



# Enterprise Civilian Talent Development Programs



# ACCMA

Catalog  
FY24

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## ARMY CAREER TRACKER (ACT)



Army Career Tracker (ACT) is a leadership development tool that integrates training and 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 and functional career managers to track and advise employees on their leadership development. In accordance with Army Regulation (AR 350-1, 10 Dec 2017), Individual Development Plans (IDPs) will be developed and updated annually in the Army Career Tracker (ACT) for all Army Civilians (excluding acquisition workforce).

ACT-Civilian key functionalities:

➤ <https://actnow.army.mil/>

1. *Civilian Home page*: provides the Army Training and Leader Development Division the ability to generate targeted training notices and announcements to all (or select) Army Civilians. The Civilian home page provides links to access resources, news and a Civilian Employee Dashboard.
2. *Civilian Employee Dashboard*: provides a graphic snapshot of employees training and leader development status in comparison to members of its career programs.
3. *Training Notices*: allows employees to select a notice, open it and see the details and create professional and personal goals. Professional and personal goals are then displayed on the employee's Individual Develop Plan.
4. *My Planner*: My Planner is tied to the employee's specific career field, series and grade. It shows completed training and in-progress enrollments. It also shows recommended training based on career field competencies. It allows users to explore their career map and explore career maps of other career programs. From My Planner you can select a course (or competency or skill), search the training catalog and add that course as a goal and add to your IDP.
5. *My Calendar*: My calendar (separate from your daily work calendar) contains your professional and personal goals, events, and enrollments. It indicates to the employee whether goals are on track with a green, amber, red status bar. Employees can hover over any item on the Calendar and receive a pop-up with more detailed information.
6. *My Activities*: My activities is similar to the Calendar but in a more tabular format. It will display course enrollments, self-created events, personal goals, and professional goals. It allows the user to determine who can view certain aspects (i.e. supervisor, mentor, coach, functional career manager). An employee can also create events or personal goals and indicate which ones they want to display on their IDP.
7. *Individual Development Plan*: The IDP provides a standardized template that is populated with the employee's information to include goals, events, assignments, training, etc generated from within ACT and other approved Source Systems. The employee can create, edit, delete, store and print their IDP. Requested training can include cost information such as tuition and expected travel costs. IDP creator has ability to prioritize training requests and training goals can span multiple years (FYs). Supervisors can send originators Notices and set an EVENT on MY CALENDAR (both options) to meet with the employee before approving the IDP. Supervisor can approve

employee's IDP, aggregate their total workforce and use the cost information to support development of organizational training requirements.

8. Career Field Landing Page (home page): The CF landing page is managed by the Functional Community Program Proponent/Content Administrator. From the CF landing page, Functional Community Managers can send targeted information to careerists, or to a specific set of careerists based on grade, series, and duty location. Employees can explore other Functional Community landing pages as desired.
9. Career Map/Professional Development Model (PDM): The PDM is customized to the user who signs in and displays an employee's career map. Controlled by each Career Field, the data provided by the Career Field drives the PDM. In this section employees can also explore all other career maps
10. Find a Course: Employees can search for courses in the consolidated training catalog vice going to several different sites. Employees can set search criteria with keywords, start date, location, type of training (i.e. traditional classroom, distributed learning), etc. Upon finding a course, the system will provide a "deep link" to the source catalog to take the employee to the enrollment process. Employees can "save" searches and the system will provide a "shopping cart" function for employees to store courses as a wish list. This list will be available for employees to view when they return to this section (until deleted by the employee).
11. Supervisor Dashboard: The supervisor dashboard shows the supervisor (and/or mentor), a by name list of employees. It aggregates employee's data, allows the supervisor to drill down on specific individuals, or view all employees. Supervisors can see an employee's career map and individual development plan (once released by the employee to the supervisor).
12. My Journal: My journal provides 3 separate tabs...one for employee's supervisor and mentor, one private for the employee, and one for employees to share with their network. In the journal, employees can share ideas about a variety of subject matters, lessons learned from working on projects, shared knowledge, comments and recommendations about training courses, assignments, career management, etc. It is a network opportunity managed by the employee.
13. Find an Expert/Find a Mentor: Find an expert allows the Army, Career Programs, and employees the ability to search for "self-declared" experts based on skills and competencies to work on task forces, development opportunities, etc. It allows employees to search for mentors for professional development opportunities based on their expertise. It also allows employees to opt out of being a mentor.

## Civilian Education System (CES) & Civilian Human Resource Training Application System (CHRTAS)



The Army Management Staff College (AMSC) educates and develops the Army Civilian Corps for leadership and management responsibilities throughout the Army and serves as Executive Agent for the Army Civilian Education System (CES).

➤ <https://armyuniversity.edu/amsc/EducationalPrograms>

The Civilian Education System (CES) is a progressive and sequential leader development program that provides enhanced educational opportunities for Army Civilians throughout their careers. Army Civilians will become multi-skilled, agile leaders of the 21st Century who personify the Warrior Ethos in all aspects, from warfighting support, to statesmanship, to enterprise management.

CES is required for supervisors and encouraged for aspiring supervisors and leaders.

Most permanent Army Civilians and Local National employees are centrally funded — the Army pays for your tuition, travel, and per diem centrally. It does not come out of your unit budget. Military members, term and temporary employees, and non-Department of the Army employees are funded through their own organizations.

Registration for CES Courses is available through the Civilian Human Resource Training Application System (CHRTAS). CHRTAS is an automated management system that allows you to develop and record your completed training and apply for CES courses. Begin by preparing/updating your profile, which contains critical information needed to successfully process applications. Once this is complete, you can begin to search for courses and apply for training.



# CHRTAS

*Civilian Human Resources Training Application System*

CONTROLLED UNCLASSIFIED INFORMATION (CUI)

CHRTAS is an automated management system that allows you to develop and record your completed training, apply for Civilian Human Resource, and the Civilian Education (CES) courses.

➤ <https://www.atrrs.army.mil/CHRTAS/>

# AMSC EDUCATIONAL PROGRAMS

<https://armyuniversity.edu/amsc/EducationalPrograms>

## Civilian Education System Courses

- [Foundation Course](#)
- [Basic Course](#)
- [Intermediate Course](#)
- [Advanced Course](#)
- [Continuing Education for Senior Leaders - Strategic Leadership](#)
- [Continuing Education for Senior Leaders - Business Transformation](#)

## Supervisor Development

Our Supervisor Development program develops supervisors with knowledge and skills necessary to successfully manage work processes and lead in the Army Environment. This begins with Supervisor 101 for new supervisors, followed by mandatory Supervisor Development Courses for all civilian and military personnel who supervise Army Civilians.

- [Supervisor 101](#)
- [Supervisor Development Course](#)
- [Supervisor Development Course - Refresher](#)
- [Supervisor Development Course - Executive Level](#)

## Self-paced Online Learning

We offer flexible, distributed learning opportunities for Army Professionals to become more effective action officers, organizational leaders, and managers.

- [Action Officer Development Course](#)
- [Organizational Leader Development Course](#)
- [Manager Development Course](#)

## Professional Seminars

We provide a variety of seminars to enhance the knowledge and skills of Army Professionals in such areas as leadership development, data foundations, and future warfare.

- [Secretary of the Army Leader Development Seminar](#)
- [Data Foundations Seminar](#)
- [Future Warfare Seminar](#)

## Organizational Development Activities

AMSC provide customized developmental opportunities to organizations in need to empower the workforce and provide centrally-focused training for personal, team, and organizational growth and development.

## **ACADEMIC DEGREE TRAINING (ADT)**

### **General Information**

Academic Degree Training (ADT) is defined as training or education with the stated objective of obtaining an academic degree. The training must be received from an accredited college or university.

### **Approval Authority**

The authority to approve and to pay for the costs for ADT is delegated to the Administrative Assistant to the Secretary of Army (AASA); Commanders/Heads of Army Commands, Army Service Component Commands and Direct Reporting Units; and the Director, Army Civilian Career Management Activity (ACCMA).

### **Eligibility**

All members of the Army Civilian Corps are eligible to apply for ADT except those employees occupying or seeking to qualify for: (1) appointment to any position that is excepted from the competitive service because of its confidential, policy-determining, policymaking, or policy-advocating nature (i.e., Schedule C appointments); or 2) a non-career appointment in the Senior Executive Service (SES). Additionally, all applicants must have two (2) years of permanent, full-time employment as an Army civilian at time of application.

### **Limitations**

The academic degree must be related to the performance of the employee's official duties. The training must contribute significantly to meeting an organization's identified training need; resolve an identified agency staffing problem; or accomplishing goals in the strategic plan of the agency. The training must be from a college or university that is accredited by a nationally recognized body and recognized by the U.S. Department of Education. Please consult the website for listing: <https://www.ed.gov/accreditation>.

### **Funding**

ADT may be funded by the Career Field or Command. AASA and Commanders are authorized to approve ADT funded by command/organization training funds, and the Director of ACCMA is authorized to approve ADT that is funded through Career Fields. Applications that exceed \$50k require a justification memorandum included in the ADT packet, which contains a cost comparison of accredited local and online schools that offer similar degree programs, which fully supports the higher level of funds expenditure for a significant return on investment (ROI) to the Army. Copy of memorandum must be submitted to the ACCMA Talent Development Division program POC, prior to final approval of Director ACCMA or Commander/AASA approval.

### **Authorized Expenses**

All or part of necessary expenses, to include tuition and matriculation fees; library and laboratory services, purchase or rental of books, materials, supplies; and other services or facility costs directly related to the training. Membership fees ONLY if the fee is a condition of attending the training.

Refer to Tab #2, ADT Process for Book Purchasing Reimbursement.

### **Application/Notification Process**

Refer to Command or Career Field internal process, according to funding source.

For Career Field funded ADT applications, ensure packet is submitted to Talent Development Division for review at least 45 days prior to the start date of the first course in academic program.

Refer to Tab #1, ADT Application Assessment Form, for assistance in preparing ADT application packet.

### **Funding document**

Standard Form (SF-182).

Approved Career Field funded applicants must initiate a SF-182 for training in the ArmyIgnited Training system.

Approved Command funded applicants must initiate a SF-182 for training in accordance with local established procedures.

### **Continue Service Agreement (CSA)**

Before training begins, employees selected for ADT must sign an agreement to continue service in the Department of the Army for at least three times the length of the training period.

### **Checklist**

Click [here](#) to view the ADT Checklist of requirements when applying for Academic Degree Training.



## [TAB 1]

### ADT Application Trends Guidance

1. **Accredited Institution Verification:** Verify that the desired institution is accredited by using this link: <https://www.ed.gov/accreditation>. Website will provide OPE/ID for each accredited institution, place it here: \_\_\_\_\_.
2. **Letter of Acceptance:** The academic institution should have already provided an unconditional acceptance letter to the employee prior to the employee submitting application. Employee should have applied and been accepted for the degree program on their own.
  - Letter must contain employee's name.
  - If letter is dated more than 1 year of the semester start date, justification will be needed, or a more recent letter will be requested.
3. **Degree/Certificate relevance: Section 1c:** Statement of interest: Provide description showing that this degree or course has relevance to employee's official duties and responsibilities.
4. **ADT Checklist Coversheet:** Must be complete and signed by employee and FCM/Training POC.
5. **Academic Degree Application:** Complete Entirely. Use below guidance. Ensure same font size, type, and not bolded across entire application.
  - Section 1a – 1f: Fill all blanks and provide free-written responses in all boxes that apply.
  - Ensure total cost amount matches on 1b, 1e, and 1f.
  - Ensure the Start and End dates match on 1b, 1e, and 1f.
  - Section 1e: start date of first course must be greater than 45 days from the date Talent Development receives the application packet for review.
  - Section 2: Approvers must provide recommendation level, remarks in the comment section, and signature.
6. **Calculation Spreadsheet:** Ensure it accurately details the total amount of funds needed for this course. All dates and dollar amounts must match ADT Application information.
7. **Continued Service Agreement:** Ensure calculation is conducted accurately by using *Continued Service Agreement Calculation Spreadsheet*. Ensure the first day of continued service agreement begins on the next business day after completion of the degree. Ensure the final date matches the date calculated on the Calculation Spreadsheet.
8. **Applicant's Resume:** Updated resume with current position and start date.
9. **Ethnicity and Race Identification** form (optional)

[TAB 2]

