated representative requests an occupational series change (addition or deletion) to DASA (CP). DASA (CP) coordinates concurrence for this request with the affected career program(s). In instances of disagreement, ASA (M&RA) is the final approval authority.
- b. Individual change to career program coding. If an assigned career program code is determined to be inaccurate, the supervisor or CPPO staff initiates a change request to update the affected position description via AutoNOA available at https://nccpoc.ria.army.mil/autonoa/default.aspx. The change is effective upon concurrence by the affected career programs.
- c. New position description career program identification. CPAC staff works with a supervisor to identify the most appropriate career program for a position during the development or update and/or review of a position description.

## 3-11. Career program unique requirements

The FCR establishes career program unique requirements in accordance with prescribed functional community oversight authority. This oversight authority may include an affirmative action review of the selection process by the FCR before a tentative job offer is extended for explicitly identified positions. CHRA reviews career program unique requirements for compliance with regulatory, administrative, and procedural requirements. Career program unique requirements are authorized by DASA (CP) and maintained by CHRA available at http://www.chra.army.mil/a char/tools/gps/view.asp? ID=353.

## 3-12. Army Career Tracker

ACT is an Army enterprise career and leader development tool developed to integrate numerous training, education, personnel, and experiential learning source systems into a single Web-based platform. ACT provides each career program with a landing page and incorporates ACTEDS career maps and career ladders. ACT, as the authoritative source for the IDP, provides Army Civilians an efficient and effective way to monitor their career development, allows supervisors to track and to guide employees on their career development, and offers career program managers the ability to reach their geographically dispersed careerists. See AR 350–1 for additional information.

#### **Section IV**

## Army Acquisition Workforce and/or Army Acquisition Corps

#### 3-13. Overview

The AAW is a direct outcome of the DAWIA enacted into public law in the early 1990s. DAWIA requires DOD to establish education and training standards, requirements, and courses to improve the effectiveness of the Army Civilian and military workforce who manage and implement defense acquisition programs. Army Civilian positions and military billets in the acquisition system consist of acquisition duties categorized into fourteen acquisition career fields (ACFs). For each career field, certification is available at three levels typified as Level I Basic or Entry, Level II Intermediate or Journeyman, and Level III Advanced or Senior. The AAW consists of approximately 40,000 Army Civilian and military acquisition professionals and resides in Army Staff offices, ACOMs, ASCCs, program executive offices, and DRUs. The ACF categories are as follows:

- a. Business Cost estimating.
- b. Business Financial management.
- c. Contracting.
- d. Engineering.
- e. Facilities engineering.
- f. Industrial and/or contract property management.
- g. Information technology.

- h. Life cycle logistics.
- i. Production, quality, and manufacturing.
- *j*. Program management.
- k. Purchasing.
- l. Science and technology manager.
- m. Small business.
- n. Test and evaluation.

## 3-14. Director for Acquisition Career Management

The DACM is responsible for ensuring the development and DAWIA certification of the AAW. The Army DACM Office works directly with the Defense Acquisition University, the Assistant Secretary of Defense (Acquisition), the Undersecretary of Defense (Acquisition, Technology, and Logistics), Undersecretary of Defense (Acquisition, Technology, and Logistics) Human Capital Initiatives Director, and the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) to enable workforce initiatives and to serve as advocates for the AAW. Additional AAW and DACM information is available at http://asc.army.mil/web/dacm-office/.

## 3-15. Career program and acquisition career field relationship

All Army Civilians are assigned to a career program. In addition to a career program designation, Army Civilians designated as part of the AAW are also assigned an ACF. The Army CPP enterprise works in collaboration and coordination with the DACM Office to ensure TE&PD requirements and opportunities are complementary.

#### Chapter 4

## **Civilian Strategic Human Capital Planning**

#### Section I

#### Introduction

## 4-1. Overview

The Army employs civilian SHCP to provide a prescriptive methodology to assess the current state of the workforce, identify skill and competency gaps and strengths, and forecast emerging and future requirements. The SHCP process aligns the Army's strategic planning, budget process, performance management goals, and metrics to deliver an Army Civilian Corps with the right skills, at the right place, and at the right time. Key stakeholders, to include the CPP, HR, manpower, finance, and other communities, engage as a collaborative team in the development and continual improvement of the Army's SHCP and to facilitate strategic workforce planning and analysis efforts.

#### 4-2. Strategic workforce planning

Strategic workforce planning is the systematic workforce analysis process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow. Effective workforce planning enables the Army enterprise and the command-level to—

- a. Align workforce requirements directly to the Army mission.
- b. Develop a comprehensive understanding of where gaps exist between competencies the workforce currently possesses and the future competency requirements.
  - c. Identify and implement gap reduction strategies.
  - d. Determine the optimal structure to organize and deploy the workforce.
  - e. Identify and overcome internal and external barriers to accomplishing strategic workforce goals.

## 4-3. Army Civilian human capital life cycle

The life cycle illustrates the Army profession experience to an Army Civilian in terms of stages. This continuous life cycle connects all aspects of human capital management and provides a practical, systematic approach to support the accomplishment of SHCP and Strategic Workforce Plan. The four stages of the Army Civilian human capital life cycle are as follows:

- a. Strategic workforce planning.
- b. Recruit and hire.
- c. Train and develop.
- d. Sustain.

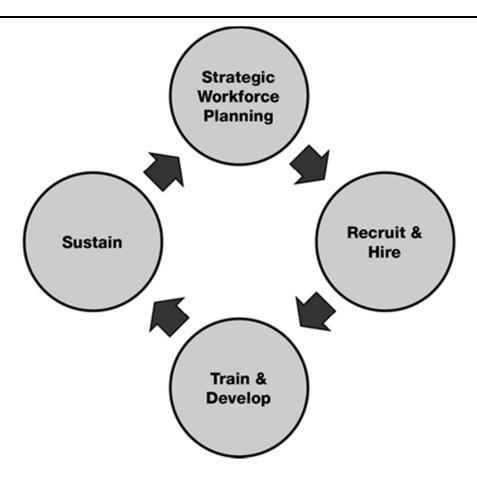


Figure 4-1. Army Civilian human capital life cycle

#### Section II

#### **Competency Management Framework and Process**

## 4-4. Overview

The Army competency management framework provides a common language and structure to manage and assess work-force competency gaps and proficiency levels. This framework guides SHCP strategies for gap closure, training, recruitment, and succession planning. Competencies provide specific support at each stage of the Army civilian human capital life cycle. Table 4–1 provides examples to illustrate the linkages between the competency management framework and the Army civilian human capital life cycle.

# Table 4–1 Typical alignment of the Army competency management framework-

# Strategic Workforce Planning (SHCP and career program ACTEDS plans)

- -The Army and command-level organizations utilize current workforce competency assessments in the development of strategic workforce plans with input from the FC and/or FCR. These plans include prioritized hiring, retention, training, development, educational requirements, and the resources needed for the budget planning process.
- -The DASA (CP) reviews the current workforce assessments and works with the FC and/or FCR, with consideration of current and future command mission requirements, to identify occupational gaps.
- -The FC and/or FCR consider gap closure strategies when developing occupational career maps and when resourcing professional development and educational opportunities.

