

# Army Civilian Training Education and Development System

## TRAINING CATALOG FY 2021



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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 career program 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:

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 program, series and grade. It shows completed training and in-progress enrollments. It also shows recommended training based on career program 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, career program 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. Supervisors can

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

8. Career Program Landing Page (home page): The CP landing page is managed by the Career Program Proponent/Content Administrator. From the CP landing page, CPMs can send targeted information to careerists, or to a specific set of careerists based on grade, series, and duty location. The CP landing page will contain the CP leadership structure (Functional Chief, Functional Chief Representative, Career Program Manager information, CP featured links, CP specific resources and news of interests to the members of their career programs. Employees can explore other CP 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 Program, the data provided by the Career Program 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) &

The Army Management Staff College 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). Additional program information can be located at: <http://usacac.army.mil/organizations/cace/amsc/courses>.

The Civilian Education System (CES) is a progressive and sequential leader development program that provides multiple levels of Civilian development and enhanced educational opportunities for Army Civilians throughout their careers. The method of delivery is distributed learning (DL), resident instruction, or blended learning – a mixture of both DL and resident instruction.

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.

CES Courses are 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 Civilian Education (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.

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**Note:** To limit exposure to COVID-19 among members of our community, all resident Civilian Education System (CES) classes at Fort Leavenworth and Mobile Education Teams at remote sites are cancelled for the remainder of the fiscal year (FY20). CES courses will transition to virtual instruction no later than 1 June 2020. Thank you for your patience and resilience. Please continue to protect your health and the safety of everyone around you by practicing social distancing and healthy habits.

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## **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. Training must contribute significantly to meeting an identified agency training need; resolve an identified agency staffing problem; or accomplish goals in the strategic plan of the agency. The training must be received from an accredited college or university.

### **Approval Authority**

The authority to approve and to pay for the costs for Academic Degree Training (ADT) that is part of such approved programs is delegated to the Administrative Assistant to the Secretary of Army (AASA), the Functional Chief Representatives (FCRs) of Army Career Programs, and the Commanders/Heads of Army Commands, Army Service Component Commands and Direct Reporting Units. Commanders and the AASA are authorized to approve ADT funded by command/organization training funds, and FCRs are authorized to approve ADT that is funded by Army Civilian Training, Education & Development Systems (ACTEDS) funds through a career program.

### **Eligibility**

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

### **Limitations**

The academic degree must be related to the performance of the employee's official duties. The training must contribute significantly to meeting an organization's identified: training need; staffing problem; or accomplishing goals in the strategic plan of the organization. The training must be accredited and provided by a college or university that is accredited by a nationally recognized body, which a regional, national or international is accrediting organization recognized by the U.S. Department of Education. Please consult the ED.gov website for a listing.

### **Funding**

ADT may be funded by the Career Program with ACTEDS/central funds or through Command funding; applications that exceed \$50k require a justification memorandum to be provided to the HQDA, G-37/Civilian Training and Leader Development Division, prior to Functional Chief Representative (FCR) or Commander/AASA approval. The justification will include 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, and will be signed by the FCR (when Career Program funded) or by the Commander/AASA (when Command funded).

**Authorized Expenses**

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

**Application/Notification Process**

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

**Funding document**

Standard Form (SF-182).

-Approved Career Program funded applicants must initiate a SF-182 for training in the GoArmyEd 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 (after training), for at least three times the length of the training period (may be based on semester hours).

**Checklist**

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

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**PROGRAM:** Defense Civilian Emerging Leader Program (DCELP)

**DURATION:** (4) one-week (in-resident) sessions

**LOCATION:** DoD Executive Management Training Center (EMTC) located in Southbridge, Massachusetts.

**ELIGIBILITY:** • Be a permanent, full time civilian employee.

- Served Three (3) years, or any combination thereof, in a Department of the Army Civilian Permanent Position at time of application.
- Provide copy of CES Certificate of Completion level or equivalency credit documentation at time of application for the target course.

**DESCRIPTION:** The Defense Civilian Emerging Leader Program (DCELP) is the premier Department of Defense (DoD) leader development program for civilians. The program consists of a series of 4 one-week in-resident sessions, assessment tools, knowledge transfer activities, participant writing and briefing projects, and individual coaching. The program concentrates on the five terminal learning objectives of Know Self, Express Self, Build Teams, Manage Organizations and Understand the DoD.

