Developing a Strategic Vision for Your Career

Leader Development Programs for Career Army Civilians

Civilian Senior Leader Management Office (CSLMO), Deputy Under Secretary of the Army (DUSA)
Agenda

- Career Development Path for Army Civilians
- SETM / ETM Programs Selection Process
- Senior Enterprise Talent Management (SETM)
- Enterprise Talent Management (ETM)
- SETM / ETM Application Timelines
- Points of Contact
## Civilian Career Development Path

<table>
<thead>
<tr>
<th>Pay Band 1</th>
<th>Pay Band 2</th>
<th>Pay Band 3</th>
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<tbody>
<tr>
<td>GS-5/7/9</td>
<td>GS-11</td>
<td>GS-12</td>
</tr>
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<td>NAF 1/2/3</td>
<td>NAF 4</td>
<td>NAF 5</td>
</tr>
</tbody>
</table>

### Emerging Enterprise Leaders (EEL) Programs

- Supervisory Development Course (SDC) – DL
- Basic Course (BC) – DL & Resident
- Intermediate Course (IC) – DL & Resident
- Manager Development Course (MDC) – DL

### Enterprise Talent Management (ETM) Program

- Action Officer Development Course (AODC) – DL
- Foundation Course (FC) – DL

### Command and General Staff College (CGSC) Satellite Only

- Command and General Staff College (CGSC) Satellite Only

### Continuing Education for Senior Leaders (CESL)

- Advanced Course (AC) – DL & Resident
- Intermediate Course (IC) – DL & Resident
- Basic Course (BC) – DL & Resident
- Manager Development Course (MDC) – DL

### Senior Enterprise Talent Management (SETM) TDY

- Army Senior Fellowship (ASF)
- Senior Enterprise Talent Management (SETM) TDY
- DOD Defense Senior Leader Development Program (DSLDP)
- Senior Service College (SSC) DL or Resident

### Army Senior Fellowship (ASF)

- Emerging Enterprise Leaders (EEL) Programs
- Enterprise Talent Management (ETM) Program
- Command and General Staff College (CGSC) Satellite Only
- Continuing Education for Senior Leaders (CESL)

**Progressive and Sequential opportunities for ALL Army Civilians**

**AMERICA’S ARMY:**
THE STRENGTH OF THE NATION

Civilian Career Development Path
PURPOSE: SETM/ETM are the means by which HQDA prepares Senior Civilians (GS-12/15 or equivalent) to assume positions of greater responsibility across the Enterprise.

POLICY:
- Army Regulation 350-1 (Army Training and Leader Development)
- FY20 Army Civilian Training Education & Development System (ACTEDS) Training Catalog – Government Training Programs

SELECTION PROCESS:
- Army Civilians must volunteer and apply via the SETM automated system.
- Commands/organizations conduct selection board(s) and submit their Order-of-Merit-Lists (OML) to the Civilian Leader Development Division (CLDD).
- HQDA Board Members (SEs/GOs/GS-15s/COLs) individually assess and assign utilization ratings to each application.
- Board Phase I – Board determines final utilization ratings and selects Phase II candidates.
- Board Phase II – Board conducts individual interviews and establish an OML by modules.
- Board Phase III – Board decides placements of DSLDP/SSC-PCS/CGSOC-Naval Course graduating students based on commands/organizations’ input, needs of the Army and candidates’ assignment preferences.
Defense Senior Leader Development Program (DSLDP)

• Open to Army senior Civilians GS-14/15 (or equivalent) with 3+ years of Army service.
• 2-year program: Attend Senior Service College (SSC) at Air, Navy, National War College or Eisenhower School plus 4 to 6 month developmental assignment.
• Baccalaureate Degree required.
• Will earn a Masters’ Degree.
• Reassigned to HQDA Civilian Personnel Training Account (CPTA).
• Mobility and Continued Service Agreements required.
• Completion of CES Advanced Course or equivalent/constructive credit required.
• Graduate Placement/Reassignment Worldwide.