Table 4–1 Typical alignment of the Army compe	etency management frameworkContinued		
Recruit and Hire (Job Announcements and Position Descriptions)	-Validated competencies and/or critical tasks are forwarded to CHRA for use in recruitment and selectionCPACs include competencies and task statements supported by the job analysis in an occupational questionnaireA selecting official uses competencies supported by the job analysis in the candidate evaluation process.		
Train and/ develop (Targeted TE&PD assignments)	-An employee uses competencies to support the development of an IDP.		
Strategic Workforce Planning (SHCP and career program ACTEDS plans)	-The Army and command-level organizations utilize current workforce competency assessments in the development of strategic workforce plans with input from the FC and/or FCR. These plans include prioritized hiring, retention, training, development, educational requirements, and the resources needed for the budget planning process.  -The DASA (CP) reviews the current workforce assessments and works with the FC and/or FCR, with consideration of current and future command mission requirements, to identify occupational gaps.  -The FC and/or FCR consider gap closure strategies when developing occupational career maps and when resourcing professional development and educational opportunities.		
Recruit and Hire (Job Announcements and Position Descriptions)	-Validated competencies and/or critical tasks are forwarded to CHRA for use in recruitment and selectionCPACs include competencies and task statements supported by the job analysis in an occupational questionnaireA selecting official uses competencies supported by the job analysis in the candidate evaluation process.		
Train and/ develop (Targeted TE&PD assignments)	-An employee uses competencies to support the development of an IDP.		

#### 4-5. Competency management framework

The Army recognizes the DOD competency management framework consisting of five tiers (see fig 4–2), each tier comprised of technical and nontechnical competencies.

- a. Technical and nontechnical competencies within the competency framework—
- (1) *Technical competencies*. These competencies typically reflect domain-specific requirements and are associated with analysis of occupational job groups or families, occupational series, Army and DOD critical functions particular to groups of jobs. These competencies also refer to specific occupational skills gained from education and training or based on a particular area of expertise.
- (2) *Nontechnical competencies*. These competencies are "soft skills" or the collection of personal attributes (communication, managing people and teams, leadership, and other interpersonal skills) characterizing relationships with people to successfully perform current and future job requirements and/or mission.
- b. The five tiers categorize and organize competencies within and across occupations and differentiate between mission-based competency requirements. The five tiers include the following:
- (1) *Tier 1: Core competencies*. Tier 1 competencies apply across DOD regardless of component or occupation, for example, leadership competencies.
- (2) *Tier 2: Primary Occupational Competencies*. Tier 2 competencies are occupational series or function specific, such as one or more functionally-related occupations that share distinct, common technical qualifications, competencies, career paths, and progression patterns, for example, ACFs.
- (3) *Tier 3*: Sub-occupational specialty competencies. Tier 3 competencies are unique to sub-occupational specialties, for example, set of geotechnical competencies within the civil engineering occupation.
- (4) *Tier 4:* DOD component-unique competencies. Tier 4 competencies are unique to a specific DOD component based on the context or environment in which the work is performed.
- (5) *Tier 5:* Position-specific competencies. Tier 5 competencies are required for, or unique to, a position, for example, a specific civil engineer position may require financial management competencies.



Apply across DOD regardless of DOD Component or occupation, for example, leadership competencies

## Tier 2: Primary occupational competencies

Apply across discrete occupational series and or functions, that is, one or more functionally related occupations that share distinct, common technical qualifications, competencies, career paths, and progression patterns

## Tier 3: Suboccupational specialty competencies

Unique to a suboccupational specialty, for example, set of geotechnical competencies within the civil engineering occupation

## Tier 4: DOD component-unique competencies

Exist at the component level and are unique to the context or environment in which the work is performed

#### Tier 5: Position-specific competencies

Required for, or unique to, a particular position within an occupation and are not addressed in the Tiers above, for example, a specific civil engineer may require financial management competencies

Figure 4-2. DOD Competency Management Construct

#### 4-6. Competency-based management process

This process is an underpinning to all facets of the CPP and requires the active engagement, cooperation, and collaboration of all stakeholders. The career program with the majority share of encumbered positions in an occupational series is identified as the lead career program. The lead career program is responsible for soliciting input and participation in all competency-related activities from all other career programs represented by the same occupational series. The lead career program assembles a competency working group (CWG) comprised of subject matter experts to perform the following steps as either a DOD-level panel participant or as an Army-only effort as required:

a. Phase I: Identification. The CWG reviews, discusses, and determines competencies to assess based upon the current and future command mission requirements and workforce trends. The CWG recommends competencies to use in an employee and supervisor competencies assessment. The FCR may consult with their CPPB before their final identification of the recommended competencies to assess.

- b. Phase II: Assessment. A random sample of employees and supervisors complete a competency assessment survey for the employees' occupational series in order to identity the condition and relevance of current competency requirements to the current mission and to assist with forecasting future competency requirements to meet the future mission.
- c. Phase III: Validation. The CWG reviews the results from Phase II. This review process serves to validate competency requirements necessary throughout the Army civilian human capital life cycle to sustain current and future mission requirements. The CWG develops preliminary TE&PD strategies to sustain or close any existing gaps within the competencies. The CWG submits its competency assessment validation review and related strategy recommendations to the FCR via the CPPB. The FCR is the Army authority to validate Army-specific findings of the competencies assessment. An invalidation by the FCR of any portion of the assessment results requires approval via the CPPC.
- d. Phase IV: Finalization and/or integration. The completion of Phase III enables key stakeholders to enhance SHCP strategies for gap closure, training, recruitment, and succession planning.

# Chapter 5 Talent Management

#### Section I

## **Talent Management**

#### 5-1. Introduction

The Army profession emphasizes expertise and effectiveness, seeks human capital investment, and generates an Army Civilian Corps consisting of Army professionals. Talent management is an enabler for the Army Civilian Corps as a part of the Army profession.

## 5–2. Talent management and the Career Program Proponency

Talent management is vital to optimize the talents and abilities of Army Civilians throughout the Army civilian human capital life cycle. Talent management leverages SHCP, Strategic Workforce Plan, and competency assessments to assist with the identification and development of potential successors to Army leadership positions. The CPP enables talent development by providing defined career paths for functional proficiency, training plans, and developmental opportunities and is requisite to the talent management process.

#### Section II

## **Army Civilian Talent Management**

#### 5-3. Army civilian leader talent management

This management is the means by which the Army prepares its senior Army Civilians to assume those duty positions of greatest responsibility across the Department. The Army Civilian talent management mission is to—

- a. Enable the deliberate development of a diverse cadre of Army Civilian senior leaders with an enterprisewide perspective.
  - b. Develop leadership competencies required to lead people and organizations.
- c. Manage resources and programs to achieve results at the strategic Army-level and in a Joint, interagency, and multinational global environment.

#### 5-4. Senior Enterprise Talent Management and/or Enterprise Talent Management programs

The SETM and/or ETM programs are key components of the professional development program for Army Civilians. These programs are designed to afford selected GS-13 to GS-15 or equivalent senior Army Civilians exceptional opportunities, including professional and leadership development, senior-level and intermediate-level education, experiential learning opportunity or structured self-development. An overview of the SETM and/or ETM nine program components follows with detailed information available at https://www.csldo.army.mil/index.aspx—

a. Enterprise Placement Program and designation as an Army enterprise employee. This component of the SETM program is open only to senior Army Civilians in grade GS-15 or equivalent who apply and are selected as Army enterprise employees (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 through one of two options and attendance at the Defense Senior Leader Development Program. Although participation in EPP option 1 generally will involve a permanent change of duty station, a mobility agreement is not required until an AEE is offered and accepts placement in an Army enterprise position (AEP). Upon EEP option 2, a mobility agreement is not required for detail to an SES position.