**ADT Participants Process Map for Book Purchasing Steps**

|         | Student  | Career Management Support (CMS)  |
|---------|--|--|
| Step 1  | <p>Student fills out SF-182 with course listing for ACCMA funding. SF-182 must be approved by CF and CMS before proceeding.</p> <ul style="list-style-type: none"> <li>Section C, 1, a. Tuition and Fees: fill in the information.</li> <li>Section C, 1, b. Books and Material Costs: enter "TBD".</li> </ul> |  |
| Step 2  | Student purchases books and saves receipts for all semester course books.  |  |
| Step 3  | At 20% of semester completion, CF receives invoice from vendor for all semester courses.   |  |
| Step 4  | Student receives notification from CF that invoice has been received. This prompts student to prepare required documents for submission: Completed SF-182, SF-1164-77, VID Request, Vendor Invoice, Book Receipts.   |  |
| Step 5  | Student completes semester courses with a passing grade. FCM submits required documents to MS TEAMS "FY__ Manual Invoice Folder > ADT".  |  |
| Step 6  |  | CMS will conduct DFAS actions using DFAS-IN. Request type is GFEB.                       |
| Step 7  |  | CMS will process a FMZ (commitment doc) with the book reimbursement amount.              |
| Step 8  |  | CMS will be notified by DFAS-IN when the VID is complete.                                |
| Step 9  |  | CMS will compile the FB60 packet: SF-1164-77, invoice, and receipts.                     |
| Step 10 |  | CMS will process the FB60 with type TRNV and attach the packet to the document via FB02. |
| Step 11 | Student gets reimbursed. Once processed, reimbursed funds should reflect in employees account between 14-30 business days.   |  |

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# DEFENSE CIVILIAN EMERGING LEADER PROGRAM (DCELP)

|                  |  |
|------------------|--|
| Program:         | <b>Defense Civilian Emerging Leader Program (DCELP)</b>  |
| Duration:        | (4) one-week (in-resident) sessions  |
| Location:        | National Center for Employee Development (NCED) located in Norman, Oklahoma  |
| Description:     | DCELP is one of the premier Department of Defense (DoD) leader development program for civilians. The program consists of a series of 4 one-week in-resident sessions, assessment tools, knowledge transfer activities, participant writing and briefing projects, and individual coaching. The program concentrates on the five terminal learning objectives of Know Self, Express Self, Build Teams, Manage Organizations and Understand the DoD. DCELP is comprised of two cohorts. The “Big 3” cohort is only open to Acquisition, Financial Management and Human Resources functional communities. The “Open” cohort is open to all functional communities and solicited through commands.  |
| Program Details: | <p>Who should be nominated for DCELP? It is intended for entry and emerging DoD civilians in the grades of GS-7 - GS-12 (or equivalent) in DoD and other Federal Agencies.</p> <p>What does it entail? DCELP utilizes a competency-based approach for the deliberate development of individuals selected to the program with an emphasis on Leading Self and Leading Teams/Projects. In DCELP, leadership is developed both inside and outside of the classroom. DCELP learning opportunities include reflection exercises, leadership assessments, mentoring, peer coaching, individual coaching (optional), team and individual presentations, networking opportunities, “real world” applications of lessons learned through experiential activities, and a final Capstone project.</p> |
| Funding:         | Tuition, meals, and lodging are centrally funded by DoD. Travel and per diem are paid for by the functional communities for the “Big 3” cohort and commands for the “Open” cohort.   |
| Eligibility:     | <ul style="list-style-type: none"><li>• Be a permanent, full time civilian employee in grades GS-7 to GS-12 (or equivalent)</li><li>• Served one (1) year, or any combination thereof, in a Department of the Army Civilian permanent position at time of application.</li><li>• Completion of grade specific CES Course:<br/>GS-07/09 or equivalent pay bands - CES Basic Course or Equivalent course<br/>GS-10/12 or equivalent pay bands - CES Intermediate Course or Equivalent course</li></ul>   |

How to Apply:

**(APPLICATIONS WILL NOT BE ACCEPTED DIRECTLY FROM APPLICANTS)**  
All applications must be reviewed and vetted through the Career Field Managers (Big 3 Cohort), the Command/Agencies or designated Command Point of Contact (Open Cohort), as applicable, then individually electronically forwarded as one application to ACCMA, Talent Development Division. Applicants must use the DoD DCELP application. Incomplete applications and altered forms will not be considered.

Selection/  
Notification:

Selectees will be notified via Career Field Manager and/or Command POC depending on Cohort.

Deferments:

Deferments for compassionate, medical and operational reasons will be submitted in writing with the reason and supporting documentation through the Career Field Managers, the Command/Agency or designated Command Point of Contact, as applicable, then electronically forwarded to ACCMA Talent Development Division

Deadline:

15 July 2023 (Suspense applies to Commands only. Applicants must check with local/command training manager for applicable deadline to submit application).

Program Dates:

| Cohort     | Program Dates |
|------------|---------------|
| 18 (Big 3) | Mar-May 2024  |
| 19 (Open)  | Jun-Sep 2024  |

Forms/Checklist:

DCELP forms and checklist can be located under attachments



**DCELP MAJOR MILESTONES**  
**CY 2024 Tentative Calendar of Events**  
**Shown in Chronological Order**

| Event   | Event Date                | Location  |
|---|---------------------------|---|
| DCELP 2024                                      |                           |   |
| Cohort 18, Orientation/Seminar 1 (Teams 1 & 2)  | March 03 – 08, 2024       | National Center for Employee<br>Development<br>Norman, OK |
| Cohort 18, Orientation/Seminar 1 (Teams 3 & 4)  | March 17 – 22, 2024       |   |
| Cohort 18, Seminar 2 (Teams 1 & 2)              | March 31 – April 05, 2024 |   |
| Cohort 18, Seminar 2 (Teams 3 & 4)              | April 14 – 19, 2024       |   |
| Cohort 18, Seminar 3 (Teams 1 & 2)              | April 28 – May 03, 2024   |   |
| Cohort 18, Seminar 3 (Teams 3 & 4)              | May 05 – 10, 2024         |   |
| Cohort 18, Seminar 4 and Graduation (All Teams) | May 19 – 24, 2024         |   |
|   |                           |   |
| Cohort 19, Orientation/Seminar 1 (Teams 1 & 2)  | June 09 – 14, 2024        | National Center for Employee<br>Development<br>Norman, OK |
| Cohort 19, Orientation/Seminar 1 (Teams 3 & 4 ) | June 23 – 28, 2024        |   |
| Cohort 19, Seminar 2 (Teams 1 & 2)              | July 07 – 12, 2024        |   |
| Cohort 19, Seminar 2 (Teams 3 & 4)              | July 21 – 26, 2024        |   |
| Cohort 19, Seminar 3 (Teams 1 & 2)              | August 04 – 09, 2024      |   |
| Cohort 19, Seminar 3 (Teams 3 & 4)              | August 18 – 23, 2024      |   |
| Cohort 19, Seminar 4 and Graduation (All Teams) | September 08 – 13, 2024   |   |

**Note the following holidays:**

|                     |  |
|---------------------|--|
| Sunday, May 12      | Mother’s Day                               |
| Monday, May 27      | Memorial Day                               |
| Thursday, July 4    | Independence Day (Legal Public Observance) |
| Monday, September 2 | Labor Day                                  |

# LEADERSHIP FOR A DEMOCRATIC SOCIETY (LDS)

Program: **Leadership for a Democratic Society**

Duration: 4-weeks

Location: Office of Personnel Management Federal Executive Institute in Charlottesville, VA

Description: Using the U.S. Constitution as the principal foundation, the LDS program guides executives to understand the diverse goals of the government and the citizens it serves. FEI challenges executives to excel in a 21st-century world while remaining connected to the Constitutional values forged in the 18th century. Through this program of study, government executives find their voices and access wisdom to move their agencies in the strategic directions necessary for it to better achieve its mission. The core curriculum is aligned with OPM's Executive Core Qualifications and Leadership Competencies. Each executive completes several introspective assignments, at least one action learning project, and produces plans to transform themselves and their organizations.

Funding: Tuition costs of \$22,500 is centrally funded by ACCMA

- This cost includes tuition, curricular materials, housing, and meals.
- Selectees are required to stay in assigned accommodations.
- **Funding of travel, per diem and incidentals is the responsibility of the nominating activity/command**

Eligibility:

- Army Civilian managers in permanent appointments at the GS-15 or equivalent levels.
- (1) years, or any combination thereof, of service in a permanent Department of the Army Civilian position(s).
- Completion of Civilian Education System (CES) Advanced – or equivalent course
- Completion of CES Foundation Course is required for all new Army Civilian employees hired into full-time, permanent positions after 30 September 2006.

How to Apply: To apply, visit: <https://civilians.army.mil/TalentDev>

Service Agreement: Continued Service Agreement required. Participants must agree to serve in the DoD for a minimum of three times the length of the training program.

Deadline: 1 Mar - 15 May; Deadline for Applicant and Rater/Endorser Assessment  
16 May - 30 May; Deadline for Functional Advisor Assessment  
1 Jun - 30 Jun; Deadline for Command Board

Program Dates:

| Class Dates | Continued Service Agreement (CSA) Dates |
|-------------|---|
| *Various    | Determined by Course Dates              |

\*Program Manager will work with selectees to determine a course attendance date.



# PRESIDENT'S MANAGEMENT COUNCIL INTERAGENCY ROTATION PROGRAM (PMC IRP)

Program: **President's Management Council Interagency Rotation Program (PMC IRP)**

Duration: 6 Months

Location: Home location; Virtual (telework)

Description: The PMC IRP is a six-month interagency broadening opportunity for eligible high-caliber employees to participate in broadening assignments offered by Federal Agencies across the continental United States. These rotational assignments are intended to offer participants the opportunity to "stretch" professionally and enhance and/or develop two to three primary Executive Core Qualifications (ECQs) identified by both the participant and their home supervisor. Assignments should provide opportunities such as a Senior Executive Service (SES) mentor, access to senior level meetings, a senior-level shadowing experience, and project/ program/policy management experience.

Funding: No costs

Eligibility:

- Army Civilian permanent employees at the GS-13/15 or equivalent levels
- (18) months, or any combination thereof, of service in a permanent Department of Defense position(s)
- Completion of Civilian Education System (CES) Advanced – or equivalent course
- Currently work in the continental U.S.
- Must currently meet all established performance standards at or above the fully successful level
- Demonstrated commitment to leadership development, with potential and/or aspiration for an executive position
- Availability for an interagency assignment within the Cohort timeframe
- Employee cannot participate if they have participated in the PMC-IRP previously

How to Apply: **(DO NOT SEND APPLICATIONS DIRECTLY TO ACCMA, DCPAS, OR OPM)**  
Completed application packets must be submitted through the respective Army Command (ACOM), Army Service Component Command (ASCC), Direct Reporting Unit (DRU), or the Office of the Administrative Assistant to the Secretary of the Army (OAASA) for review, endorsement, and further consideration by a Career Field Board. Endorsement memorandum must include a statement that applicant(s) meet grade and time-in-service requirement.

ACOMs, ASCCs, DRUs, and OAASA will forward applications (one PDF per applicant) and endorsement memorandum to the Talent Development Division mailbox: USARMY.BELVOIR.CHRA-HQS.MBX.ACCMA-CIVILIAN-TALENT- DEVELOPMENT State Course Title in the Subject Line.

Selection/ Notification: Career Field board will be used to competitively select (3) nominees. The Talent Development PM will provide notification of selection to Command.

Deadline:

02 May 2023 \*As of December 2022, OPM has not announced a commitment to a date for Cohort 22 and 23 (e.g., start date(s) of October 2023 and or April 2024). Until further notice all Cohorts will be hybrid which means assignments will be available to field employees and rotation assignments will not require on site participation. However, DoD is moving forward with a call for nominations and assignments to allow Components and employees as much time as possible to market, put together high-quality packages, and properly vet packages.

Program Dates:

| Class Dates         |
|---------------------|
| Apr 2023 - Sep 2023 |
| Oct 2023 - Mar 2024 |

Forms/Checklist:

PMC IRP Checklist can be located under attachments



\_\_\_\_\_ **Time-in-service verification** in a Department of the Army civilian permanent position(s). (Refer to training announcement).

\_\_\_\_\_ **Saving packet.** Include "Controlled Unclassified Information (CUI)" in the name of the file and submit the package as an Adobe PDF portfolio. Scanned files will not be accepted.

\_\_\_\_\_ **Command Endorsement.** Completed application packets must be submitted through the respective Army Command (ACOM), Army Service Component Command (ASCC), Direct Reporting Unit (DRU), or the Office of the Administrative Assistant to the Secretary of the Army (OAASA) for review, endorsement, and further consideration by a Career Field Board. Endorsement memorandum must include a statement that applicant(s) meet grade and time- in-service requirement. Endorsement memorandum must be submitted as a separate document (not included in the applicant's DCPAS PMC IRP Statement of Interest packet/pdf).

## **SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) AND ENTERPRISE TALENT MANAGEMENT (ETM)**

The SETM and ETM programs are key components of the Army's Civilian Training, Education, and Leadership, Development Program. SETM/ETM prepares Army Civilians to assume positions of greater responsibility across the Department. The programs provide exceptional training and development opportunities for the next generation of Army Civilian leaders. The programs are open to permanent Army Civilians only at their current permanent grade of GS-13 – GS-15 or equivalent with the exception of the Department of Defense Executive Leadership Development Program which is open to GS-12s.. GS-12 or equivalent permanent Army Civilians are eligible by exception for the Command and General Staff Officer's Course if they have completed or been awarded constructive or equivalency credit for the Civilian Education System Advance Course. Eligibility for each program is based on the applicant's permanent grade of record. SETM/ETM programs are managed by the Civilian Human Resources Agency (CHRA), Army Civilian Career Management Activity (ACCMA), Civilian Leader Development Division (CLDD). **APPLY at the following URL:** <https://civilians.army.mil/TalentDev>.