Naval War College Senior Level Course

• Open to Army senior Civilians GS-14/15 (or equivalent) with 3+ years of Army service by the start date of the program.
• 1-year program (July to June) at Newport, RI.
• Have experience in DA National Security policy and Defense agencies interaction. Have a minimum Secret level clearance.
• College of Naval Warfare graduates are awarded a Master’s degree in Defense and Strategic Studies (most agree to curriculum attendance and completion).
• Reassigned to HQDA CPTA.
• Mobility Optional (PCS or TDY)
• Continued Service agreement required.
• Completion of CES Advanced Course or equivalent/constructive credit required.
• Graduate Placement/Reassignment Worldwide.
Senior Service College (SSC) Resident

- Open to Army senior Civilians GS-14/15 (or equivalent) with 3+ years of Army service by the start date of the program.
- 1-year program (July to June): Attend Army War College (Carlisle, PA) or Eisenhower School at National Defense University (Fort McNair, DC).
- Will earn a Masters’ Degree.
- Reassigned to HQDACPTA.
- Mobility Optional (PCS or TDY-and-Return with approved Utilization Plan)
- Continued Service Agreement required.
- Completion of CES Advanced Course or equivalent/constructive credit required.
- Graduate Placement/Reassignment Worldwide.

Senior Service College (SSC) Distance Education

- Open to Army senior Civilians GS-13*/14/15 (or equivalent) with 3+ years of Army service by the start date of the program.
- *GS-13 must have completed a CGSOC*
- 2-year program: Attend Orientation (May), 2 week TDY at the end of first year (June) and 2 week TDY at the end of program that includes CAPSTONE/Graduation at AWC (June).
- Will earn a Masters’ Degree.
- Mobility optional, if so Graduate Placement/Reassignment Worldwide.
- Stay assigned to parent organization.
- Continued Service Agreement required.
- Completion of CES Advanced Course or equivalent/constructive credit required.
Army Senior Fellowship (ASF)
• Open to Army senior Civilians **GS-14/15** (or equivalent).
• Must be a graduate of a Senior Service War College
• 12-month Training With Industry
• Graduate Training Courses
• 6 – 8 month Developmental Assignment
• Baccalaureate Degree required
• TDY and Return / Remain assigned to Current Command
• SES develops individual training plan for the fellow.
• SES Mentorship
• Continued Service Agreement required

SETM – Temporary Duty (SETM – TDY)
• Open to Army senior Civilians **GS-14/15** (or equivalent).
• Detail not to exceed 179 days.
• TDY Worldwide.
• Commands submit SETM/ETM-TDY projects using respective form(s).
• CLDD validates projects.
• FCRs match selectees to projects.
• **Stay assigned to parent organization.**
• Continued Service Agreement required.
• CLDD pays TDY costs.
• Receive Coaching Sessions from a certified Army Coach
• Attend the Leadership Development Program at the Center For Creative Leadership
1 March - 15 May 2020, SETM Application Period

15 May 2020, SETM Application Closes

16 - 31 May 2020, FCR Assess and Rank Applications

30 June 2020, SETM OMLs due to CLDD

1 - 30 June 2020, Command Boards SETM

February 2021 - April 2023, SETM-DSLDP

February 2021 - September 2021, SETM-TDY

October 2020, SETM-ASF

May 2021 - July 2023, SETM SSC (Distance Education)

July 2021 - June 2022, SETM-SSC (Resident)

28 - 31 July 2020, HQDA SETM Phase I Board (Pre-Selection)

17 - 21 August 2020, HQDA SETM Phase II Board (Interviews)

15 December 2020, SETM Results Published

February 2021, HQDA SETM Phase III (Graduate Placement)

2020 Application Period
1 Mar - 15 May 2020
Command and General Staff Officer Course (CGSOC) - Satellite

- Open to senior DACs GS-13 (GS-12 by exception) with 3+ years of Army service.
- Expands participants’ knowledge of the operational and tactical common core elements of the Army.
- Completion of CES Advanced Course or equivalent/constructive credit required.
- Baccalaureate degree required.
- **Attendance to a 15-weeks Satellite Course**
- Continued Service Agreement required.

Executive Leader Development Program (ELDP) DoD Level Program

- Open to senior Army DACs GS-12/13 (equiv) serving in a permanent position for at least 1 year before nomination is due to DoD.
- 10-month program of intense learning and training experiences across DoD Enterprise.
- Option to participate in rigorous physical activities at DoD Components’ locations.
- Have completed the CES Intermediate Course.
- Have a Secret clearance as a minimum.
- Possess a valid Gov’t Travel card & passport.
- **Must use 2020 ELDP application forms.**
Naval War College - Intermediate Level Course

College of Naval Command & Staff (CNC&S) Program

- Open to Army DACs GS-13/equiv only.
- Have served 3 years in permanent Army position before reporting to Newport, RI.
- Possess a baccalaureate degree.
- Selection based on past performance, demonstrated potential and seniority.