- (1) Option 1. AEEs are slated for consideration for an assignment to key GS-15 or equivalent competitive service positions designated as AEPs. AEPs are specially-designated jobs, located Armywide, at all command/organization levels in a variety of career fields and disciplines, for which we need our most talented senior Army Civilian leaders. Service in an AEP is designed to challenge the assigned AEE, adding breadth and depth to the employee's skills and capabilities. This option enhances organizational efficiency by ensuring selecting officials are presented a wide variety of "high-speed" candidates to hire from, reducing "underlap" with improved knowledge transfer between transitioning personnel and accomplishing more timely vacancy forecasting and succession planning.
- (2) Option 2. Selecting officials may consider AEEs for an SES detail assignment of up to 1 year. This option 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.
- b. Project-based senior enterprise talent management temporary duty assignments. 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 career broadening experience. This SETM module consists of a temporary duty (TDY) assignment to work on a special project nominated by a command or organization as part of a working group or to fill a critical 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.
- c. Senior service college. SSC is the apex of Army professional development and prepares senior Army Civilian students for positions of significant responsibility in the DOD and the Army. This 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 Dwight D. Eisenhower School for National Security and Resource Strategy (acquisition or nonacquisition course). 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. Upon completion of the program, graduates are placed in duty positions intended to leverage the competencies fostered at the SSC and 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 and continued service agreement. Distance learning SSC applicants opting to be a part of the GPP also must complete a mobility agreement and continued service agreement. 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 SSC is limited to the number of slots the Army War College and Eisenhower School allocate for Army Civilians. See AR 350–1 for additional information.
- d. Defense Senior Leader Development Program. DSLDP is open to senior Army Civilians in grades GS-14 and GS-15 or equivalents. DSLDP is the premier DOD Civilian leadership program. DSLDP is a 2 year comprehensive educational and developmental program designed to inculcate in participants the enterprisewide perspective needed to lead organizations and programs, and to achieve results in the Joint, interagency and multinational environments. The number of DSLDP applicants nominated is limited by the DOD quota allocation. See AR 350-1 for additional information.
- e. Army Senior Civilian Fellowship. This component of the SETM Program is limited to senior Army Civilians in grades GS-14 and GS-15 or equivalents. Army Senior Civilian Fellowship (ASCF) affords participants, known as "fellows," the opportunity to engage in postgraduate study of issues of importance to the Army, DOD, and the 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 and at locations where the Army most needs their capabilities. See AR 350-1 for additional information and application procedures.
- f. Enterprise Talent Management shadowing assignments. 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 their daily work environment for up to 20 working days.
- g. Enterprise Talent Management temporary duty assignments. 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 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. The number of applicants who may be considered and selected for participation in ETM TDY is based on Army resources and needs.
- h. Enterprise Talent Management Command and General Staff Officers Course. The ETM Command and General Staff Officers Course (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. Following a 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. Participation benefits include an increased knowledge of the operational and tactical Army and preparation for the challenges faced in a dynamic and complex global environment. See AR 350–1 for additional information and application procedures.

i. Enterprise Talent Management Executive Leader Development Program. The ETM ELDP module is a DOD program open to Army Civilians in grades GS–12 and GS–13 or equivalents. An ETM ELDP participant attends 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 enterprisewide experience; a greater understanding of the DOD mission and culture; and leadership training that parallels selected military training and ensures cross component exposure.

#### Section III

## **Succession Planning**

## 5-5. Overview

Succession planning is a systematic approach to building a functional and leadership pipeline or talent pool for sustainable leadership and technical continuity. Succession planning develops potential successors in ways that best fit their strengths, identifies the best candidates for categories of positions, and concentrates resources on talent development. While outcomes of the CPP are requisite to the succession planning process, the Army enterprise and commands are inherently the succession managers due to their ownership of Army positions. Continuous collaboration and consultation between career program and command leadership is critical to effective command succession management.

## 5-6. Objective

The objective of succession planning is to develop and sustain a diverse cadre of highly capable, high-performing, and results-oriented Army Civilian leaders to lead effectively in increasingly complex environments, ensure continuity of leadership, and maintain a learning organization that drives transformation and continuous improvement across the Army enterprise.

#### 5-7. Succession planning and leadership

Succession planning affords senior leaders with an opportunity to strategize and redefine how to accomplish future missions, address challenges such as diversity, recruitment, and retention, and ensure continuity of critical operations. Succession plans are most effective when senior leaders are personally involved, hold themselves accountable for growing leaders through a rigorous and disciplined process, and seek advice from the HR community.

## 5-8. Succession planning and merit principles

Succession planning must apply and adhere to merit principles and avoid preselection. An approach to avoid preselection is to create a talent pool and establish an open, competitive process to become a part of that talent pool. Evaluate employees against specific requirements for leader positions by assessing competencies, training, education, and developmental assignments—

- a. Focus on preparing broad pools of candidates (not hand-picked staff) for higher level leadership responsibilities, not specific positions.
  - b. Aim to help all employees improve their skills.
  - c. Do not guarantee promotions, pay raises, or other specific benefits for participating in succession planning programs.
  - d. Provide wide and open access to all employees who seek TE&PD opportunities.

## 5-9. Succession planning process

The basic process of formal succession planning can be accomplished with minimal budget requirements. An organized, focused approach typically employs a succession planning committee comprised of senior leaders and selected HR representatives. This committee should set and follow rules for the process to ensure confidentiality, adherence to merit principles, and a primary focus on employee development. The succession planning process steps are as follows:

- a. Step one. List critical positions and project vacancy risk.
- b. Step two. Discuss future needs.
- c. Step three. Analyze gaps in the talent pool.
- d. Step four. Develop strategies to close the gaps.
- e. Step five. Annually evaluate progress and revisit plans.

#### **Section IV**

#### **Mentoring and Coaching**

#### 5-10. Overview

Mentoring and coaching are valuable tools to promote technical and leadership skill development and to inculcate the Army profession. Mentoring focuses specifically on providing guidance, direction, and career advice. Coaching places emphasis upon maximizing the potential of Army Civilians by enhancing self-perceptions, self-confidence, and creative drive, and by fostering employee engagement. These tools may be implemented formally or informally as either standalone programs or integrated into existing training and development programs.

## 5-11. Mentoring

Mentoring is a voluntary developmental relationship that can effectively help Army professionals acquire the professional expertise and the conceptual and team-building skills necessary to meet the current and future Army mission. Mentoring takes place when the mentor provides a less experienced leader with advice and counsel over time to help with professional and personal growth. Mentorship is generally characterized by the following:

- a. The developing leader or mentee often initiates the relationship and seeks counsel from the mentor.
- b. The mentor takes the initiative to check on the well-being and development of the mentee.
- c. Mentorship affects personal development (maturity and interpersonal and communication skills), as well as professional development (technical, leader, and experiential knowledge).
- d. The strength of the mentoring relationship relies on mutual trust and respect. Mentees carefully consider assessment, feedback, and guidance; these become valuable for growth to occur.