### **SETM/ETM Programs consists of eight modules:**

a. **WHITE HOUSE LEADERSHIP DEVELOPMENT PROGRAM (WHLDP).** Open to senior Army civilians in grades GS-15 (or equivalent); Sponsored by the Executive Office of the President and the President's Management Council, the WHLDP aims to develop high potential GS-15 employees (and equivalents) to serve as part of the next generation of career senior executives. During this one-year fellowship, participants work on the Federal government's high impact challenges that require the coordination of multiple Federal agencies to succeed. Selection to WHLDP is a three-phase process: 1) Self-nomination through Army nomination to DoD by the SETM Selection Board; 2) DoD Nominee Review Panel reviews the nominees from across the Department; and 3) selection for participation in WHLDP by a GSA Selection Committee. Upon completion of WHLDP, participants will return to their home organizations to leverage the competencies fostered in this program. WHLDP is a TDY-and-Return program, participants will remain assigned to their Command. Participants must submit a utilization plan agreed upon with their parent organization indicating how the participant will be assigned and utilized at the organization upon successful completion of WHLDP. Each applicant must execute and submit a CSA. The CSA requires participants to serve in the DoD for a minimum of three times the length of the program. The number of applicants nominated to DoD for selection for WHLDP is limited by the quota DoD imposes. Fellows may be required to file an OGE Form 450 (Confidential Financial Disclosure Report).

b. **PROJECT-BASED SETM TEMPORARY DUTY ASSIGNMENTS (SETM-TDY).** This component of the SETM Program is open to all senior Army Civilians in permanent grades GS-14 and GS-15 (or equivalents) who apply and are selected for participation. These short-term developmental assignments are intended to challenge the participant and provide a "broadening" experience. This SETM module consists of a TDY assignment to work on a special project nominated by a command or organization as part of a working group or "tiger team," or to fill a "critical need" detail for a period not to exceed 179 days. Upon completion of the TDY assignment, participants return to their permanent duty stations. A mobility agreement IS NOT required, but SETM-TDY participants will be subject

to the provisions of a continued service agreement. The number of applicants who may be selected for participation in the SETM-TDY module is not limited.

c. **SENIOR SERVICE COLLEGE (SSC).** SSC is the apex of Army professional development and prepares senior Army Civilians for positions of significant responsibility in the Department of Defense (DoD) and Department of the Army. This SETM module is open to applicants in permanent grades GS-14 and GS-15 (or equivalents) who will compete for allocated seats at the U.S. Army War College (Resident or Distance Education Program) or the Eisenhower School for National Security and Resource Strategy (acquisition or non-acquisition course). Attendance at an SSC is designed to expand students' knowledge of the national security mission and strengthen their understanding of the complex policy and operational challenges senior DoD and Army officials face. The SSC develops students to assume strategic-level leadership roles in the joint, interagency, intergovernmental, and multinational environments, with an emphasis on the employment of land power. Mobility is optional for the SSC Resident program. Participants can choose between PCS and TDY-and-Return options. Participants selecting the PCS option must submit a mobility agreement at the time of application. PCS students will be assigned into a Civilian Personnel Training Account (CPTA). The mobility agreement requires the participant to agree to placement by the HQDA Graduate Placement Process (GPP) upon graduation. SSC Resident participants selecting the TDY-and-Return option are not required to submit a mobility agreement but must submit a utilization plan agreed upon with parent organization indicating how the participant will be assigned and utilized at the organization upon successful completion of the SSC Program. SSC Distance Education participants will participate in a TDY-and-Return status only. No mobility agreement or utilization plan is required for SSC-Distance Education. All SSC participants are required to submit a Continued Service Agreement (CSA). The CSA requires participants to serve in the DoD for a minimum of three times the length of the program. Permanent GS-13 or equivalent Army Civilians that have completed the Command and General Staff Officers course are eligible to participate in the SSC Distance Education Program only. GS-13 or equivalent Army Civilians are not eligible to participate in the SSC Residence Program. The number of applicants selected for attendance at an SSC is limited to the number of slots the Army War College and Eisenhower School allocates for Civilians.

d. **DEFENSE SENIOR LEADER DEVELOPMENT PROGRAM (DSLDP).** Open to senior Army Civilians in permanent grades GS-14 and GS-15 (or equivalents), DSLDP is DoD's premier Civilian leadership program. A 2-year comprehensive educational and developmental program, DSLDP is designed to inculcate in participants the enterprise-wide perspective needed to lead organizations and programs, and to achieve results in the joint, interagency, and multinational environments. Selection to DSLDP is a three-part process: application through the SETM Program, selection by the SETM Board process for Army nomination to DoD, and selection for participation in DSLDP by a DoD Selection Board. DSLDP includes attendance at a SSC (other than the SSC sponsored by the Service the participant is affiliated with; in this case, the Army War College); participation in programmed leadership seminars; and a follow-on developmental assignment. DSLDP students will be assigned into a CPTA. All DSLDP graduates are subject to the GPP. Accordingly, each applicant must execute and submit a mobility agreement and CSA. The CSA requires participants to serve in the DoD for a minimum of three times the length of the program. The number of applicants nominated to DoD for selection for DSLDP is limited by the quota DoD imposes.

e. **ARMY SENIOR FELLOWSHIP (ASF).** This component of the SETM Program is limited to senior Army Civilians in permanent grades GS-14 and GS-15 (or equivalents) who have graduated from a Senior Service College. The ASF is a 21-month comprehensive study and utilization program designed to broaden the enterprise-wide perspective of participants. Fellows engage in a 21-month development program consisting of graduate training and training with industry designed to build on their Executive Core Qualifications (ECQ). Upon completion of ASF, fellows will return to their home organizations to leverage the competencies fostered in the ASF. The ASF program is a TDY-and-Return program. Participants will remain assigned to their Command. Each applicant must execute and submit a CSA. The CSA requires participants to serve in the DoD for a minimum of three times the length of the program. ASF enhances organizational efficiency by providing a designated fellow with a challenging training with industry assignment and formal executive development training courses. Fellows may be required to file an OGE Form 450 (Confidential Financial Disclosure Report).

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

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

h. **ETM COMMAND AND GENERAL STAFF OFFICER COURSE (CGSOC).** This ETM module is open to applicants in permanent grades GS-13 (or equivalent) and (GS-12 or equivalent by exception) who will compete for allocated seats at the Combined Arms Center in Fort Leavenworth, KS or a pre-designated U.S. Army Command and General Staff College (CGSC) satellite location. Students selected for attendance to a CGSOC-Resident or Satellite CGSOC-CC Class must submit a Continued Service Agreement at the time of application.

(1) Attendance to the Command and General Staff Officer Course (CGSOC) -- Resident Course is a 10-months combined learning development opportunity which prepares highly competent and professional senior Army Civilians for positions of significant responsibility in the Department of the Army. The Core Course curriculum of CGSOC-Resident includes seven blocks of instruction: Foundations; Strategic

Studies; Operational Studies; Army Operations; Managing Army Change; Rise of the Western Way of War and Leadership, Forging Success in Uncertain Times. The demanding operations strategies course, from which some modules ranging from more than 170 electives with focus in Special, Joint, or Space Operations can also encourage the parallel completion of a Master of Arts degree in one of the following study areas: Military Art and Science (MMAS); Operational Studies (MOS); Military Operations (MAMO) or Strategic Studies (MASS) on a voluntary basis.

- (2) Attendance at the Satellite Command and General Staff Officer Course (CGSOC) - Common Core (CC). The Satellite CGSOC-CC is a 15-weeks blended learning development course which prepares senior Army Civilians for positions of significant responsibility in the Department of the Army. All Satellite CGSOC-CC participants will attend the course in a TDY-and-return status.
- (3) Applicants can also apply to attend the College of Naval Command & Staff (CNC&S) Program which is a 10-month in residence course at the Naval War College which requires the mandatory completion of a Master of Art degree in in Defense and Strategic Studies.
- (4) Mobility is optional for both CGSOC-Resident and the Naval Command & Staff (CNC&S) program. Participants can choose between PCS and TDY-and-Return options. Participants selecting the PCS option must submit a mobility agreement at the time of application. PCS students will be assigned into a (CPTA). The mobility agreement requires the participant to agree to placement by the HQDA Graduate Placement Process (GPP) upon graduation.
- (5) Participants selecting the TDY-and-Return option are not required to submit a mobility agreement but must submit a utilization plan agreed upon with parent organization upon successful completion of the CGSOC-Resident or Naval (CNC&S) Program.
- (6) All CGSOC-Resident and Naval (CNC&S) participants are required to submit a CSA. Participants are required to serve in the DOD for a minimum of three times the length of the program not to exceed 36 months.
- (7) The number of applicants selected for attendance at the CGSOC-Resident, Satellite CGSOC-CC and Naval (CNC&S) are limited by the number of allocations provided by HQDA G-3/5/7 training and the training institutions.

- i. **GRADUATE PLACEMENT PROGRAM (GPP).** This phase of the SETM/ETM process includes participants that choose to attend SSC-Resident, DSLDP, and CGSOC-Resident programs in a PCS status. These applicants submitted a mobility agreement as part of their applications and agreed to be part of the GPP. Graduates will be placed in the best available permanent positions based on the graduate's need and needs of the Army.

j. **DEFERMENTS/DECLINATIONS/WITHDRAWALS.** SETM/ETM selectee requesting to defer, decline or withdraw from a SETM/ETM program must contact CLDD. Requests will be considered on a case-by-case basis. Requests must be in writing from the employee, and contain a recommendation/endorsement from the first General Officer or Senior Executive Service in the employee's supervisory chain.

(1) Request for deferment of Army Civilians selected to attend SETM/ETM will submit compassionate, medical and operational deferment requests and supporting information through command channels to, the Civilian Human Resources Agency (CHRA), Army Civilian Career Management Activity (ACCMA), 6010 6th Street, Building 1465 Fort Belvoir, VA 22060. No more than one deferment request may be submitted on a DAC. Deferment request must be endorsed by the first SES/GO in the chain of command.

Students enrolled in the USAWC DEP may be deferred for operational or compassionate reasons from the summer resident courses for exceptional circumstances. However, the student is required to complete both summer resident courses. A student cannot attend both summer resident courses during the same academic year. Requests for one-year deferment will be forwarded through command channels to the Civilian Human Resources Agency (CHRA), Army Civilian Career Management Activity (ACCMA), 6010 6th Street, Building 1465 Fort Belvoir, VA 22060, and the Registrar, USAWC, 122 Forbes Avenue, Carlisle, PA 17013. No more than one deferment request may be submitted on a DAC. Deferment request must be endorsed by the first SES/GO in the chain of command.

(2) Army Civilians declining a SETM/ETM program after the program has started, will forward statements of declination through their chain of command to the Civilian Human Resources Agency (CHRA), Army Civilian Career Management Activity (ACCMA), 6010 6th Street, Building 1465 Fort Belvoir, VA 22060. Army Civilians declining selection will be removed from any future consideration for SETM/ETM.

k. **Civilian Personnel Training Account (CPTA).** Students attending SSC-Resident, DSLDP, and CGSOC-Resident programs in a PCS status will be reassigned to the HQDA CPTA account. These long-term training students have signed mobility agreements and will be reassigned upon graduation via the GPP.



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# Harvard Senior Executive Fellows (SEF)

Program: **Harvard SEF**

Duration: 4-weeks

Location: John F. Kennedy School of Government, Harvard University, Cambridge, MA

Description: Harvard SEF helps promising top-level managers gain the skills needed for practical, effective leadership. Incorporates the Executive Core Qualifications (ECQs) for Senior Executive Service (SES), focusing on skill development in the areas of negotiation, persuasion, problem resolution and decision making.

Students are immersed in classroom lectures, problem-solving, simulations, role playing, group exercises and team building experiences. Senior Executive Fellows makes extensive use of the case study method pioneered at Harvard; participants analyze real-word situations, and are placed in the role of decision maker.

Funding: Tuition costs of \$25,000 (resident); \$18,600 (virtual) is centrally funded by ACCMA

- This cost includes tuition, curricular materials, housing, and most meals.
- Selectees are required to stay in assigned accommodations.
- **Funding of travel, per diem and incidentals is the responsibility of the nominating activity/command**

Eligibility:

- Army Civilian managers serving in permanent appointments at the GS-14/15 or equivalent levels.
- (1) years, or any combination thereof, of service in a permanent Department of the Army Civilian position(s).
- Completion of Civilian Education System (CES) Advanced – or equivalent course.
- Completion of CES Foundation Course is also required for all new Army Civilian employees hired into full-time, permanent positions after 30 September 2006.

How to Apply: To apply, visit: <https://civilians.army.mil/TalentDev>

Service Agreement: Continued Service Agreement required. Participants must agree to serve in the DoD for a minimum of three times the length of the training program.