**PROGRAM DETAILS: Who should be nominated for DCELP?** It is intended for entry and emerging DoD civilians in the grades of GS-7 - GS-12 (or equivalent) in DoD and other Federal Agencies. The program is currently open to the Acquisition, Financial Management and Human Resources career fields during the first half of the training period and all occupational series during the second half of the training period.

**What does it entail?** DCELP institutes a competency-based approach for the deliberate development of individuals selected to the program with the emphasis on Leading Self and Leading Teams/Projects as depicted on the DoD Civilian Leader Development Continuum. In DCELP, leadership is developed both inside and outside of the classroom. The program combines community-based learning, guest speakers, group projects, mentoring and simulations. In a classroom environment, participants spend approximately 21 days of instruction in seminars over a four-month period of time at the DoD Executive Management Training Center (EMTC) located in Southbridge, Massachusetts. Each course of instruction begins on a Monday and ends at noon on Friday.

More information can be found on the DCPAS website at:

<https://www.cpmos.osd.mil/Subpage/Events/LeaderDevelopment>

**FUNDING:** Tuition is centrally funded by DoD. Please refer to the announcement on funding for travel and per diem. There is no cost for lodging at EMTC

**APPLICATION** Application packages will be forwarded through applicable channels (career program or command) using the DoD application template:

[https://www.dcpas.osd.mil/Content/documents/CTD/DCELP\\_ApplicationPackageForm\\_2019.pdf](https://www.dcpas.osd.mil/Content/documents/CTD/DCELP_ApplicationPackageForm_2019.pdf)

**(APPLICATIONS WILL NOT BE ACCEPTED DIRECTLY FROM THE APPLICANT)**

All applications must be reviewed and vetted through the Career Program Managers, the Command/Agencies or designated Command Point of Contact (POC), as applicable, then individually electronically forwarded as one application to HQDA G-3/5/7, Civilian Training and Leader Development Division. Complete applications include the following items:

- Nominee Information Sheet for DoD Leader Development Programs (Application – Page 1)
- Statement of Interest for DoD Leader Development Programs (Application – Page 2)
- Defense Civilian Emerging Leader Program (DCELP) Supervisor Assessment (Application - Pages 3-5)
- Resume (Application - Page 6)
- Current SF-50, Notification of Personnel Action

- Order of Merit listing from Command/Agency
- Special Accommodations Memorandum from command/agency including description and requirements, if applicable

Incomplete applications and altered forms will not be considered.

#### **SELECTION/**

**NOTIFICATION:** Selectees will be notified via Career Program Manager/Command POC channels.

**DEFERMENTS:** Deferments for compassionate, medical and operational reasons will be submitted in writing with the reason and supporting documentation through the Career Program Managers, the Command/Agency or designated Command Point of Contact, as applicable, then electronically forwarded to HQDA G-3/5/7, Civilian Training and Leader Development Division.

**HQDA SUSPENSE:** June 5, 2020 (Currently under review due to COVID-19 health crisis – this document will be updated as future program information becomes available)

(The nomination suspense date in this announcement applies to ACOMs, ASCCs, DRUs, and OAASA only.

Applicants must check with local/command training manager for applicable deadline to submit application).

#### **PROGRAM**

**DATES:** Dates to be published upon availability. Two courses offered per year.

#### **CHECKLIST**

Click [here](#) to view the DCELP Checklist of requirements when applying for the Defense Civilian Emerging Leader Program.