#### 5-12. Coaching

Coaching relies primarily on teaching and guiding to bring out and enhance the potential already present. Army leaders and supervisors who coach provide frequent informal feedback and timely, proactive, formal counseling to regularly inspire and improve subordinates. The coach and the employee being coached discuss strengths, weaknesses, and courses of action to sustain or improve. Coaches use the following guidelines:

- a. Focus goals. This requires the coach to identify the purpose of the coaching session. Expectations of both the person being coached and the coach need to be discussed. The coach communicates to the individual the developmental tasks for the coaching session, which can incorporate the results of the individual's competency assessment or a multisource assessment and feedback survey.
- b. Clarify the leader's self-awareness. The coach works directly with the employee to define both strengths and developmental needs. During this session, the coach and the individual communicate perceived strengths, developmental needs, and focus areas to improve performance. Both the coach and the individual agree on areas of developmental needs.
- c. Uncover potential. The coach facilitates self-awareness of the employee's potential and developmental needs by guiding a discussion with questions. The coach actively listens to how the employee perceives potential. The aim is to encourage the free flow of ideas. The coach also assesses the employee's readiness to change and incorporates this into the session.
- d. Eliminate developmental barriers. The coach identifies competency gaps with the individual and especially those competencies that may hinder self-development. It is during this step that the coach helps the employee determine how to overcome challenges or barriers to development and how to implement an effective plan to improve the employee's overall performance. The coach helps the individual identify potential sources of support for implementing an IDP or an action plan.
- e. Develop action plans and commitment. The coach and the employee develop an IDP or an action plan defining actions that can improve performance within a specific period. The coach utilizes a career map to communicate those self-directed activities the individual can accomplish to improve their performance in a particular competency.
- f. Follow-up. A follow-up should occur after the initial coaching session. After the initial coaching, participants should provide feedback concerning the effectiveness of the assessment, the usefulness of the information they received, and progress.

## Chapter 6 Army Intern Program

#### Section I

Overview

## 6-1. Introduction

The Army intern program is a significant enabler to achieve a capabilities-based civilian workforce and a critical component of SHCP. The Army intern program replenishes the technical and functional expertise of the Army Civilian Corps by developing professionals with the right skills to meet future mission and leadership requirements. The ACTEDS Intern program is an effective means to attract, acquire, develop, and retain an essential pipeline of well-trained, capable, and diverse civilian personnel. In order to ensure the Army continues to manage ACTEDS interns as a strategic resource, the implementation of efficient and effective management strategies is imperative.

#### 6-2. Synopsis

The Army intern program is a two-year, full-time, entry-level, permanent civilian training and development program available to all career programs. The Army annually allocates ACTEDS intern positions based upon forecasts and future Army mission requirements. An MITP, established for each career program, defines the comprehensive on-the-job and formal training requirements. As a strategic resource, every ACTEDS Interns signs a mobility agreement. The end result of the internship is the placement of an Army Civilian with the right skills, at the right time, and at the right place to meet the priority needs of the Army.

## 6-3. Types of Army entry-level professional development programs

These types of professional development programs are often referenced in terms of funding as follows:

- a. Army Civilian Training, Education and Development System-funded. An ACTEDS-funded entry-level program participant is centrally funded by the Army and is assigned to the ACTEDS student table of distribution and allowances managed by ASA (M&RA). ACTEDS-funded programs—
  - (1) ACTEDS Army intern.
- (2) OPM manages the Presidential Management Fellow (PMF) Program for all Federal agencies. The Army selects, appoints, and hires PMF finalists. After satisfactory completion of this 2-year leadership development program, PMFs convert to the competitive service and may be noncompetitively promoted to permanent positions at the target grade of GS-12.
- b. Locally-funded. A locally-funded entry-level program participant is funded by the employing activity and is assigned to the table of distribution and allowances of the same employing activity. At the discretion of the commander, locally funded programs may include the following:
  - (1) Local Army intern.
- (2) Functional trainee. A functional trainee receives on-the-job training and other training deemed necessary to perform a specific job. A functional trainee is not reported as an intern.

#### Section II

#### Army Civilian Training, Education and Development System Intern Enterprise Program Management

## 6-4. Army Intern Executive Resources Board

The AIERB is an intra-component (Army departmental) board whose purpose is to oversee prioritizing, forecasting, and allocating ACTEDS intern positions across the Army to ensure appropriate use of scarce resources and their alignment with Departmental strategic direction, considering anticipated program and mission requirements, and other relevant criteria and factors. The DASA (CP) may invite co-chair(s) and/or delegate responsibility for running the AIERB. The AIERB will be chaired by the DASA (CP) and will be comprised of Director of CHRA, command G-1s at the SES level, or their designated representatives, and FCRs. The AIERB will—

- a. Propose use of the proposed ACTEDS intern allocations to best meet the strategic requirements of the Army.
- b. Resolve disputes between FCRs and commands based on the proposed ACTEDS intern allocation issued by DASA (CP).
  - c. Recommend the final ACTEDS resource allocation for interns to the ASA (M&RA).
  - d. Recommend changes to the policy and procedures for managing ACTEDS interns as a strategic asset.

#### 6-5. Army Civilian Training, Education, and Development System recruitment cell

The CHRA North Central Region ARC is responsible for centrally recruiting ACTEDS interns worldwide and for extending job offers to selectees with the exception of Defense Civilian Intelligence Personnel System (DCIPS) recruitment. For DCIPS recruitment, the ARC equivalent is the CHRA West Region. The North Central ARC and CHRA West Region ARC equivalent—

- a. Coordinates with FCRs to determine recruitment methods and to develop and execute a recruitment plan for ACTEDS interns.
- b. Clears special placement programs, reviews transcripts, verifies appointment eligibility, and issues referrals of eligible ACTEDS intern candidates to FCRs.
- c. Extends job offers, coordinates entrance on duty (EOD) dates, and secures other required documentation from entering ACTEDS interns.

## 6-6. Army Civilian Training, Education, and Development System intern manager

Each FCR identifies a career program intern manager. An intern manager assists the FCR with the enterprise management and oversight of assigned interns and is the principal point of contact for the DASA (CP) CCPD. The identified CP intern manager may be one of the career program CPMs or another staff member of the CPPO.

## 6-7. Army Civilian Training, Education and Development System intern

An ACTEDS intern enters the program at the GS-05 or GS-07 level or equivalents with few exceptions. An ACTEDS intern—

- a. Completes comprehensive on-the-job and formal training requirements prescribed by the MITP of their designated career program. Upon satisfactory completion of the program, these requirements confer eligibility for noncompetitive promotion to the full-performance level, generally GS-09 or GS-11 or equivalents.
- b. Signs a mobility agreement as a condition of employment and is centrally-funded by HQDA. An ACTEDS intern is permitted a maximum of 24 months to complete the MITP as defined by their career program. The centralized funding covers salary, benefits, required training, and travel costs.