Deadline:

1 Mar - 15 May; Deadline for Applicant and Rater/Endorser Assessment  
16 May - 30 May; Deadline for Functional Advisor Assessment  
1 Jun - 30 Jun; Deadline for Command Board

Program Dates:

| Class Dates                       | Continued Service Agreement (CSA) Dates |
|-----------------------------------|---|
| 15 Oct – 9 Nov 2023<br>(resident) | 13 Nov – 09 Mar 2024                    |
| 16 Jan – 9 Feb 2024<br>(virtual)  | 12 Feb – 08 Jun 2024                    |
| 1 – 26 Apr 2024<br>(resident)     | 29 Apr – 24 Aug 2024                    |
| 2 – 28 Jun 2024<br>(virtual)      | 01 Jul – 29 Oct 2024                    |

# SENIOR MANAGERS COURSE IN NATIONAL SECURITY LEADERSHIP (SMC)

Program: **Senior Managers Course in National Security Leadership (SMC)**

Duration: 2-weeks

Location: George Washington University (GWU), Washington, DC.

Description: SMC is designed for executives from the U.S. government, its international counterparts, and the private sector. The course provides access to an unparalleled range of Washington, DC policymakers and other thought-leaders.

Participants gain valuable insight into working with Congress, understanding the U.S. national security budget, counterterrorism and counterinsurgency strategy, energy security, critical infrastructure protection, cyberwarfare, regional conflict and instability, and more.

Highlights include:

- Lectures from internationally renowned national security and foreign policy experts
- Case studies and collaborative exercises
- Complex, multidimensional simulations concerning threats to the homeland and abroad
- Briefings with senior level officials in the U.S. Departments of Defense and State, among others
- Site visits to neighboring embassies and agencies
- Networking events with top policymakers and peers

Funding: Tuition cost of \$9,500 is centrally funded by ACCMA

- This cost includes tuition, instructional materials, and some meals
- **Funding for any associated travel, per diem and incidentals is the responsibility of the nominating activity/command**

Eligibility:

- Army Civilian managers in permanent appointments at the GS-14/15 or equivalent levels.
- (1) years, or any combination thereof, of service in a permanent Department of the Army Civilian position(s).
- Completion of Civilian Education System (CES) Advanced – or equivalent course
- Completion of CES Foundation Course is required for all new Army Civilian employees hired into full-time, permanent positions after 30 September 2006.

How to Apply: To apply, visit: <https://civilians.army.mil/TalentDev>

Service Agreement: Continued Service Agreement required. Participants must agree to serve in the DoD for a minimum of three times the length of the training program.

Deadline:

1 Mar - 15 May; Deadline for Applicant and Rater/Endorser Assessment  
16 May - 30 May; Deadline for Functional Advisor Assessment  
1 Jun - 30 Jun; Deadline for Command Board

Program Dates:

| Class Dates       | Continued Service Agreement (CSA) Dates |
|-------------------|---|
| 4-15 Mar 2024 (T) | 18 Mar – 26 Apr (T)                     |

**FORMS AND CHECKLISTS  
CAN BE LOCATED BY CLICKING  
THE ATTACHMENTS ICON **  
(far left side of page)

# Career Fields and Associated Functional Communities

## Science, Engineering, & Analysis

- Engineers & Scientists (Non Constr)
- Analysis, Modeling & Simulation

## Digital Technology

- Cyber Information Technology
- Cyber Security
- Cyberspace Effects

## Construction, Engineering, & Infrastructure

- Engineers & Scientists (Constr)

## Logistics

- Supply Management
- Quality Assurance (Ammo)
- Quality Assurance
- Transportation Management
- Materiel Maintenance Mgmt
- Ammunition Management

## Installations

- Fire, Occupational Health & Safety
- Housing Management
- Installation Management
- Aviation

## Medical

- Medical

## Security & Intelligence

- Physical Security
- Intelligence
- Foreign Affairs & Strategic Plans

## Human Capital & Resource Management

- Civilian HR Management
- EEO
- Comptroller
- Military Personnel Management
- General Admin & Management
- Manpower & Force Management

## Education & Information Sciences

- Education Services
- Training
- Historian

## Contracting

- Contracting & Procurement

## Professional Services

- Public Affairs
- Inspector General
- Legal

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# APPENDIX



# Developing a Strategic Vision for Your Career

*“Leader Development Programs for Career Army Civilians”*

Enterprise Leader Development Briefing  
Operations and Plans Directorate



# ACCMA



# Agenda

- ACCMA Overview
- Senior Enterprise Talent Management (SETM)
- Enterprise Talent Management (ETM)
- Army Civilian Talent Development Courses
- New ACCMA Leader Development Portal
- Points of Contact



# ACCMA Overview



## Mission Statement

Provide ***talent management services*** across the human capital lifecycle to support a highly skilled and ready professional civilian workforce that supports the national defense.

### Functions

- Outreach & recruitment
- Fellows & interns
- Training, education, coaching
- Personnel development
- Supervisor proponent
- Career management
- Competency / proficiency assessment

### Current Initiatives

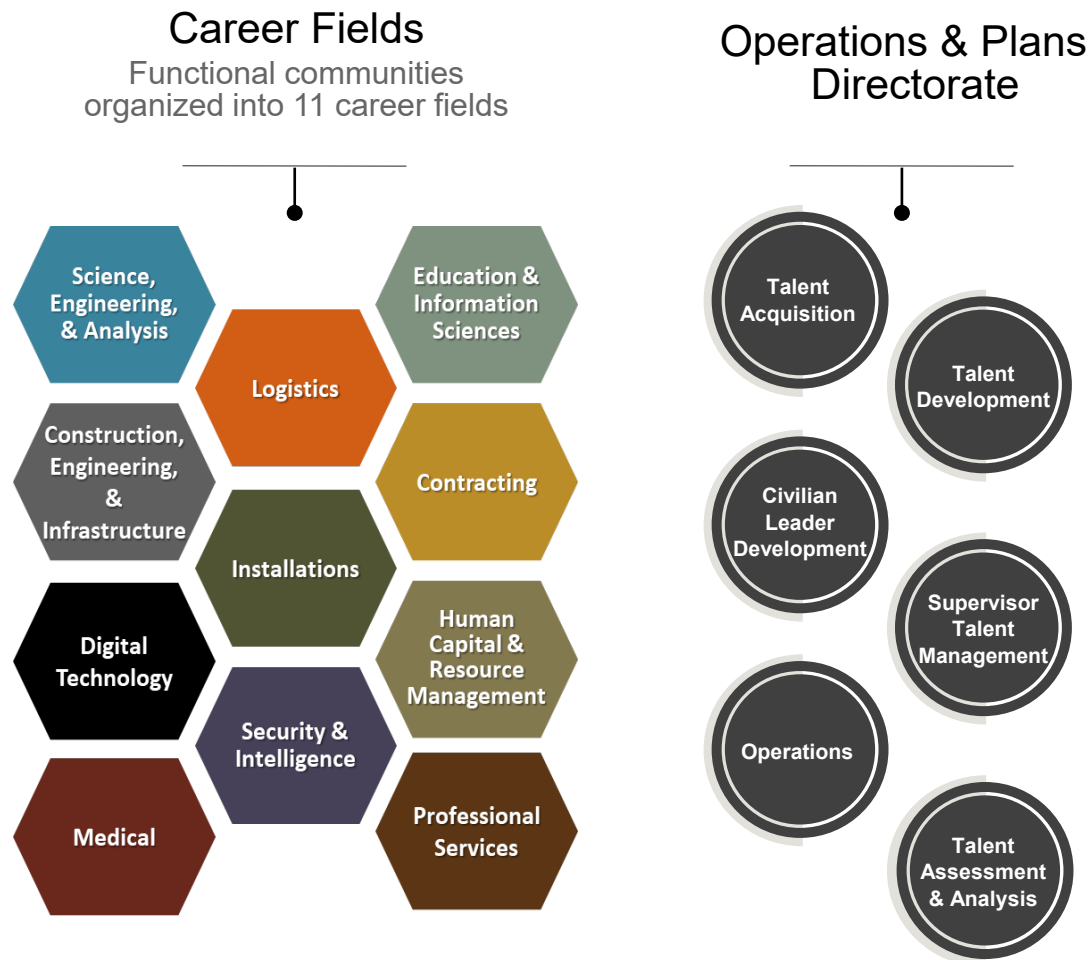
- Prevention & cyber workforces
- Army Civilian brand
- University outreach
- Career broadening
- Udemy online learning platform
- Supervisor certification
- Talent marketplace
- Assessments

### Opportunities

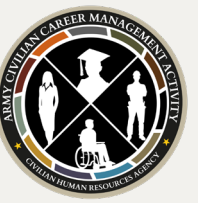
- Designate clear authorities
- Establish consolidated, integrated IT tools
- Continue staff development to enable transformation



# Career Programs Reorganized into Career Fields



***Civilian Implementation Plan to the Army People Strategy:  
Career fields are the core of our enterprise civilian talent management approach.***



# What's in it for me???????

- Experiential Development
- Career Broadening
- Executive Core Qualification (ECQ) Experiences
- Increased Competitiveness



# Senior Enterprise Talent Management (SETM) Program Eligibility



| Program Eligibility                     |  |            |                 |  |  |                           |  |  |                 |
|---|--|------------|-----------------|--|--|---------------------------|--|--|-----------------|
| Program Component                       | Eligible Grade/equivalent; Type of Appointment | YoS in DoD | Degree Required | SSC/CGSOC Graduate Status                    | Education Certification (equivalent) Level | Supervisory Experience    | Have Personal Passport and ability to obtain an Official passport (travel worldwide) | Performance Rating Rqmt: Meets Expectation (3-4.2 DPMAP/equivalent); Exceeds Expectations (4.3 DPMAP/equivalent) | Clearance Level |
| SETM-WHLDP                              | 15/Permanent                                   | 3+         | Baccalaureate   | N/A  | Advanced CES                               | N/A                       | N/A  | Exceeds Expectations   | Secret          |
| SETM-DSLDP                              | 14/15 Permanent                                | 3+         | Baccalaureate   | Never attended SSC                           | Advanced CES                               | 1+ Supervisory Experience | N/A  | Meets Expectations +   | Secret          |
| SETM-SSC AWC (Resident)                 | 14/15 Permanent                                | 3+         | Baccalaureate   | Never attended SSC                           | Advanced CES                               | N/A                       | N/A  | Meets Expectations +   | Secret          |
| SETM-SSC AWC (Distance Education)       | *13/14/15 Permanent                            | 3+         | Baccalaureate   | Never attended SSC/*GS 13 must be CGSOC Grad | Advanced CES                               | N/A                       | N/A  | Meets Expectations +   | Secret          |
| SETM-SSC NDU-TES (Resident) (GPP)       | 14/15 Permanent                                | 3+         | Baccalaureate   | Never attended SSC                           | Advanced CES                               | N/A                       | Yes  | Meets Expectations +   | Secret          |
| SETM-SSC NDU-TES w/SAC (Resident) (GPP) | 14/15 Permanent                                | 3+         | Baccalaureate   | Never attended SSC                           | Advanced CES                               | N/A                       | Yes  | Meets Expectations +   | Secret          |
| SETM-SSC NWC-SLC (Resident)             | 14/15 Permanent                                | 3+         | Baccalaureate   | Never attended SSC                           | Advanced CES                               | N/A                       | N/A  | Meets Expectations +   | Secret          |
| SETM-ASF                                | 14/15 Permanent                                | 3+         | Master's        | SSC Graduate                                 | N/A  | N/A                       | N/A  | Meets Expectations +   | NA              |
| SETM-TDY                                | 14/15 Permanent                                | 1+         | N/A             | N/A  | Advanced CES                               | N/A                       | N/A  | Meets Expectations +   | Secret          |



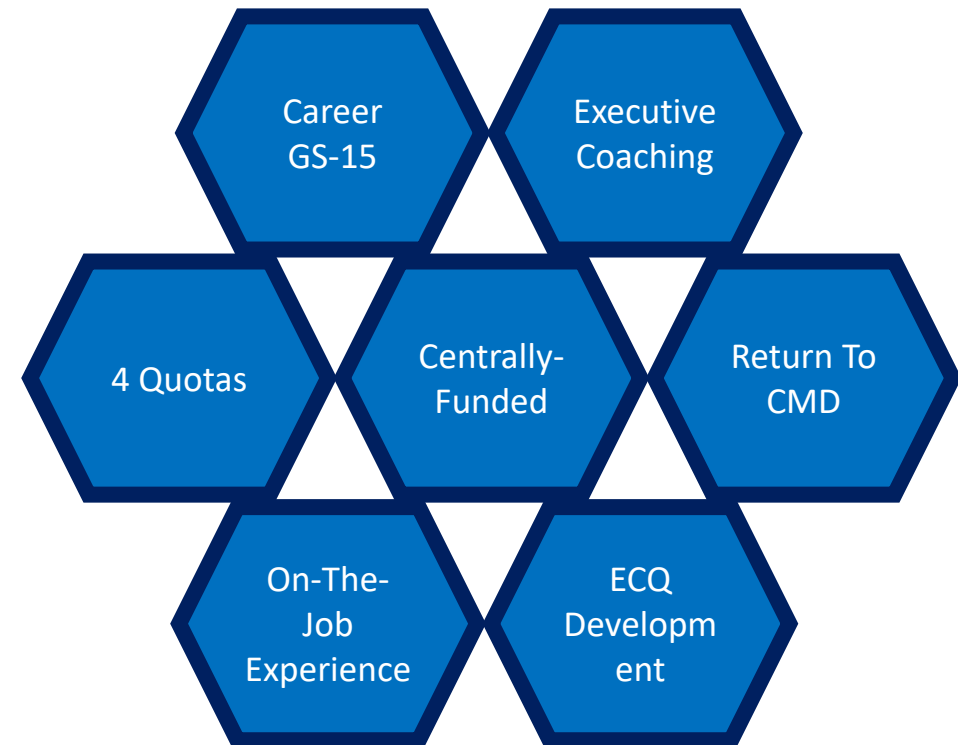
# SETM Program Modules



## White House Leader Development Program (WHLDP)

The White House Leadership Development Program (WHLDP) is a 1-year executive leadership developmental assignment. WHLDP provides a unique growth opportunity where participants will work on the Federal government's highest priority.