- Considered for placement into positions of greater responsibilities Army-wide.
- Have completed CES Advanced Course or granted equiv/constructive credit.
- Have a minimum Secret level clearance.

- CNC&S graduates are awarded a Master’s degree in Defense & Strategic Studies (must agree to curriculum attendance & completion).
- Selectees will be placed in CPTA and then PCS under the Mobility Agreement after graduation from the course.
Leadership Shadowing Experience

• Open to Army senior Civilians GS-13 (or equivalent).

• Applicant must currently be serving in a permanent DAC GS-13 or equivalent position.

• Selection for participation does not guarantee a leadership shadowing experience.

• 20 working days structured leadership shadowing experience with FCR/SES.

• Participation depends on the resources available to fund shadowing experiences.

• Receive Coaching Sessions from a certified Army Coach

• Attend the Leadership Development Program at the Center For Creative Leadership

Enterprise Talent Management - Temporary Duty (ETM – TDY)

• Open to Army senior Civilians GS-13 (or equivalent).

• Applicant must currently be serving in a permanent DAC GS-13 or equivalent position.

• TDY assignment not to exceed 90 days broadens Civilians through participation on a special project or filling a different position to build enterprise level experience.

• Receive Coaching Sessions from a certified Army Coach

• Attend the Leadership Development Program at the Center For Creative Leadership
ETM Execution Timeline

1 March – 15 May 2020, ETM Application Period

15 May 2020, ETM Application Closes

16 – 31 May 2020, FCR Assess and Rank Applications

1 – 30 June 2020, Command Boards ETM

30 June 2020, ETM OMLs due to CLDD

22 – 25 September 2020, HQDA ETM Phase I Board (Pre-Selection)

13 – 16 October 2020, HQDA ETM Phase II Board (Interviews)

October 2020, ETM Results Published

January 2021, ETM-TDY and ETM-Shadowing Begins

January – October 2021, Multiple CGSOC Satellite Classes

February 2021, HQDA SETM Phase III (Graduate Placement)

August 2021, ETM-ELDP Begins

2020 Application Period
1 Mar – 15 May 2020
Start your application NOW!!!

Submit Applications:
1 March – 15 May 2020
• Senior Enterprise Talent Management (SETM) GS-14/15 level equivalents (HQDA selected and centrally-funded)

• Enterprise Talent Management (ETM) GS-12/13 level equivalents (HQDA selected and centrally-funded)

• Annual application period 1 March – 15 May 2020

• Automated CAC enabled website login: https://www.csldo.army.mil//
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- At any time, the USG may inspect and seize data stored on this IS.
- Communications using, or data stored on, this IS are not private, are subject to routine monitoring, interception, and search, and may be disclosed or used for any USG authorized purpose.
- This IS includes security measures (e.g., authentication and access controls) to protect USG interests—not for your personal benefit or privacy.
- Notwithstanding the above, using this IS does not constitute consent to PM, LE or CI investigative searching or monitoring of the content of privileged communications, or work product, related to personal representation or services by attorneys, psychotherapists, or clergy, and their assistants. Such communications and work product are private and confidential. See User Agreement for details.

☐ I acknowledge that I have read and understand the above information.

(Please select the email certificate when prompted.)
1. Do you see your name or Guest?
2. Do you see the Applicant Toolkit link?
3. If you are a GS-12 through GS-15 or equivalent and cannot answer yes to both questions please close your browser and ensure to select your “email” certificate.
4. If does not work, please contact the appropriate CLDO POCs.
A Message from the Chief, Civilian Senior Leader Development Division Edit

Civilian senior leader eligibility for the Civilian Talent Management Program (CTMP) is changing with the ongoing conversion from NSPS to GS classification systems. The CTMP definition for Applicants eligible remains the same, yet former NSPS employees now classified at the GS-14 level competitive placement into competitive slots, while HODA employees now classified at the GS-15 equivalent.

Policy defines only GS-15 equivalents as eligible for AEP placement.