#### 6-8. Forecasting and allocations

The Army ACTEDS intern forecasting and allocation process begins with an Army forecast. The forecast is adjusted with recommendations from FCRs and command G-1s. The allocation process culminates with an AIERB and subsequent ASA (M&RA) approval of the final intern allocations. The process steps are as follows:

- a. Preliminary allocations. DASA (CP) retrieves data annually from the Civilian Forecasting System Intern Forecasting Module to facilitate intern projections by command, career program, and occupational series for the next fiscal year. DASA (CP) prepares preliminary intern allocation projections based on analysis of this data. The DASA (CP) further advises the FCRs on known trends or budget restrictions potentially affecting intern requirements. DASA (CP) concurrently provides this information to command G-1s, who will be encouraged to collaborate with FCRs to identify necessary adjustments.
- b. Reconciliation. The FCRs work with their functional counterparts at the command level, who subsequently coordinate adjustment recommendations with their command G-1s. Each command G-1 provides the FCRs with their recommendation(s) for adjustments to the preliminary intern allocation. The intern allocation adjustment recommendations will be based on documented current and forecasted future staffing needs and the command's capability to train the interns. After coordinating with the command G-1s, the FCRs will consolidate requirements and provide DASA (CP) a revised estimate of the number of ACTEDS intern allocations required by their CP, indicating the planned distribution by command, location, and projected month of entry.
- c. Final proposal. DASA (CP) evaluates the revised career program estimates of consolidated requirements with consideration of ACTEDS funding. DASA (CP) issues the proposed ACTEDS intern allocations for each career program by command for consideration by the AIERB. DASA (CP) concurrently releases the proposed intern allocations to the FCRs and command G-1s.
- d. Recommendation and approval. DASA (CP) convenes an AIERB to finalize the ACTEDS intern resource allocations recommendations for ASA (M&RA) approval. Upon ASA (M&RA) approval, DASA (CP) releases the final ACTEDS intern allocations to FCRs, commands, and the CHRA North Central Region ARC. See paragraph 6–4 for AIERB details.
- e. Execution and reallocation. FCRs fully execute their ACTEDS intern allocations on behalf of commands and, in coordination with commands, initiate recruitment actions to the ARC. DASA (CP), in coordination with FCRs, will propose to the ASA (M&RA) options to reallocate ACTEDS intern authorizations that are not timely filled by other CPs.

#### 6-9. Recruitment

The ARC is responsible for centrally recruiting ACTEDS interns worldwide and for extending job offers to selectees. Prior to initiating an action to recruit ACTEDS interns, the ARC will coordinate with FCRs to determine recruitment sources for ACTEDS intern positions. Recruitment sources—

- a. Targeted outreach. ASA (M&RA) encourages the FCRs, in coordination with commands, to provide recruiters at job fairs or other scheduled campus outreach events in order to assist the ARC in soliciting applicants. FCRs submit request for personnel actions (RPAs) via an online portal to the ARC for ACTEDS intern vacancies associated with targeted outreach locations. Upon receipt of RPAs, the ARC prepares the vacancy announcement(s) in accordance with established procedures and policy.
- b. Other. Sources other than targeted outreach, such as internal merit promotion, also allows for recruitment. FCRs will submit RPAs via an online portal to the ARC for ACTEDS intern vacancies they desire to fill from the identified source. Upon receipt of an RPA, the ARC will prepare the vacancy announcement(s).

Note: Additional policy and procedural guidance are available at the ARC Web site (http://ncweb.ria.army.mil/dainterns/managers.aspx).

#### 6-10. Selection

The FCR coordinates and conducts the selection process with the employing command and support from the ARC via the following process:

- a. Referral list. The ARC will clear special placement programs, review transcripts, verify appointment eligibility, and issue referrals of eligible candidates to the FCR that initiated the RPA. The ARC will clear the DOD Priority Placement Program and DOD Reemployment Priority List as required for each RPA for initial hiring into the ACTEDS Intern Program. Because the ACTEDS intern program is a formal training program, there is no requirement to again clear the priority placement program and Reemployment Priority List for promotions and placements up to the specified full performance level for the ACTEDS intern position.
- b. Selection panel. The sponsoring FCR will coordinate and conduct centralized ACTEDS intern selection panels and/or deliberations with the commands. DASA (CP) must be notified of any deviations from this centralized strategy—
  - (1) Panels must include command representatives, and functional subject matter experts.
  - (2) The FCR, in coordination with commands, will notify the ARC and DASA (CP) CCPD of each selection.
- a. Selection. The ARC will extend job offers, coordinate EOD dates, and secure other required documentation. EOD dates will be set consistent with the ASA (M&RA) approved plan, to the extent practicable. The ARC will inform the applicable CP FCR, the DASA (CP), and the employing command of the start date for each ACTEDS intern.
- b. Permanent change of station. When required for initial appointment into the ACTEDS intern program, the intern's employing organization (the "report to" duty location the ACTEDS intern) will submit permanent change of station (PCS) orders to DASA (CP) for funding. Once DASA (CP) has approved the PCS order, it will be returned to the FCR and the ACTEDS intern. PCS orders must be submitted to DASA (CP) at least 30 days before the ACTEDS intern's EOD. If PCS orders are not processed at least 30 days prior to the intern EOD, the employing organization must notify DASA (CP) and the ARC to request an extension of EOD.
- c. Onsite. The employing organization hosts ACTEDS interns upon initial appointment and during their development, providing effective on-the-job training in accordance with the applicable MITP. The FCR ensures "Intern Orientations" are conducted during the on boarding of new interns to acculturate them to Army and career program employment. While an intern is onsite, the FCR—
  - (1) Maintains cognizance of the intern population.
  - (2) Monitors each intern's progress in accordance with MITP.
  - (3) Authorizes training and development resources necessary to facilitate completion of the MITP.
- (4) Maintains communication with command and DASA (CP) to identify and assist in reconciling personnel, performance, or training issues.

#### 6-11. Graduate placement

Consistent with the terms of the mobility agreement signed prior to EOD, ACTEDS interns will, upon successful completion of their MITP, be placed in a permanent position deemed to best fulfill the priority mission needs of the Army.

a. FCRs are responsible for monitoring each ACTEDS intern's progress through the MITP and coordinating timely permanent placement action for graduates. The goal is for FCRs to identify a permanent placement for each graduating ACTEDS intern approximately 90 days prior to graduation from the intern program. If the permanent placement for the ACTEDS intern is not identified, the following procedures are designed to ensure permanent placement:

- (1) Approximately 6 to 9 months prior to anticipated completion of the MITP, the FCR will obtain a current resume from each prospective ACTEDS intern graduate within the CP. The FCR will also obtain a statement of the ACTEDS intern's placement preferences and limitations, with the understanding that preferences will be considered but will not be determinative. The FCR, in coordination with commands, will notify the ARC and DASA (CP) CCPD of each selection.
- (2) The FCR will inform commands of impending graduations, make prospective ACTEDS intern's graduate resumes available, and solicit bids for placement of prospective intern graduates from commands.
- (3) Commands seeking to fill vacant mid-level positions should be encouraged to seek candidates from the ACTEDS Intern Program. Commands will submit bids for placement of prospective ACTEDS intern graduates to the FCR as the first step in the process to fill their mid-level vacancies. The FCR will, in coordination with commands, evaluate bids and make final intern placement decisions, typically not later than 90 days prior to completion of the MITP. Commands are authorized to announce and fill mid-level positions in series covered by the ACTEDS intern program only after coordinating with applicable FCRs for concurrence.
- (4) When required for permanent placement, the employing and/or gaining organization at the intern's initial duty location will submit PCS orders to DASA (CP) for funding. Once DASA (CP) has approved the PCS order, it will be returned to the intern's employing and/or gaining organization and the ACTEDS intern. PCS orders must be submitted to DASA (CP) at least 30 days before the effective date of the ACTEDS intern's permanent placement in order to ensure timely funding.
- b. If the FCR is unable to identify appropriate placement within 90 days of intern graduation, the FCR will request assistance from DASA (CP). DASA (CP) will contact the CHRA to freeze vacancies of like series and grades for placement of graduating ACTEDS interns. If a placement position is confirmed, CHRA will notify the DASA (CP), who will coordinate the selection decision with the FCR and gaining and/or losing commands. DASA (CP) is authorized, in coordination with FCRs and the CHRA, to direct the placement of surplus ACTEDS interns in appropriate Armywide vacancies.
- c. If no position is identified as a result of freezing vacancies, DASA (CP) may grant approval to continue to carry the ACTEDS intern on the centralized ACTEDS intern account for up to 120 days beyond the initial 2 years in order to afford limited additional time to place the graduated intern. An ACTEDS intern is an Army employee and the internal placement of an ACTEDS intern graduate into an Army position should not be subject to an ongoing "hiring freeze" or hiring restriction. An ACTEDS intern does not add to the overall civilian strength of the Army.
- d. The above graduate placement process will be accomplished in accordance with the terms of applicable collective bargaining agreements and statutory labor relations obligations.