- Sponsored by the Executive Office of the President (EOP) and the President’s Management Council (PMC).
- GS-15 with a current rating of record of 4.3 or higher OR top 15% of the rating range.
- Placement Assignment
- Leadership Development Sessions (ECQ workshop, monthly engagement w/leaders)



WHLDP: <https://www.dcpas.osd.mil/learning/civilianleaderdevelopment/whitehouseleadership>

**Senior Civilian Army Talent Management – Army Strong!**





# SETM Program Modules



## Defense Senior Leader Development Program (DSLDP)

- DSLDP is a 2-year DoD Level Program that is designed to increase the participants' capabilities to support DoD strategic priorities. Program includes:
- **Professional Military Education (PME):** Attend a DoD War College chosen by the DoD selection board.-**1-Year**
- **Defense-Focused Leadership Seminars:** Attend a series of seminars provide core knowledge for the enterprise-wide perspective and the opportunity to apply leadership skills in increasingly complex joint and national security environments-**throughout program**
- **Individual Development:** Participant will select an enterprise-spanning experiential assignment to experience new strategic challenges and further strengthen the enterprise perspective-**6-9 months**



10 Quotas

Coaching  
Services

GPP  
Mandatory

*A three-month online prerequisite Defense Strategy Foundation course prior to PME*

*Centrally-Funded TDY and Training Expenses*

*Reassigned to HQDA Civilian Personnel Training Account (CPTA) for duration of program*

DSLDP: <https://www.dcpas.osd.mil/learning/civilianleaderdevelopment/defenseseniorleader>



# SETM Program Modules

## Senior Service College (SSC)-Resident

- SSC is a 1-year Resident Education Program that is designed to develop/increase critical, innovative, and ethical decision makers. A Joint Professional Military Education prepares senior DAC for positions of significant responsibility in the Department of the Army. Applicants will compete for allocated seats at the:
  - **Army War College (AWC):** Carlisle Barracks, PA: <https://www.armywarcollege.edu/>
  - **Naval War College (NWC):** Newport, RI.
    - Senior Level Course: <https://usnwc.edu/>
  - **The Eisenhower School (TES):** National Defense University (Fort McNair, DC): <https://es.ndu.edu/>
    - Acquisition Personnel can request to add the Senior Acquisition Concentration Program



*Quotas: AWC-14, NWC-2, TES-9  
Centrally-Funded TDY and Training Expenses  
Reassigned to HQDA Civilian Personnel Training  
Account (CPTA) for duration of program  
Choose GPP or Return*



# SETM Program Modules



## Army War College – Distance Education Program (DEP)

- AWC-DEP is a 2-year on-line accredited program resulting in a Master’s Degree of Strategic Studies (MSS). Program is designed to develop/increase critical, innovative, and ethical decision makers. A Joint Professional Military Education prepares senior DAC for positions of significant responsibility in the Department of the Army.
- **Mandatory Resident Portion of the Program at Carlisle Barracks, PA.**
  - Attend Orientation (two-days).
  - Attend First Resident Course (two-weeks).
  - Attend Second Resident Course (two-weeks) CAPSTONE/Graduation.

*Coaching Services*

*Stay assigned to  
Command/Organization*

*Centrally-Funded TDY and Training  
Expenses*

*14 Quotas*

AWC-DE: <https://ssl.armywarcollege.edu/dde/index.cfm>



# SETM Program Modules

## Army Senior Fellowship (ASF)

- 12-month Training With Industry-Work with the program manager to create an agreement to work at one of Army's private industry partners to acquire state-of-the-art skills in industrial practices and procedures not available through military or civil education programs
- 9-months of centrally-funded Graduate Level Courses
- SES mentors and develops individual training plan with the fellow.
  - Command must provide SES mentor
  - List of courses available to choose from to improve competency gaps

- ✓ 10 Quotas
- ✓ *Stay assigned to Command/Organization*
- ✓ *Centrally-Funded TDY and Training Expenses*



**Senior Civilian Army Talent Management – Army Strong!**



# SETM Program Modules

## SETM – Temporary Duty (SETM–TDY)

### ▪ SETM-TDY

- This is a 179-day career development assignment. This assignment will help broaden the experience of a participant so they can gain additional knowledge to increase their contribution to the Army and grow as an individual. The TDY can be worldwide, however, in our remote world, there may be little to no TDY required.
- Commands Submit SETM TDY projects to CLDD (Commands are solicited in Nov/Dec and provided forms to return to the CLDD office).
- CLDD will work with the Career Field POCs to match the selectee with an appropriate project.



**Senior Civilian Army Talent Management – Army Strong!**



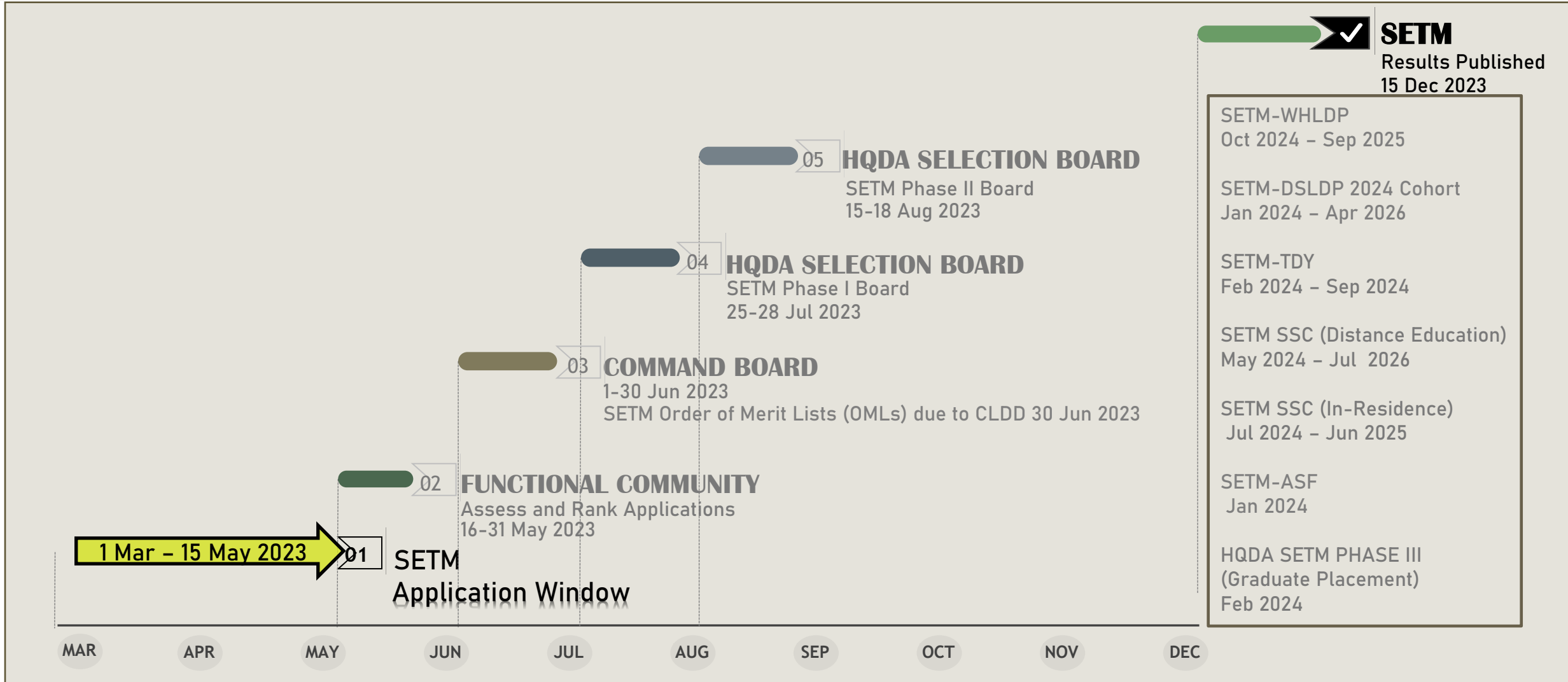
# SETM Program Application Requirements

| Program Component                          | Program Application Requirements              |   |                      |   |                        |                       |   |   |
|--|---|---|----------------------|---|------------------------|-----------------------|---|---|
|  | Agreements/Plans                              | Education/Corps Membership Certificates | Official Transcripts | Program Specific Nomination/Application Forms | Bio/ECQ Narrative      | Performance Appraisal | LoR   | SOI/Security Clearance Verification Form/PA Release Form/Resume/SETM-ETM Checklist/ |
| SETM-WHLDP                                 | Utilization Plan/Mentorship/Continued Service | Advanced CES                            | Yes                  | WHLDP   | ECQ (Full 10 page)     | Latest (1)            | 2 (1st 3/4 STAR SES/GO, 2nd Leader of Choice) | Yes   |
| SETM-DSLDP                                 | Mobility/Continued Service                    | Advanced CES                            | Yes                  | DSLDP   | Bio/ECQ (Short 5 page) | Latest (1)            | 2 (1st SES-GO/2nd Leader of Choice)           | Yes   |
| SETM-SSC AWC (Resident) (GPP)              | Mobility/Continued Service                    | Advanced CES                            | Yes                  | SSC   | N/A                    | Latest (1)            | 2 (1st SES-GO/2nd Leader of Choice)           | Yes   |
| SETM-SSC AWC (Resident) (Return)           | Utilization/Continued Service                 | Advanced CES                            | Yes                  | SSC   | N/A                    | Latest (1)            | 2 (1st SES-GO/2nd Leader of Choice)           | Yes   |
| SETM-SSC AWC (Distance Education)          | Continued Service                             | Advanced CES/*GS-13 CGSOC               | Yes                  | SSC   | N/A                    | Latest (1)            | 2 (1st SES-GO/2nd Leader of Choice)           | Yes   |
| SETM-SSC NDU-TES (Resident) (GPP)          | Mobility/Continued Service                    | Advanced CES                            | Yes                  | SSC/NDU                                       | N/A                    | Latest (1)            | 2 (1st SES-GO/2nd Leader of Choice)           | Yes   |
| SETM-SSC NDU-TES (Resident) (Return)       | Utilization/Continued Service                 | Advanced CES                            | Yes                  | SSC/NDU                                       | N/A                    | Latest (1)            | 2 (1st SES-GO/2nd Leader of Choice)           | Yes   |
| SETM-SSC NDU-TES w/SAC (Resident) (GPP)    | Mobility/Continued Service                    | Advanced CES/Acq Corps                  | Yes                  | SSC/NDU/SAC                                   | N/A                    | Latest (1)            | 2 (1st SES-GO/2nd Leader of Choice)           | Yes   |
| SETM-SSC NDU-TES w/SAC (Resident) (Return) | Utilization/Continued Service                 | Advanced CES/Acq Corps                  | Yes                  | SSC/NDU/SAC                                   | N/A                    | Latest (1)            | 2 (1st SES-GO/2nd Leader of Choice)           | Yes   |
| SETM-SSC NWC-SLC (Resident) (GPP)          | Mobility/Continued Service                    | Advanced CES                            | Yes                  | SSC   | N/A                    | Latest (1)            | 2 (1st SES-GO/2nd Leader of Choice)           | Yes   |
| SETM-SSC NWC-SLC (Resident) (Return)       | Utilization/Continued Service                 | Advanced CES                            | Yes                  | SSC   | N/A                    | Latest (1)            | 2 (1st SES-GO/2nd Leader of Choice)           | Yes   |
| SETM-ASF                                   | Utilization Plan/Mentorship/Continued Service | SSC                                     | Yes *SSC Transcripts | N/A   | ECQ (Full 10 page)     | Last 2                | 2 (1st SES-GO/2nd Leader of Choice)           | Yes   |
| SETM-TDY                                   | Continued Service                             | Advanced CES                            | N/A                  | N/A   | N/A                    | Latest (1)            | 1 (SES/GO)                                    | Yes   |