The CTM Division is retaining the CTM System data submitted by formerly validated GS-14 employees.
SETM and ETM applications must go through each Command’s internal approval procedures, timelines and board selection process. Commands will forward all board approved applications to HQDA, ASA M&RA, CSLMO.

Senior Enterprise Talent Management (SETM): SSC, DSLDP, TDY, EPP, ASCF Applicant Checklist.

SETM Applicant Checklist

Enterprise Talent Management (ETM): CGSOC, ELDNP, TDY and Shadowing

ETM Applicant Checklist

Frequently Asked Questions (FAQs)

Program-Frequently Asked Questions

Basic-Frequently Asked Questions for SETM

Basic-Frequently Asked Questions for ETM
### SECTION III Current Assignment

<table>
<thead>
<tr>
<th>Position Full Title</th>
<th>Position Start Date</th>
<th>Time in Position</th>
<th>Supervised</th>
<th>Career Program (Required for Survey submission)</th>
<th>Phone Number</th>
<th>DSN Number</th>
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<tbody>
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<td>SUPV. HR SPEC</td>
<td>06/19/2015</td>
<td>4 years, 7 months</td>
<td>Office of the Secretary of the Army</td>
<td>350109</td>
<td>(703) 963-7128</td>
<td>223-1120</td>
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#### Brief Summary of Current Duties

If this description is inaccurate, please contact your administrator.

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### SECTION IV Career Chronology

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Position Change</th>
<th>Branch</th>
<th>Grade</th>
<th>Series</th>
<th>Start Date</th>
<th>End Date</th>
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<td>15</td>
<td>05/18/2013</td>
<td>05/18/2013</td>
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AMERICA’S ARMY: 
THE STRENGTH OF THE NATION

Applicant Survey

**BACKGROUND**

Which SETM/ETM program(s) are you applying for? (select all that apply)
- Defense Senior Leader Development Program (DSLDP) (14/15 Equivalent)
- Army Senior Service College (SSC) (14/15 Equivalent)
- Army Senior Service College Distance Education (SSC-DE) (14/15 Equivalent)
- Senior Enterprise Talent Management-TDY (SETM-TDY) (14/15 Equivalent)
- Senior Enterprise Talent Management Enterprise Placement Program (SETM-EPP) (REASSIGNMENT) OPTION 1 (15 Equivalent)
- Senior Enterprise Talent Management Enterprise Placement Program (SETM-EPP) (SES DETAIL) OPTION 2 (15 Equivalent)
- Senior Enterprise Talent Management Army Senior Civilian Fellowships (SETM-ASCF) (14/15 Equivalent)
- Enterprise Talent Management Command and General Staff Officers College (ETM-CGSOC)(PCS) (13 Equivalent)
- Enterprise Talent Management Command and General Staff Officers College (ETM-CGSOC)(TDY and Return) (13 Equivalent)
- Enterprise Talent Management Executive Leader Development Program (ETM-EDLP) (12/13 Equivalent)
- Enterprise Talent Management Temporary Duty (ETM-TDY) (13 Equivalent)
- Enterprise Talent Management Shadowing Experience (ETM-Shadowing) (13 Equivalent)

**APPLICANT MOBILITY STATUS**

Mobility is a pre-requisite for DSLDP, SETM-SSC, SETM-SSC DE, SETM-EPP, SETM-ASCF and ETM-CGSOC. Mobility will be required for SETM Career Planning upon selection or acceptance of new assignment. This mobility may be organizational, functional and/or geographic.

- I am willing to sign a SETM Mobility & Service Agreement and Upload a scanned signed copy at this time.
- I am not willing to sign a SETM Mobility & Continued Service Agreement at this time.

Click the following link [Mobility Agreement](#) to access the mobility agreement then print, sign, scan and upload on the career brief/profile page.

Click the following link [Continued Service Agreement](#) to access the service agreement then print, sign, scan and upload on the career brief/profile page.

**STATEMENT OF INTEREST**

Enter your Statement of Interest which outlines why you want to attend the program and how you intend to apply the skills you gain. Length of this statement is variable depending on program – either one or two pages at 12 pitch Times New Roman not to exceed 4000 characters.
### Leading Change

**Definition:** This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organization awareness and to implement it in a continuously changing environment.