## 6-12. Post-graduation

The FCR monitors the continued progress and development of graduate interns. The FCR will maintain longitudinal demographic data (for example, promotions, educational status, and retention rates) in order to determine the effectiveness of the MITP and how the program facilitates transition into other leadership development (for example, SETM), when appropriate.

## **Section III**

#### **Army Intern Program Management**

#### 6-13. Army intern vacancy announcements and selections

An Army intern position may be announced at any entry-level. The recommended highest entry grade for ACTEDS interns is GS-07 and for PMFs is GS-09. The normal target grade for ACTEDS interns is GS-11. A target grade above GS-11 must obtain prior approval by DASA (CP) CCPD and the FCR. For PMFs, the target grade is GS-12. Refer to the ARC for authoritative ACTEDS intern vacancy announcement and selection requirements.

#### 6-14. Master Intern Training Plan

The intern prepares an IDP within 30 days of entry on duty. The baseline for the intern IDP is the MITP. The MITP is a part of each ACTEDS plan and provides an Army intern with a detailed training plan consisting of on-the-job developmental assignments and the technical training necessary to prepare the intern for the target grade level. The supervisor should customize the plan to meet both the needs of the career program and the organization. Each intern IDP will be different based upon the organization, functions, and projected permanent placement. The supervisor approves the IDP after consultation with the CCPM (or ACPM is applicable).

## 6-15. Performance and recognition

- a. An intern will receive a performance rating in accordance with AR 690–400, chapter 4302 or equivalent rating system. Raters should establish performance objectives aligned to the on-the-job developmental assignments and the technical training to be accomplished based upon the MITP and the IDP.
- b. An intern may be recognized with a monetary or nonmonetary award in accordance with AR 672–20. Army ACTEDS funds will not be used for monetary awards.

## 6-16. Inability to meet performance requirements

The supervisor is responsible to address an intern's inability to meet performance requirements. The nature of the problem, whether poor job performance, failure to complete training, or an act of misconduct or delinquency, determines the supervisor's course of action. Consult with the servicing CPAC for assistance in addressing performance issues.

#### 6-17. Promotion requirements

The completion of a 52-week time-in-grade requirement must be established before an intern is eligible for promotion to the next higher grade. The completion of time-in-grade requirement does not entitle an intern promotion to the next grade level. In addition to time in grade requirements, a determination is made by the supervisor that the intern has successfully performed at the current grade-level and has the ability to perform at the next higher grade level. The supervisor submits a promotion RPA to the servicing CPAC at least 30 days in advance of the anticipated promotion.

#### 6-18. Extension of an Army internship

An ACTEDS internship may be extended up to an additional 120 days beyond the initial 2 years to cover rare or unusual circumstances or situations. Requests for an ACTEDS internship extension is submitted from the respective FCR to the DASA (CP) CCPD not less than 90 days before the normal promotion or graduation date. The DASA (CP) is the final approval authority.

## 6-19. Overtime funding

ACTEDS funds may only be used to fund overtime for ACTEDS interns traveling to and/or from training. Command and/or local funds must be used to fund all other types of overtime. The rules on travel hours of work depend on whether an employee is covered by or exempt from the Fair Labor Standards Act (FLSA). Contact the servicing CPAC for additional FLSA information.

#### 6-20. Permanent change of station

ACTEDS funding is limited to one PCS move per intern, either at the beginning or at the end of the 2-year funding limitation. This rule does not apply to graduating ACTEDS interns that require placement assistance outside of their training command. FCRs, as "selecting officials," will advise interns of PCS entitlements accordingly.

# 6–21. Army Civilian Training, Education, and Development System interns outside the continental United States

ACTEDS interns are not prohibited from placement outside the continental United States (OCONUS). However, the sponsoring command, FCR and/or CPPO staff, and ultimately the ARC must clearly advise the prospective OCONUS intern as to the employment implications of an OCONUS duty location. Additional information is available from the ARC.

#### 6-22. Intern reduction-in-force guidance

ACTEDS interns are placed in a separate competitive area for reduction-in-force purposes. Contact the servicing CPAC for additional information.

#### **Section IV**

#### **Army Presidential Management Fellows Program**

## 6-23. Overview

The Army PMF Program is a flagship leadership development program at the entry level for advanced degree candidates. This program was created more than three decades ago by Executive Order 13562. The program attracts and selects the best candidates possible and is designed with a focus to develop a cadre of potential Government leaders. DASA (CP) centrally manages and funds the Army PMF Program.

#### 6-24. Program execution

- a. OPM manages the PMF Program for all Federal agencies. The Army PMF Program Office solicits applicants annually (during the fall) via USAJOBS (http://www.usajobs.gov). To become a PMF, the participant must have completed an advance degree (masters, doctorate, or professional) from an accredited college or university within 2 years of the application announcement. A PMF finalist is selected based upon the evaluation of the candidate's application and a structured assessment center process that includes an evaluation of the candidate's oral and writing skills and abilities.
- b. A list of PMF finalists is published on the PMF Web site at (http://www.pmf.gov). The OPM PMF Office hosts a job fair for all current finalists and participating agencies. The Army PMF coordinator for each agency solicits and approves the invitations for participation in the job fair. The Army PMF coordinator is DASA (CP) CCPD.
- c. Federal agencies have the discretion to hire PMFs at the GS-09, GS-11, or GS-12 grade level. The GS-12 grade-level is the highest grade level available for ACTEDS funding support eligibility (such as, a PMF hired as a GS-09 with a target grade of GS-12 will be funded by ACTEDS for 24 months; a PMF hired at GS-11 or GS-12 with a target grade of GS-12 or GS-13 respectively will only be funded for 12 months). No exceptions will be granted to extend the ACTEDS funding.
- d. PMFs sign a mobility agreement as a condition of employment. This agreement confirms permanent placement upon successful completion of the training program. If a position for permanent placement is not available at the training site, organizations are responsible for identifying alternative placement within the command prior to contacting DASA (CP) for assistance.
- e. PMFs must complete mandatory training identified by OPM and the specific training identified in the ACTEDS MITP as appropriate for the position. At the end of the 2-year training, the supervisor must certify successful completion of the PMF requirements by submitting an OPM Form 1303 (Presidential Management Fellows (PMF) Program Executive Resources Board (ERB) Certification Form) to DASA (CP) CCPD. Final approval from the ERB is required before submitting an RPA to the servicing CPAC for conversion of the PMF to the competitive service.

## Appendix A

#### References

#### Section I

### **Required Publications**

#### AR 350-1

Army Training and Leader Development (Cited in para 3–12.)

#### AR 672-20

Incentive Awards (Cited in para 6–15b.)

#### AR 690-400

Chapter 4302 Total Army Performance Evaluation System (Cited in para 6–15a.)

#### Section II

#### **Related Publications**

A related publication is a source of additional information. The user does not have to read it to understand this publication. DOD publications are available at http://www.dtic.mil/whs/directives/. CFRs are available at https://www.gpo.gov/fdsys/browse/collectioncfr.action?collectioncode=cfr.