Refer to SETM Checklist



# SETM Execution Timeline



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# Enterprise Talent Management (ETM) Program Eligibility

| Program Component    | Program Eligibility                            |            |                 |                           |  |  |   |                 |
|----------------------|--|------------|-----------------|---------------------------|--|--|---|-----------------|
|                      | Eligible Grade/equivalent; Type of Appointment | YoS in DoD | Degree Required | SSC/CGSOC Graduate Status | Civilian Education Service Certification | Have Personal Passport and ability to obtain an Official passport (travel worldwide) | Performance Rating Requirement Meets Expectation (3-4.2 DPMAP/equivalent) Exceeds Expectations (4.3 DPMAP/equivalent) | Clearance Level |
| ETM-CGSOC-Resident   | 12/13 Permanent                                | 3+         | Baccalaureate   | Never attended SSC/CGSOC  | Advanced CES                             | N/A  | Meets Expectations +  | Secret          |
| ETM-CGSOC-SAT        | 12/13 Permanent                                | 3+         | Baccalaureate   | Never attended SSC/CGSOC  | Advanced CES                             | N/A  | Meets Expectations +  | Secret          |
| ETM-NWC-ILC-Resident | 13 Permanent                                   | 3+         | Baccalaureate   | Never attended SSC/CGSOC  | Advanced CES                             | N/A  | Meets Expectations +  | Secret          |
| ETM-ELDP             | *12/13 Permanent                               | 1+         | N/A             | N/A                       | *GS12 Only Intermediate CES              | YES  | Meets Expectations +  | Secret          |
| ETM-TDY              | 13 Permanent                                   | 1+         | N/A             | N/A                       | N/A                                      | N/A  | Meets Expectations +  | Secret          |
| ETM Shadow           | 13 Permanent                                   | 1+         | N/A             | N/A                       | N/A                                      | N/A  | Meets Expectations +  | Secret          |

\*CES foundations Course is required for all Army Civilians, hired after September 2006. There is no equivalent or constructive credit for the Foundation Course.





# ETM Program Modules

## Command and General Staff Officer College (CGSOC) – Resident

- 44-week course that expands the participants' knowledge of the operational and tactical common core elements of the Army. Students complete this course in an experiential learning environment which yields adaptive, self-aware, field-grade leaders of character and competence who can shape the joint operational environment.
  - The course consists of 2 components:
    - **Common Core Course (15-Weeks):** Foundations; Strategic Studies; Operational Studies; Army Operations; Managing Army Change; Rise of the Western Way of War; Leadership: Forging Success in Uncertain Times
    - **Advanced Operations Course(28-weeks):** Develops operational field-grade officers with a warfighting focus for battalion and brigade command who can conduct full spectrum operations in joint, multinational, and interagency environments. Develops officers/civilians who have the requisite competencies to serve successfully as staff officers in division through echelons-above-corps assignments. It covers “how our Army fights”.
  - Can choose to earn Master’s degree in Military Strategies.
  - Course is located at CAC, Fort Leavenworth, KS.



- 5 Quotas
- Coaching Service
- Reassigned to HQDA Civilian Personnel Training Account (CPTA) for duration of program
- Choose GPP or Return
- Centrally-Funded TDY and Training Expenses

CGSOC: <https://usacac.army.mil/organizations/cace/cgsc/courses>; <https://armyuniversity.edu/cgsc/cgss/students>



# ETM Program Modules

## Command and General Staff Officer College (CGSOC) – Satellite

- Consists of the Common Core curriculum that is the first 15 weeks of the 44-week resident courses. This course expands the participants' knowledge of the operational and tactical common core elements of the Army. Students complete this course in an experiential learning environment which yields adaptive, self-aware, field-grade leaders of character and competence who can shape the joint operational environment. Common Core Curriculum includes:
  - Foundations; Strategic Studies; Operational Studies; Army Operations; Managing Army Change; Rise of the Western Way of War; Leadership: Forging Success in Uncertain Times
  - Attendance to a 15-week Satellite Course in either CAC-Leavenworth, KS; Fort Belvoir, VA; Redstone Arsenal, AL. Upon selection, you will work with the PM to be assigned a particular location and date.



CGSOC-SAT:

[https://cacmdc.army.mil/army/HQ/CGSC/CGSS/student\\_registration/Pages/CGSS-Satellite-Program.aspx](https://cacmdc.army.mil/army/HQ/CGSC/CGSS/student_registration/Pages/CGSS-Satellite-Program.aspx)



# ETM Program Modules

## Naval War College: Intermediate Level Course (NWC-ILC)

- 10-month program (July to June) in Newport, RI. The Program outcomes include:
- - Skilled in applying operational art to maritime, joint, interagency, and multinational warfighting
  - Skilled in the Joint/Navy Planning Process
  - Capable of critical thought with operational perspectives
  - Prepared for operational level leadership challenges
  - Effective maritime spokesperson
  - Receive a Master of Arts in Defense and Strategic Studies degree.

U.S. NAVAL WAR COLLEGE  
Est. 1884  
NEWPORT, RHODE ISLAND

Coaching Services

2 Quotas

GPP or Return

Reassigned to HQDA Civilian Personnel Training Account (CPTA) for duration of program

NWC-ILC: <https://usnwc.edu/college-of-naval-command-and-staff/JPME-Phase-I-and-Masters-Degree>



# ETM Program Modules



## Executive Leadership Development Program (ELDP)

- ELDP is a 10-month DoD Level Program that offers a unique vertical leadership development opportunity. Through experiential learning, participants are physically and intellectually challenged to go beyond their current paradigm of what it means to lead and explore their leadership learning edge. Program includes:
  - Senior Leader Engagement
  - Military Readiness activities *optional*
  - Monthly 1–2-week TDY trips
  - Locations:
    - Washington DC (Orientation and Graduation)
    - South Korea; Hawaii; Oklahoma; California (can be anywhere that DoD has a presence).

10 Quotas



Coaching Services

Stay assigned to Command/Organization

Centrally-Funded TDY and Training Expenses

ELDP: <https://www.dcpas.osd.mil/learning/civilianleaderdevelopment/executiveleadership>



# ETM Program Modules

## ETM – Temporary Duty (ETM–TDY)

- This is a 90-day career development assignment. This assignment will help broaden the experience of a participant so they can gain additional knowledge to increase their contribution to the Army and grow as an individual. The TDY can be worldwide, however, in our remote world, there may be little to no TDY required.
  - Commands Submit ETM TDY projects to CLDD (Commands are solicited in Nov/Dec and provided forms to return to the CLDD office).
  - CLDD will work with the Career Field POCs to match the selectee with an appropriate project.



Unlimited Quotas  
Based on availability of funding

**Senior Civilian Army Talent Management – Army Strong!**



# ETM Program Modules

## Leadership Shadowing Experience

- Shadowing participant will accompany and observe a senior leader in action in his/her daily work environment for up to 20 working days. The senior leader may involve the ETM participant in the task at hand. The benefits of shadowing include experiencing what it is like to work as a senior Civilian at the Army enterprise level, the ability to ask questions while the senior leader goes about their daily activities and validation of perceptions about a particular field of work.
  - 20 Working days-may be broken up into 4 separate weeks or done all at once. In our virtual world it may be through virtual means instead of onsite.
  - CLDD will send selectee's information to the career field POCs. Career field POCs will work with the senior leaders and the selectee to develop the assignment. They will send to CLDD for validation.



- ✓ *Unlimited Quotas*
- ✓ *Coaching Services*
- ✓ *Centrally-Funded TDY and Training Expenses*
- ✓ *Stay assigned to Command/Organization*

**Senior Civilian Army Talent Management – Army Strong!**



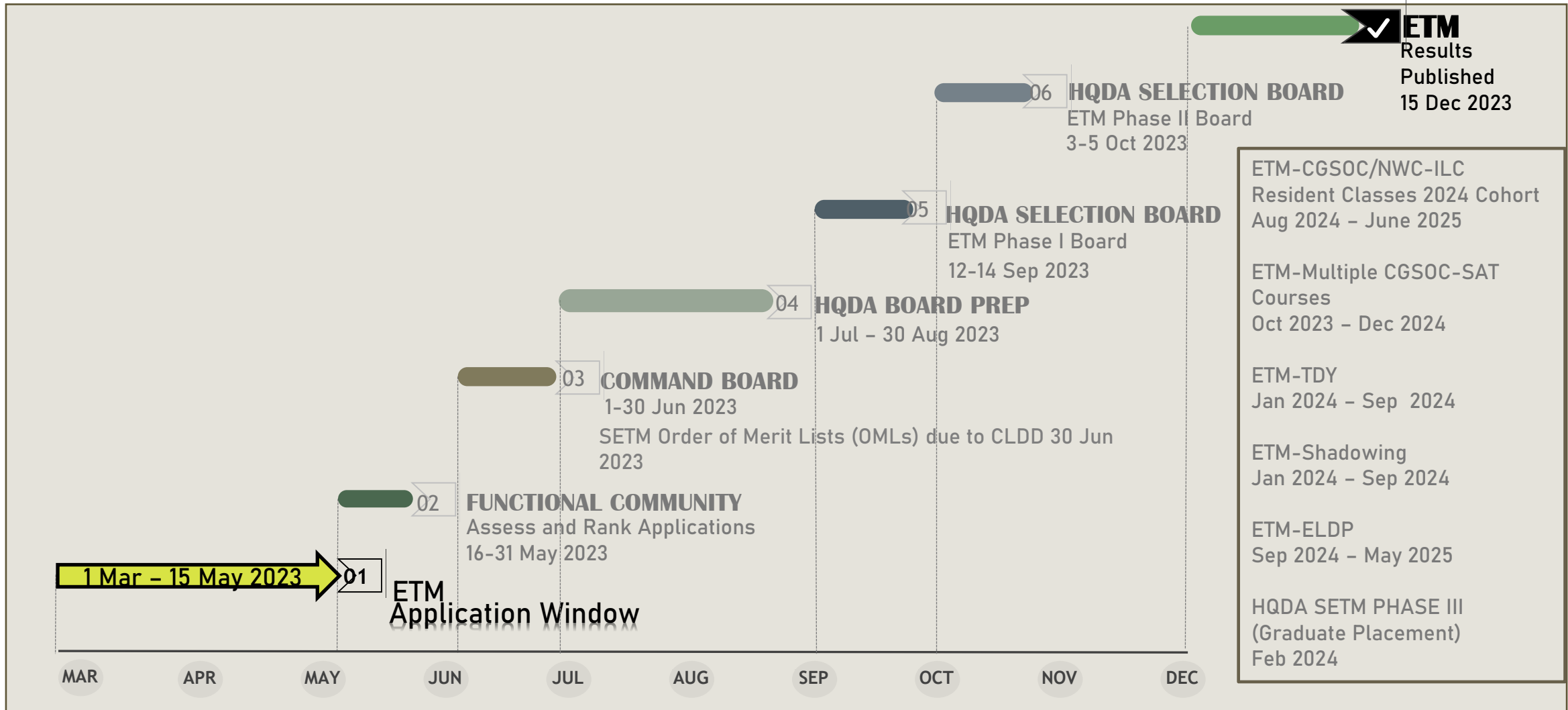
# ETM Program Application Requirements

| Program Component             | Program Application Requirements |  |                      |   |     |                       |            |   |
|-------------------------------|----------------------------------|--|----------------------|---|-----|-----------------------|------------|---|
|                               | Agreements/Plans                 | Civilian Education System Certificates | Official Transcripts | Program Specific Nomination/Application Forms | Bio | Performance Appraisal | LoR        | SOI/Security Clearance Verification Form/PA Release Form/Resume/SETM-ETM Checklist/ |
| ETM-CGSOC-Resident (GPP)      | Mobility/Continued Service       | Advanced CES                           | Yes                  | CGSOC-NWC-ILC                                 | N/A | Latest (1)            | 1 (SES/GO) | Yes   |
| ETM-CGSOC-Resident (Return)   | Utilization/Continued Service    | Advanced CES                           | Yes                  | CGSOC-NWC-ILC                                 | N/A | Latest (1)            | 1 (SES/GO) | Yes   |
| ETM-CGSOC-SAT                 | Continued Service                | Advanced CES                           | Yes                  | CGSOC-NWC-ILC                                 | N/A | Latest (1)            | 1 (SES/GO) | Yes   |
| ETM-NWC-ILC-Resident (GPP)    | Mobility/Continued Service       | Advanced CES                           | Yes                  | CGSOC-NWC-ILC                                 | N/A | Latest (1)            | 1 (SES/GO) | Yes   |
| ETM-NWC-ILC-Resident (Return) | Utilization/Continued Service    | Advanced CES                           | Yes                  | CGSOC-NWC-ILC                                 | N/A | Latest (1)            | 1 (SES/GO) | Yes   |
| ETM-ELDP                      | Continued Service                | *GS-12 Intermediate CES                | N/A                  | ELDP  | Yes | Latest (1)            | 1 (SES/GO) | Yes   |
| ETM-TDY                       | Continued Service                | N/A                                    | N/A                  | N/A   | N/A | Latest (1)            | 1 (SES/GO) | Yes   |
| ETM Shadow                    | N/A                              | N/A                                    | N/A                  | N/A   | N/A | Latest (1)            | 1 (SES/GO) | Yes   |

Refer to ETM Checklist



# ETM Execution Timeline



**Senior Civilian Army Talent Management – Army Strong!**





# Army Civilian Talent Development Courses



Apply for these courses in March 2023 for attendance in FY24:

Harvard Senior Executive Fellows  
Senior Manager Course in National Security  
Leadership for a Democratic Society



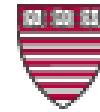


# Army Civilian Talent Development Courses



## Harvard Senior Executive Fellows

- 4-week In resident or online at the Harvard University John F. Kennedy School of Government, Cambridge, MA
- Eligible GS14-15 Army Civilians with 1 year tenure and completion of the CES Foundation & Advanced Courses\*
- Professional development program for executives who want to sharpen their leadership and managerial skills.
- Program incorporates the OPM Executive Core Qualifications for Senior Executive Service.
- Learning Objectives:
  - Identify and analyze the challenges and opportunities facing your organization.
  - Develop strategic plans of actions using communication, negotiation and coalition-building skills.
  - Manage the tensions between long-term policy and short-term political pressures.
  - Create an organizational environment that is responsive to change, but also true to its purpose and tradition.
- <https://www.hks.harvard.edu/educational-programs/executive-education/senior-executive-fellows>



## HARVARD Kennedy School



3

Hours of onboarding starting one month prior

4-5

Hours of live classes, interactive simulations, discussions and study group meetings daily with faculty and participants (8:00am – 3pm).  
Lunch and Coffee Breaks.