<table>
<thead>
<tr>
<th>Subcompetency</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creativity and Innovation</td>
<td></td>
</tr>
<tr>
<td>External Awareness</td>
<td></td>
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<tr>
<td>Strategic Thinking</td>
<td></td>
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<tr>
<td>Vision</td>
<td></td>
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<tr>
<td>Flexibility</td>
<td></td>
</tr>
<tr>
<td>Resilience</td>
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</tbody>
</table>

Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

**DSDLP Applicants Only** Please describe the degree to which you meet this core competency and give Examples to support your assessment. You should cover all of the associated subcompetencies in your narrative.

### Leading People

**Definition:** This core qualification involves the ability to lead people toward meeting the organization’s vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

<table>
<thead>
<tr>
<th>Subcompetency</th>
<th>Score</th>
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<tbody>
<tr>
<td>Conflict Management</td>
<td></td>
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<tr>
<td>Leveraging Diversity</td>
<td></td>
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<tr>
<td>Developing Others</td>
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UNCLASSIFIED INFORMATION - FOR OFFICIAL USE ONLY (FOUO)
Applicant Survey

Please ensure you have uploaded required documents and completed all requirements prior to selecting "Submit". Submit will lock the survey and forward to the next level in the application process. Survey can be unlocked by contacting the Civilian Leader Senior Management Office.
Applicants apply for Senior Enterprise Talent Management and Enterprise Talent Management Programs using the Senior Enterprise Talent Management (SETM) portal.

Applicant begins the process by completing the CareerBrief and Survey in the SETM portal.

Applicant completes the Survey assessing him/herself on the ECQ Competencies, prepares a statement of Interest, selects programs and submits their applications.

Rating Official/Supervisor is notified via email there is a pending application.

Rating Official/Supervisor assesses applicants and provide comments as to why the applicant should be selected for this program.

Recommend Disapproval All Programs

No

Yes

Rating Official/Supervisor provides justification for disapproval.

Endorsers submits application. FCR is notified via email there is a pending application.

Recommend Disapproval All Programs

No

Yes

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

Rating Official/Supervisor provides justification for disapproval.

STOP
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FCR Process Flow Chart

Career Program Management Team (CPMT) assemble package the FCR’s review.

FCR assess applicants within their CP and establishes the OML.

CPMT uploads OML Listing into SETM portal.

Applicant is considered by their respective Command Board and builds an OML.

Command OMLs uploaded into SETM portal.

CLDO SETM/ETM Boards

Roles

Rater = Supervisor
Endorser = GO or SES in Chain of Command
FCR = SES level in CP
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/FCR Comments
- Resume Accomplishments (Measurable and Quantifiable)
- Competency Scoring
Chief, Civilian Leader Development Division  
[edmund.shaw.civ@mail.mil](mailto:edmund.shaw.civ@mail.mil) or 703-693-1128

DSLDP, CGSOC, ETM-TDY, and GPP  
Program Manager  
[angel.l.maldonadoramirez.civ@mail.mil](mailto:angel.l.maldonadoramirez.civ@mail.mil) or 703-695-4834

SSC and SETM-TDY Program Manager  
[teesa.l.mccray.civ@mail.mil](mailto:teesa.l.mccray.civ@mail.mil) or 703-692-2995

ELDP, Shadowing and Coaching Program Manager  
[cary.m.cooper4@mail.mil](mailto:cary.m.cooper4@mail.mil) or 703-692-3315

DTS Support, CPTA, PCS Orders  
[Pamela.m.miller42.civ@mail.mil](mailto:Pamela.m.miller42.civ@mail.mil) or 703-693-1123

Army Senior Fellows Program Manager  
[Alima.m.gordon2.civ@mail.mil](mailto:Alima.m.gordon2.civ@mail.mil) or 703-692-3929

SETMS Homepage  
[https://www.csldo.army.mil//Index.aspx](https://www.csldo.army.mil//Index.aspx)
Back-up Slides for
SETM/ETM Application and
Board Preparation
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
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.
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.
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.
• 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.
• Functional Chief Representative (FCR):

  • FCR endorsements are an asset to the board.

  • FCR endorsements that expressed the applicant’s accomplishments, developmental needs and rating within the career program was informative to the board.
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. CLDO recommends candidate and rating chain seek SES involvement to properly prepare ECQs.
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.
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.
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.
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.