#### ADP 1

The Army

#### **ADRP 6-22**

Army Leadership

#### AR 11-2

Managers' Internal Control Program

#### AR 15-39

Department of the Army Intergovernmental and Intragovernmental Committee Management Program

## AR 25-30

The Army Publishing Program

#### AR 70-1

Army Acquisition Policy

#### AR 215-3

Nonappropriated Funds Instrumentalities Personnel Policy

## AR 600-3

The Army Personnel Development System

#### AR 600-100

Army Leadership

#### AR 690-12

Equal Employment Opportunity and Affirmative Action

#### AR 690-13

Civilian Intelligence Personnel Management System (CIPMS)-Policies & Procedures

#### AR 690-500, Chapter 532-1

Federal Wage System

#### Army Directive: AD 2015-24

Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program

#### **DODD 1400.35**

DOD Directive Civilian Intelligence Personnel System (DCIPS)

#### DODD 5000.52

Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program

#### **DODI 1400.25, Volume 250**

DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning (SHCP)

## **DODI 1400.25, Volume 2010**

DoD Civilian Personnel Management System: Defense Civilian Intelligence Personnel System (DCIPS) Professional Development

#### **DODI 1430.02**

Civilian Career Management

#### **DODI 1430.16**

**Growing Civilian Leaders** 

#### **DODI 1430.25, Volume 410**

DoD Civilian Personnel Management System: Training, Education, and Professional Development

#### **DODI 5000.66**

Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program

## **Executive Order 13562**

Recruiting and Hiring Students and Recent Graduates (Available at https://www.whitehouse.gov/the-press-of-fice/2010/12/27/executive-order-13562-recruiting-and-hiring-students-and-recent-graduate.)

## Federal Wage System Job Grading System

(Available at https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-federal-wage-system-positions/fwsintro.pdf.)

#### Green Book

Our commitment to the Army of the future (2014)

(Available at http://www.ausa.org/publications/digital/documents/green-book-

2014/files/html5/index.html.)

#### **Joint Travel Regulations**

Available at http://www.defensetravel.dod.mil/site/travelreg.cfm.)

#### Partnership for Public Service

Preparing the People Pipeline – A Federal Succession Planning Primer

(Available at http://ourpublicservice.org/publications/viewcontentdetails.php?id=90.)

## 10 USC 87

Defense Acquisition Workforce

## 10 USC 1601

Civilian intelligence personnel

#### 5 CFR

Administrative Personnel

#### 5 CFR 362

Pathways programs

#### 5 USC 2301

Merit system principles

(Available at https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/occupationalhandbook.pdf.)

#### Section III

#### **Prescribed Forms**

This section contains no entries.

## **Section IV**

## **Referenced Forms**

Unless otherwise indicated, DA Forms are available on the Army Publishing Directorate Web site (http://www.apd. army.mil/); OPM Forms are available from the OPM Web site (http://www.opm.gov/forms/opm-forms/).

#### **DA Form 11–2**

Internal Control Evaluation Certification

## **DA Form 2028**

Recommended Changes to Publications and Blank Forms

## OPM Form 1303

Presidential Management Fellows (PMF) Program Executive Resources Board (ERB) Certification Form

## Appendix B

#### **Internal Control Evaluation**

#### B-1. Function

The function of this evaluation is to ensure effective implementation of Army Career Program Management.

## B-2. Purpose

The purpose of this evaluation is to provide feedback to key stakeholders regarding compliance with the procedures specified in this regulation.

#### B-3. Instructions

Answers must be based upon actual testing of key internal controls such as document analysis, direct observation, interviews, sampling, and simulation. Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These internal controls must be evaluated by each career program annually and by DASA (CP) every 5 years. Certification that this evaluation has been conducted must be accomplished on DA Form 11–2 (Internal Control Evaluation Certification).

## B-4. Test questions

- a. Is ACTEDS plan reviewed annually? A major ACTEDS plan revision occurs every 5 years? Is MITP relevant and preparing Army interns for future Army command mission requirements?
- b. Are TE&PD requirements and objectives directly attributable to closing competency gaps? To future command mission requirements?
  - c. Is a CPPB held at least once annually?
  - d. Is the CPPB charter current and approved by the appropriate approval authority?
- e. Does the CPPO maintain a list of recommendations the CPPB made since the last charter approval date and their disposition (adopted, partially adopted, rejected, or pending review)?
- f. Does CPPO demonstrate efficient stewardship of ACTEDS training resources? Execute 85 percent or more of its programmed ACTEDS resources?
  - g. Does the selection processes for TE&PD opportunities apply merit principles?
- h. Does the career program successfully execute 90 percent or more of its approved annual ACTEDS intern allocations? Does FCR and/or CPPO actively collaborate with commands during the annual ACTEDS intern allocation process?
  - i. Is CPPO communicating regularly with their career program careerists?
- *j.* Does the CPPO maintain situational awareness and publish annually the number of career program careerist with upto-date IDPs? Encourage their careerists to update their IDPs once a year?

#### B-5. Supersession

Not applicable.

#### B-6. Comments

Help make this a better tool for evaluating internal controls. Submit comments to the ASA (M&RA), 111 Army Pentagon, Washington, DC 20310–0111.

## **Glossary**

#### Section I

#### **Abbreviations**

#### **AAW**

Army Acquisition Workforce

#### ACF

acquisition career field

#### ACOM

Army command

## **ACPM**

activity career program manager

#### ACSIM

Assistant Chief of Staff for Installation Management

#### ACT

Army Career Tracker

## **ACTEDS**

Army Civilian Training, Education, and Development System

#### ADCS

Assistant Deputy Chief of Staff

#### **AEE**

Army enterprise employee

#### **AEP**

Army enterprise positions

## **AIERB**

Army Intern Executive Resources Board

#### AMC

U.S. Army Materiel Command

## **ARC**

ACTEDS Recruitment Cell

## ASA (M&RA)

Assistant Secretary of the Army (Manpower and Reserve Affairs)

#### ASCC

Army service component command

#### **ASCF**

Army Senior Civilian Fellowship

#### **CCPD**

Civilian Career Proponency Division

#### **CCPM**

command career program manager

#### **CFCM**

component functional community manager

#### CGSOC

Command and General Staff Officers Course

#### **CHRA**

Civilian Human Resources Agency

## **CPAC**

civilian personnel advisory center

#### **CPM**

career program manager

#### **CPP**

Career Program Proponency

#### CPPB

career program planning board

#### **CPPO**

career program proponency office

## **CWG**

competency work group

#### DA

Department of the Army

#### **DACM**

director, acquisition career management

## DASA (CP)

Deputy Assistant Secretary of the Army (Civilian Personnel)