1-2

Hours of asynchronous work on most days and preparation/readings for most sessions

\*Foundation Course is required for all Army Civilians, hired after September 2006. There is no equivalent or constructive credit for the Foundation Course. Advanced Course requirement may be met by equivalent or constructive credit. Refer to the CHRTAS website for information on equivalent and constructive credit.



# Army Civilian Talent Development Courses

## Senior Manager Course in National Security Leadership

- Two week in-resident or online program at the George Washington University Elliot School of International Affairs, Washington DC.
- Eligible GS14-15 Army Civilians with 1 year tenure and completion of the CES Foundation & Advanced Courses\*
- Learning Objectives:
  - Prepares participants to lead their organizations in today's complex and volatile international security environment.
  - Lectures from internationally renowned national security and foreign policy experts.
  - Gain insights into counterterrorism and counterinsurgency strategy, and cyberwarfare.
- <https://nssp.elliott.gwu.edu/>



\*Foundation Course is required for all Army Civilians, hired after September 2006. There is no equivalent or constructive credit for the Foundation Course. Advanced Course requirement may be met by equivalent or constructive credit. Refer to the CHRTAS website for information on equivalent and constructive credit.



# Army Civilian Talent Development Courses



## Leadership for a Democratic Society

- Four weeks in-resident at the OPM Federal Executive Institute in Charlottesville, VA
- Eligible GS15 Army Civilians with 1 year tenure and completion of the CES Foundation & Advanced Courses\*
- LDS prepares senior level leaders for today's complex challenges
- Learning Objectives:
  - Increased self-awareness as an individual, team member, and leader.
  - Enhanced leadership and management skills, especially in the areas of team-building, strategic thinking, influencing & negotiating, political savvy, and external awareness.
  - Expanded professional networks, enabling improved inter-organizational collaboration and problem-solving.
  - Broadened understanding of the US Constitution as the foundation for federal public service.
  - Improved ability to leverage the diverse talents of the federal workforce.
  - Increased resiliency, mental and physical wellness, and work-life balance.
- <https://www.opm.gov/services-for-agencies/center-for-leadership-development/federal-executive-institute/#url=Leadership-for-a-Democratic-Society>



\*Foundation Course is required for all Army Civilians, hired after September 2006. There is no equivalent or constructive credit for the Foundation Course. Advanced Course requirement may be met by equivalent or constructive credit. Refer to the CHRTAS website for information on equivalent and constructive credit.



# Enterprise Leader Development Application Process



- HQDA Selected and Centrally-Funded
  - SETM GS-14/15 level equivalents
  - ETM GS-12/13 level equivalents
  - TD GS-14/15 level equivalents
- Annual application period 1 March – 15 May
- New Automated Application Process
  - Website: <https://civilians.army.mil/TalentDev/> (CAC enabled)



# Portal LOGIN



[About](#) ▾ [How to Apply](#) ▾ [Results and Placements](#) ▾ [External Links](#) ▾

## ACCMA Talent Development Application Portal



### Welcome to the ACCMA Talent Development Application Portal Preparing Army Civilians to Assume Positions of Greater Responsibility



Apply Starting March 1st!



View Program Information

[SETM Programs](#)

[ETM Programs](#)

[Other Leader Development Courses](#)



Applications start March 1st, 2023  
Applications close May 15th, 2023

### Welcome

Welcome to the Army Civilian Talent Development Portal!

### Announcements

Applications start 03/1/2023  
Applications close 05/15/2023



# Application Process Flow Chart

**START:** Applicants apply for SETM/ETM Programs using the Leader Development Portal.

**Applicant** begin the process by completing a Career Brief and Survey within the Portal. This includes a self-assessment against the 5 ECQs and Competencies, prepare a statement of Interest, select programs, "SUBMIT" the application. NOTE: Rating Official is notified via email there is a pending application.

**Rater** assesses applicants and provides comments as to why the applicant should be selected for this program.



Rater submits application. Endorser (1st GO or SES equivalent in chain of command) is notified via system generated email of pending application.

**Endorser** assesses applicants and provide comments as to why the applicant should be selected for this program.



Endorser submits application. FC/FA is notified via system generated email of pending application.

**FC/FA assesses** applicants and provide comments as to why the applicant should be selected for this program. NOTE: Career Field Management Team (CFMT) assemble package for the FC/FA's review.



FC/FA establishes OML and submits packet back to the Command

**Command** Assesses Packets via Command Board



Command Creates OML for each program in the Leader Development Portal and submit to HQDA

**END:** HQDA Boards held for SETM/ETM. Published results by end of December



\*Rater; Endorser; FC/FA; Command must provide justification for disapproval



# SETM Board Recommendations

## Recommendations located on the SETM system under “How to apply for SETM/Application Helpful Hints”

- Time Invested in Completing Application
- Statement of Interest
- Appraisals (Employee Potential)
- Rater/Endorser/FC or FA Comments
- Resume Accomplishments (Measurable and Quantifiable)
- Competency Scoring
  - Executive Core Qualifications (ECQ): <https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/>





# Civilian Leader Development Division (CLDD)

## Chief, Civilian Leader Development Office

Edmund Shaw (Reach via TEAMS)

or [Edmund.Shaw.civ@army.mil](mailto:Edmund.Shaw.civ@army.mil)

### DSLDP, CGSOC, ETM-TDY, GPP

Angel Maldonado, (Reach via TEAMS)

[Angel.L.Maldonadoramirez.civ@army.mil](mailto:Angel.L.Maldonadoramirez.civ@army.mil)

### SSC, WHLD

Teesa McCray, (Reach via TEAMS)

[Teesa.L.McCray.civ@army.mil](mailto:Teesa.L.McCray.civ@army.mil)

### ELDP, Shadowing and Coaching

Cary Cooper, (Reach via TEAMS)

[Cary.M.Cooper4.civ@army.mil](mailto:Cary.M.Cooper4.civ@army.mil)

### Army Senior Fellows, SETM-TDY

Alima Gordon, (Reach via TEAMS)

[Alima.M.Gordon2.civ@army.mil](mailto:Alima.M.Gordon2.civ@army.mil)

### CPTA, PCS Orders

Pamela Miller, (Reach via TEAMS) [pamela.m.miller42.civ@army.mil](mailto:pamela.m.miller42.civ@army.mil)

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Group Email: USARMY Ft Belvoir CHRA-ACCMA List CLDD; [usarmy.belvoir.chra-accma.list.cldd@army.mil](mailto:usarmy.belvoir.chra-accma.list.cldd@army.mil)

Website: <https://civilians.army.mil/TalentDev/>

ICE Survey: <https://ice.disa.mil/index.cfm?fa=card&sp=149370>



# Talent Development Division Points of Contact



## Chief, Talent Development Division

Lisa Rycroft (Reach via TEAMS)

or [Lisa.a.Rycroft.civ@army.mil](mailto:Lisa.a.Rycroft.civ@army.mil)

## Harvard, Senior Manager Course In National Security, Leadership for Democratic Society

Michelle White, (Reach via TEAMS)

[Michelle.I.White.civ@army.mil](mailto:Michelle.I.White.civ@army.mil)



# SETM Programs Briefing

## **Back-up Slides for SETM/ETM Applications and Board Preparation**

————— *Senior Civilian Army Talent Management – Army Strong!* —————→



# Additional Briefing Slides

## SETM Board Review and Analysis:

- **Competence Assessment of Candidates**
  - ✓ Performance and Potential
  - ✓ Statement of Interest
  - ✓ Rater's Assessment
  - ✓ Endorser's Assessment
  - ✓ Functional Chief Representative
  - ✓ Executive Core Qualifications
  - ✓ Candidates' Resumes
- **Training Education**
- **Utilization and Assignments**
- **SETM Packets**



# Best Practices for Your Application

## Resume

- Well written, succinct, limited to number of pages required by opportunity
- Highlight experience and qualifications up front
- Quantify/qualify accomplishments and focus on results rather than list duties

## Interview

- Do research! Learn about the job, organization and opportunity
- Know your skill set and how it sets you apart
- Be prepared, rehearse
- Use the CCAR (Challenge, Context, Action, Results) Method

## Statement of Interest

- Treat it as a “first impression”
- Clearly articulate goals and a desire to use the program as a developmental vehicle
- Error free, well-constructed with a logical flow

## Endorsements

- Clear and consistent message regarding candidate’s performance and potential
- High ratings must be justified and measurable
- Carry a lot of weight – communicate with your Raters/Endorsers regarding the impact of their endorsement



# Thoughts for Consideration – What (May) Make the Difference

- SETM/ETM is an **INVESTMENT by the Army In YOU**
  
- **Your Application:**
  - Statement of Interest – Be clear -- what is your professional goal—GS15, SES – avoid “serve at next level”; “mom & apple pie fluffy statements”; How will you provide a return on the investment?
  - ECQs – Vignettes --Focus on ACTIONS and RESULTS not inputs; place outcomes in a STRATEGIC context (benefit to the Army/Defense Strategy)
  - Resume – NMT 5 pages; ECQs based is a plus; position description/scope of responsibility (quantify as much as possible (\$\$, etc.); supervisory experience;
  - Letters of Recommendation – avoid “fluff” comments; emphasize accomplishments & potential for increased responsibility/promotion; how you will provide return on investment.
  - Assessment – self; rater; functional advisor – consistency; accurate; word picture is key; don’t need all 5’s – a mix of 4 &5s is ok; a 3 in some places is ok but not too many. Less than a 5 on honesty/integrity is showstopper (my vote); what is said is important – what is NOT said is also noticed.
  
- **Your Interview:**
  - Think through potential questions – have vignettes on a range of issues to demonstrate competencies (i.e., leverage your ECQs)
  - Preparation/Rehearse – be confident; clear/concise responses – “connect-the-dots”; be watchful of time; circle back if you forget something...it’s ok; no right/wrong answer – can you make a compelling /impactful argument; avoid “wandering” comments...
  - Demonstrate strategic perspective – need to look above your foxhole; understand and articulate implications to the Army (Enterprise); how do your actions/accomplishments, etc., connect to broader Army priorities/challenges\_
  
- **Other Thoughts**
  - It’s a competitive process; a “NO” **doesn’t** mean never – be persistent and ask for feedback if not selected; does your packet accurately reflect your experience and potential for success in the program and beyond?
  - Panelists read ALL documents – some more important than others – rater/functional advisor assessments carry weight
  - Process is fair – goal is to select the best candidates and align your future assignment to best support your professional development and be a future army leader
  - Build your packet early – engage your leadership
  - Think forward – once/if selected think about your follow-on positions/locations of choice to optimize your experience



# Considerations Before You Apply

- ✓ **Start Early**
  - Develop a plan of action and milestones
  - Build support with your Chain of Command
  
- ✓ **Network**
  - Phone a friend, seek out a mentor
  - Obtain Letters of Recommendation
  
- ✓ **Expectation Management**
  - Keep an open mind regarding opportunities and placement
  - Challenge yourself outside of your comfort zone
  
- ✓ **Career Goals**
  - Align with your career goals



# Board Review and Analysis



## Competence Assessment of Candidates (1 of 7)

- **Performance and Potential:**
  - **Comments that clearly articulated a candidate's performance and future potential viewed as a plus.**
  - **Weak comments sent a clear message to the board and pondered rating chain's support of candidate.**
  - **Length of time candidates spent in the assignments coupled with Executive Core Qualifications (ECQs) that represent the critical leadership skills were positives.**
  - **The five documents that helped produce the most accurate snapshot of the candidates were the Statement of Interest, Raters' Assessment, Endorsers' Assessment, ECQs submitted by the candidates and candidates' resumes.**





# Board Review and Analysis



## Competence Assessment of Candidates (2 of 7)

- **Statement of Interest:**
  - **That clearly articulated a goal and path using the SETM programs as developmental vehicles to achieve the goal set the stage for the board member.**
  - **The statement of interest was the first look at the candidates' ability to construct a vision and develop this vision into a tangible end state through written communication.**
  - **Error free, well-constructed statements of interest with a logical flow were a plus.**



# Board Review and Analysis

## Competence Assessment of Candidates (3 of 7)

- **Rater's Assessment:**
  - **Raters did not routinely send clear and consistent messages reflecting performance and potential.**
  - **Raters should be educated on the impact of inconsistent messaging.**
  - **Raters that distinguished excellence in the performance of their employee painted a picture of potential and confidence in the employee's ability to perform at higher levels.**
  - **High ratings must be justified and measurable.**



# Board Review and Analysis



## Competence Assessment of Candidates (4 of 7)

- **Endorser's Assessment:**

- **Carried a lot of weight when the verbiage correlated with the score assigned to each competency.**
- **Endorsers were most effective when their rating reflected the competency demonstrated by the applicants as major parts of their responsibility.**
- **The Board weighs heavily on endorsers' inputs.**
- **Endorsers are encouraged to help manage their highly performing employees' careers.**



# Board Review and Analysis



## Competence Assessment of Candidates (5 of 7)

- **Functional Chief (FC) or Functional Advisor (FA):**
  - **FC/FA endorsements are an asset to the board.**
  - **FC/FA endorsements that expressed the applicant's accomplishments, developmental needs and rating within the career program was informative to the board.**



# Board Review and Analysis



## Competence Assessment of Candidates (6 of 7)

- **Executive Core Qualifications (ECQs):**
  - **The ECQs define the competencies needed to build a federal corporate culture that drives for results, serves customers and builds successful teams and coalitions within and outside the organization.**
  - **Each core qualification has sub-components. Each sub-component of the ECQs should be addressed as completely as possible.**
  - **In many cases, candidates' ECQs were not complete and did not correlate with their individual accomplishments verses accomplishments of a team or group. CLDD recommends candidate and rating chain seek SES involvement to properly prepare ECQs.**



# Board Review and Analysis



## Competence Assessment of Candidates (7 of 7)

- **Candidates' Resumes:**
  - **Having a solid and effective resume greatly improved applicant chances for selection.**
  - **Putting the most important information first; previous work experience, generally was the most effective resumes.**
  - **Back up qualities and strengths, instead of listing responsibilities, list and describe professional achievements with quantifiable and tangible examples that demonstrate results and outcomes.**
  - **Incomplete documentation sent a negative message to the Board.**



# ETM Program Modules – CGSOC Curriculum

### C100 ... Foundations

updated 09JUL19 by Mr. Ted Fiske

- C101 Critical Thinking 4 hrs
- C102 Creative Thinking 2 hrs
- C103 Application of Critical and Creative Thinking 2 hrs
- C104 Leader Development 2 hrs
- C105.1 Self Awareness (MOT) 2 hrs
- C105.2 Self Awareness (SI) 1 hr
- C106 Individual Development Plan (IDP) 1 hr
- C108 Profession of Arms 2 hrs
- C170 Effective Writing 2 hrs
- C170.1 Writing Workshops #1 2 hrs
- C170.2 Writing Workshops #2 2 hrs
- C171 Effective Speaking, Briefing and Listening 2 hrs
- C174 Briefing Practices 5 hrs

**30 hrs**

Approved By: [Signature]      Credit Hours = 1.5  
 Not Awarded: [Signature]      Not Counted in GPA

## Common Core

### F100 ... Managing Army Change

updated 27JUN19 by LTC Kenneth Woods

- F101 Foundations of Change 4 hrs
- F102 Joint and Army Capability Development 3 hrs
- F103 Defense Acquisition System 4 hrs
- F104 Defense Organizational Requirements 2 hrs
- F105 Defense Organizational Authorizations 4 hrs
- F106 Force Integration 4 hrs
- F107 Planning Programming Budget Execution (PPBE) 2 hrs
- F108 Force Modernization 4 hrs
- F109 Resource Management 2 hrs
- F110 Operational Contract Support 4 hrs
- F111 Student-Developed Case Studies 2 hrs

**34 hrs**

Approved By: [Signature]      Credit Hours = 2.1  
 Not Awarded: [Signature]      Not Counted in GPA

### C200 ... Strategic Context of Op Art

updated 25JUN19 by Mr. Brian Allen

- C201 Intro to the Nature of War & the Combatant's Perspective 4 hrs
- C202 Understanding the Environment 4 hrs
- C203 Power and Strategy 4 hrs
- C204a National Organizations and Process 2 hrs
- C204b DoD and Theater Organizations and Processes 2 hrs
- C205 National and Department of Defense Strategy and Policy 4 hrs
- C206 Combatant Commander Theater Evaluations 2 hrs
- C209 Strategic Estimate Practical Exercise 8 hrs

**30 hrs**

Approved By: [Signature]      Credit Hours = 1.9  
 Not Awarded: [Signature]      Not Counted in GPA

### H100 ... History: Rise of the Western Way of War

updated 23JUN19 by Dr. Mary Lauer

- H100 Who, Where and How: Structures of Military Revolution 2 hrs
- H102 State Armes and Limited War in Early-Modern Europe 2 hrs
- H103 Nations in Arms: Napoleon 2 hrs
- H104 Imperial Overextension 2 hrs
- H105 Classenator 2 hrs
- H106 Jihad 2 hrs
- H107 The Rise of a Modern Army 2 hrs
- H108 World War I - Trench Warfare 2 hrs
- H109 Birth of Combined Arms 2 hrs
- H110 Blitzkrieg 2 hrs
- H111 The Limits of Blitzkrieg 2 hrs
- H112 Emergence of Multi-Domain Operations: Air Power Theory & App 2 hrs
- H113 The Chinese Way of War: An Alternative to a Single Scale Combat 2 hrs

**25 hrs**

Approved By: [Signature]      Credit Hours = 1.6  
 Not Awarded: [Signature]      Not Counted in Learning ...

### X100 ... Comprehensive Exam

updated 04JUN19 by Dr. Michelle Miller

Weighted: 10 hrs  
 Credit Hours = 1

Approved By: [Signature]      Credit Hours = 1  
 Not Awarded: [Signature]      Not Counted in Learning ...

CGSOC – CG Contains:  
 285 hours including C100 (P + F) or  
 250 hours without C100 – Integrated GPA

### L100 ... Leadership: Developing Organizations and Leaders

updated 25JUN19 by Mr. Gerald Sewell

- L100 Developing Organizations and Leaders 2 hrs
- L102 Ethical Dimensions of Organizational Leadership 2 hrs
- L103 Organizational Power and Influence 2 hrs
- L104 Organizational Culture and Climate 2 hrs
- L105 Leading Organizations in Change 2 hrs
- L106 Developing Learning Organizations 2 hrs
- L107 Organizational Teamwork in Crisis 2 hrs
- L108 Organizational Stress and Resilience 2 hrs
- L109 Developing Highly Motivated Organizations 2 hrs
- L110 Implementing an Organizational Vision 4 hrs
- L111a Extending Influence through Negotiation 2 hrs
- L111b Extending Influence through Negotiation – Simulation 2 hrs

**30 hrs**

Approved By: [Signature]      Credit Hours = 1.8  
 Not Awarded: [Signature]      Not Counted in Learning ...

### C300 ... Unified Action

updated 18JUL19 by Ms. Heather Karambelas

- C301 Fundamentals of Joint Ops & Unified Action 4 hrs
- C302 Joint Functions 4 hrs
- C303 Joint Functions Across the Range of Military Operations (JRMFO) 4 hrs
- C304 Multinational Operations 2 hrs
- C305 Interoperational Cooperation & Coordination 2 hrs
- C306 US Army 2 hrs
- C307 US Navy and Coast Guard 2 hrs
- C308 US Marine Corps 2 hrs
- C309 US Air Force 4 hrs
- C310 US Special Operations Forces 2 hrs
- C311 US Space Operations 2 hrs
- C312 Cyber Space Operations 2 hrs
- C313 US Army Sustainment Support to Unified Action 2 hrs
- C319 Unified Action PE 8 hrs

**41 hrs**

Approved By: [Signature]      Credit Hours = 2.5  
 Not Awarded: [Signature]      Not Counted in Learning ...

### C400 ... Apply US Army Doctrine

updated 25JUN19 by Mr. Damien Fournier

- C401 Doctrinal Concepts of Unified Land Operations (ULO) in Unified Action 6 hrs
- C402 Commander's Role in the Operations Process 4 hrs
- C403 Tactical Sustainment 4 hrs
- C404 Reconnaissance and Security Operations 4 hrs
- C405 Defense Operations in USA 4 hrs
- C406 Defense Operations in MIA 4 hrs
- C407 Stability Operations in MIA 2 hrs
- C408 US Army Training (Lecture Only) 2 hrs
- C409 Military Decision Making Process 4 hrs

**34 hrs**

Approved By: [Signature]      Credit Hours = 2.1  
 Not Awarded: [Signature]      Not Counted in Learning ...

### C500 ... Operational Art & Planning

updated 18JUL19 by Ms. Heather Karambelas

- C501 Introduction to Operational Art and Design 4 hrs
- C502 Elements of Operational Design 4 hrs
- C503 Introduction to Joint Planning Process (JPP) 4 hrs
- C504 Joint Logistics Planning 2 hrs
- C505 Joint Planning Process Exercise 20 hrs

**34 hrs**

Approved By: [Signature]      Credit Hours = 2.5  
 Not Awarded: [Signature]      Not Counted in Learning ...

As of 19JUL19



# Board Review and Analysis

## Training and Education

Although Civilian education is a prerequisite and Bachelor's Degree is a requirement for Professional Military Education (PME) programs, higher degrees did not impact candidates negatively or positively.

The Board tended to view developmental courses completed, like the Civilian Education System Advanced Course, positively, showing that individuals were lifelong learners and concerned with their professional development.





# Board Review and Analysis

## Utilization and Assignments

The Board viewed applicants' records that displayed outstanding service in a range of diverse assignments, which showed normal progression, to include special assignments.

It is essential that leaders in the field place high performing subordinates in career enhancing and professional growth assignments.

The board considered the length of time the applicant has been in their current assignment to see if they had enough time to make contributions and accomplish organizational goals.

Accomplishments should have been quantifiable and measurable.



# Board Review and Analysis

## SETM Packets

**The overall quality and content of a packet is the first representation of a candidate view by the Board.**

**Packets missing documents were considered incomplete and not considered by the board. We strongly recommend candidates to request their transcripts immediately. Transcripts received after CLDO's deadline are viewed as an incomplete packet.**

**It was imperative that candidates, leaders, and Command representatives started the packets early and paid close attention to detail to the general content of each packet.**

**Applicants are highly encouraged to compete for multiple programs.**



# Additional SETM Resources



- WHLDP: [White House Leadership Development Program-Civilian Leader-Learning | DCPAS \(osd.mil\)](#)
- DSLDP: <https://www.dcpas.osd.mil/learning/civilianleaderdevelopment/defenseseniorleader>
- AWC: <https://www.armywarcollege.edu/>; <https://ssl.armywarcollege.edu/rep.htm>; [https://www.armywarcollege.edu/programs/mel\\_1.cfm](https://www.armywarcollege.edu/programs/mel_1.cfm)
- AWC-DEP: <https://ssl.armywarcollege.edu/dde/index.cfm>
- NWC-SLC: <https://usnwc.edu/college-of-naval-warfare/JPME-Phase-II-and-Masters-Degree>
- NDU-TES: <https://es.ndu.edu/>; <https://es.ndu.edu/New-Student-Information/>;
- Executive Core Qualifications (ECQ): <https://www.opm.gov/policy-data-oversight/senior-executive-service/executive-core-qualifications/>
- CES Certificates/Equivalency Determinations: <https://www.atrrs.army.mil/CHRTAS>



# Additional ETM Resources



- CGSOC: <https://usacac.army.mil/organizations/cace/cgsc/courses>;  
<https://armyuniversity.edu/cgsc/cgss/students>
- CGSOC-SAT: [https://cacmdc.army.mil/armyu/HQ/CGSC/CGSS/student\\_registration/Pages/CGSS-Satellite-Program.aspx](https://cacmdc.army.mil/armyu/HQ/CGSC/CGSS/student_registration/Pages/CGSS-Satellite-Program.aspx)
- NWC-ILC: <https://usnwc.edu/college-of-naval-command-and-staff/JPME-Phase-I-and-Masters-Degree>
- ELDP: <https://www.dcpas.osd.mil/learning/civilianleaderdevelopment/executiveleadership>
- CES Certificates/Equivalency Determinations: <https://www.atrrs.army.mil/CHRTAS>