#### DAWIA

Defense Acquisition Workforce Improvement Act

#### DCIPS

Defense Civilian Intelligence Personnel System

#### DCS

Deputy Chief of Staff

## DOD

Department of Defense

## DODD

Department of Defense directive

## DODI

Department of Defense instruction

## DRU

direct reporting unit

#### DSI DP

Defense Senior Leader Development Program

#### ELDP

**Emerging Leader and Development Program** 

## **EOD**

entrance on duty

#### **EPP**

**Enterprise Placement Program** 

#### **ERB**

**Executive Resources Board** 

#### **ETM**

emerging talent management

## FC

functional chief

## **FCR**

functional chief representative

#### **FLSA**

Fair Labor Standards Act

#### **FORSCOM**

U.S. Army Forces Command

#### FWS

Federal Wage System

#### **GPP**

graduate placement program

#### GS

general schedule

#### HO

headquarters

#### **HQDA**

Headquarters, Department of the Army

#### IDP

individual development plan

#### **IFM**

intern forecasting module

## **IMCOM**

U.S. Army Installation Management Command

#### **IPMO**

Intern Program Management Office

## **MEDCOM**

U.S. Army Medical Command

#### MITP

master intern training plan

#### MOU

memorandum of understanding

## **MTP**

master training plan

## **OCONUS**

outside the continental United States

#### **OFCM**

**OSD Functional Community Managers** 

#### **OMB**

Office of Management and Budget

#### **OPM**

Office of Personnel Management

#### OSD

Office of the Secretary of Defense

#### **PCS**

permanent change of station

## **PMF**

Presidential Management Fellow

#### **POM**

program objective memorandum

#### PPP

**Priority Placement Program** 

#### **RPA**

request for personnel action

#### SES

senior executive service

#### **SETM**

senior enterprise talent management

#### **SHCP**

Strategic Human Capital Planning

#### SSC

senior service college

#### **TDA**

table of distribution and allowances

#### TDY

temporary duty

#### TE&PD

training, education, and professional development

#### TRADOC

U.S. Training and Doctrine Command

#### **USACE**

U.S. Army Corps of Engineers

#### WG

working group

#### Section II

## **Terms**

#### Activity career program manager

At the discretion of the commander or agency head based upon command size, structure, geographic dispersion, and/or workforce composition, an ACPM is appointed as the Army Civilian career program official within their organization for their designated career program and supports the CCPM.

#### **Army Career Tracker**

ACT is a single aggregated source for assignment history, experience, skills, education, civilian acquired skills, interests and extended relationships. As a leader development tool, it integrates data on training, education, and experiential learning from a number of source systems into one personalized and easy to use interface, provides users a more efficient and effective way to monitor their career development, allows supervisors to track and advise employees on their leadership development and career program managers the ability to reach their geographically dispersed careerists. ACT is the Army's authoritative source for the IDP.

## Army Civilian Training, Education and Development System

ACTEDS provides a framework for progressive, systematic approach to technical, professional, and leadership training, education, and professional civilian career development throughout the human capital life cycle.

#### Army Civilian Training, Education and Development System plan

An ACTEDS plan is a requirement for each career program; it guides the organizational, occupational, and individual growth of an Army Civilian through the full spectrum of the civilian human capital life cycle and contains a progressive series of TE&PD opportunities and assignments. An ACTEDS plan documents the functional and leadership TE&PD opportunities eligible for ACTEDS funding support.

#### Career ladder

A graphic depiction of grade progression within a career program and the associated position titles and organizational level at each grade. A ladder documents, by grade, the sequential progression of each occupational series within the career program.

#### Career map

A documented source that provides employees comprehensive information on all available opportunities for development within the Army that includes specific career paths that define progressive and sequential functional training, professional training and developmental requirements for specific types of careers that are needed for enhancement and promotion. The career map documents the associated training and development at each level of progression that provides the requisite competencies required of the position or grade level.

#### Career program

Specified occupational series and functional fields group together on the basis of population, occupational structure, grade range, and commonality of job and qualification characteristics.

## Career program manager

A CPM is the principal advisor to the FC and/or FCR and executes the day-to-day operations of the CPPO. The CPM operationalizes the CPP strategy and policy requirements.

#### Career program planning board

The CPPB provides the FCR with a systematic process to identify and resolve issues, determine priorities, and make decisions in support of the human capital life cycle, the civilian strategic human capital planning, and succession planning as related to a career program.

#### **Career Program Policy Committee**

The CPPC is a biannual intra-Army departmental committee established to provide a systematic process to identify and resolve issues, determine priorities, and make decisions in support of the CPP. Chaired by the DASA (CP), the members of the CPPC serve as the senior advisory group to recommend career program policy and procedure changes and improvements to the ASA (M&RA).

#### Career program proponency office

The CPPO staff provides direct support to the FCR. The CPPO performs career program activities related to all aspects of the career program administration, management, and budgeting.

## Command career program manager

Under appointment by their commander or agency director and FCR notification, the CCPM is a senior civilian career program official within an ACOM, ASCC, or DRU responsible to contribute to the command SHCP efforts and to support the Army's execution of TE&PD programs and activities for the designated career program. The CCPM provides an essential critical link between command strategic planning and career program TE&PD execution; the CCPM functions as a liaison between the FCR and/or CPPO and the command.

## Competency

An observable, measurable pattern of knowledge, abilities, skills, and other characteristics that individuals need to perform work roles or occupational functions successfully.

#### Competency-based management

A systematic approach to developing, evaluating, and aligning employee competencies with mission and job requirements throughout Army human capital life cycle.

## Component functional community manager

Senior executive-level leader responsible for supporting the execution DOD strategic human capital planning in their respective DOD component career program by working with the OSD, command leadership, manpower and financial management representatives, OSD functional community manager, and human resource strategic advisors.

## **Functional chief**

A FC is the senior career program official at the general officer or senior executive-level responsible for the integration of competency-based training, education, and professional development activities and programs into the human capital life cycle for a designated career program.

#### **Functional chief representatives**

Upon appointment and on the behalf of the FC, the FCR is the senior civilian career program official responsible for the integration and management of competency-based training, education, and professional development activities and programs into the human capital life cycle for a designated career program.

#### **Human capital**

An inventory of skills, experience, knowledge capabilities that drive productive labor within an organization's workforce.

## Individual developmental plan

A document used to record short-range and long-range career goals, the specific competencies, knowledge, skills, and abilities necessary to meet current objectives, and training, education, and other professional development strategies used to develop the desired competencies. In conjunction with a performance plan, the IDP assists in making employee performance more effective in present or future positions and is used for employees below the executive level. The intent of an IDP is to promote career development and continued personal growth.

#### Intern

A candidate who meets all entrance requirements for an entry-level position in a career program and accepts an obligation to complete a highly structured training program and occupy a position with known potential for noncompetitive promotion to the target level.

## Master intern training plan

The MITP is a component of each career program's ACTEDS plan and provides an Army intern with a detailed training plan consisting of on-the-job developmental assignments and the technical training necessary to prepare the intern for the target grade level.

#### Master training plan

The MTP is a component of each career program's ACTEDS plan and provides a career TE&PD plan from entry level to executive level. The TE&PD described within this plan are not intended to be all-inclusive; rather, the MTP shows the range of courses to be considered fir career development planning. TE&PD opportunities listed in the MTP serve as a reference for Army Civilians preparing their IDPs.

## **Strategic Human Capital Planning**

The method by which an organization designs a coherent framework of human capital policies, programs, and practices to achieve a shared vision integrated with the agency's strategic plan. Implementation of the strategic human capital plan is a key step in an organization's progress to build a highly effective, performance-based organization by recruiting, acquiring, motivating, and rewarding a high-performing, top quality workforce. The plan becomes the roadmap for continuous improvement and the framework for transforming the culture and operations of the agency.

#### Strategic workforce planning

The systematic process for identifying and addressing the competency gaps between the workforce of today and the human capital needs of tomorrow.

## **Succession planning**

A systematic approach to building key position and leadership pipelines to ensure workforce continuity. Succession planning develops potential successors in ways that best fit their strengths, identify the best candidates for categories of positions, and concentrate resources on talent development.

## Section III

#### **Special Abbreviations and Terms**

This section contains no entries.