<b>PROGRAM:</b>	Leadership for a Democratic Society (LDS) @ FEI
<b>DURATION:</b>	4 Weeks
<b>LOCATION:</b>	Office of Personnel Management's Federal Executive Institute in Charlottesville, Virginia
<b>ELIGIBILITY:</b>	<ul style="list-style-type: none"><li>• Army Civilian managers at the GS-15 or equivalent levels.</li><li>• Completion of Civilian Education System (CES) Advanced – or equivalent course.</li><li>• (1) years, or any combination thereof, of service in a permanent Department of the Army Civilian position(s).</li></ul>
<b>DESCRIPTION:</b>	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.
<b>FUNDING:</b>	<p>Tuition (program fee) for LDS is <b>\$20,869</b> (4wk-resident); <b>\$15,627</b> (Blended Learning) is centrally funded by G-37/DAMO-TRV. Funding of travel, per diem, and incidentals is the responsibility of the nominating command.</p> <ul style="list-style-type: none"><li>• Tuition includes all instructional services, course materials, meals and lodging charges.</li><li>• Selectees are required to stay in assigned accommodations.</li><li>• Applicants/commands requesting career program funding support must contact the respective FCR for additional information prior to applying.</li><li>• FEI accepts payment via government credit card, interagency agreement, SF-182, IPAC or MIPR. The following information must be included on the payment document(s): complete billing address, appropriation/fund cite, requisition/purchase order number, Agency Locator Code/IPAC number, Treasury Account Symbol and approval signatures.</li><li>• Tuition costs are non-refundable if agencies must cancel attendance.</li></ul>
<b>APPLICATION PROCESS:</b>	Application packages will be forwarded through command channels. <b>(DO NOT SEND APPLICATIONS DIRECTLY TO HQDA OR OPM/FEI).</b>
<b>SELECTION/ NOTIFICATION:</b>	ACOMs, ASCCs, DRUs, and OAASA will use a competitive board to select candidates; utilizing an Order of Merit List (OML) to nominate primary and alternate candidates. The Nominee(s) Selection Form will be used to submit selectee information to HQDA by the suspense date in this announcement. ACOMs, ASCCs, DRUs, and OAASA will provide selection/non-selection notification.
<b>HQDA SUSPENSE:</b>	<b>31 August 2020</b> (The nomination suspense date in this announcement applies to ACOMs, ASCCs, DRUs, and OAASA only. Applicants must check with local/command training manager for applicable deadline to submit application).

**PROGRAM  
DATES:**

Program	Class Dates	Continued Service Agreement
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**Checklist:**

Click [here](#) to view the LDS Checklist of requirements when applying for the Leadership for a Democratic Society Program.



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PROGRAM: Senior Leader Seminar (SLS): Senior Leader Development Course

DURATION: 1 Week

LOCATION: National Conservation Training Center (NCTC), Shepherdstown, WV

ELIGIBILITY: 

- Ç Army Civilian managers at the GS-15 or equivalent levels.
- Ç Completion of Civilian Education System (CES) Advanced ñ or equivalent course.
- Ç (1) year, or any combination thereof, of service in a permanent Department of the Army Civilian position(s).

DESCRIPTION: Enhances the education of select senior Army colonels, GS15 Department of the Army civilians, select Senior Warrant officers, and nominative position CSMs/SGMs who are either currently assigned, or projected for assignment, to key positions as advisors and staff officers for general officers and senior civilian leaders. The course also hosts select GS 15 federal civilians from across the U.S. interagency.

SLS offers an experience that is both broadening and educational, focused on increasing attendee preparation for service at the National level. The SLS is comprised of presentations and seminar sessions, facilitated by the U.S. Army War College (USAWC) faculty and mentored by a retired three star general officer senior facilitator. The SLS utilizes notable strategic level commentators from joint military, interagency, inter-governmental, non-governmental, media and academic communities to address current and future leadership, management, strategic and security issues.

FUNDING: Tuition (program fee), travel, per diem, and incidental entitlements, as allowable by the Joint Travel Regulation (JTR) is centrally funded by the Center for Strategic Leadership, U.S. Army War College.

APPLICATION PROCESS: Application packages will be forwarded through command channels.  
(DO NOT SEND APPLICATIONS DIRECTLY TO HQDA OR THE NATIONAL CONSERVATION TRAINING CENTER (NCTC)).

SELECTION/NOTIFICATION: ACOMs, ASCCs, DRUs, and OAASA will use a competitive board to select candidates; utilizing an Order of Merit List (OML) to nominate primary and alternate candidates. The Nominee(s) Selection Form will be used to submit selectee information to HQDA by the suspense date in this announcement ACOMs, ASCCs, DRUs, and OAASA will provide selection/non-selection notification.

HQDA SUSPENSE: **31 August 2020**  
(The nomination suspense date in this announcement applies to ACOMs, ASCCs, DRUs, and OAASA only. Applicants must check with local/command training manager for applicable deadline to submit application).

PROGRAM DATES:

Program	Class Dates	Continued Service Agreement
SLS 21-01	28 March - 2 April 2021	CSA not required
SLS 21-02	22 - 27 August 2021	CSA not required

**Checklist:**

Click [here](#) to view the SLS Checklist of requirements when applying for the Senior Leader Seminar Course: Sr Ldr Dev Course.

## **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. SETM/ETM programs is managed by the Civilian Senior Leader Management Office (CSLMO). **APPLY at the following link:** <https://www.csldo.army.mil/>.

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

a. **PROJECT-BASED SETM TEMPORARY DUTY (TDY) ASSIGNMENTS** – This component of the SETM Program is open to all senior Army Civilians in grades GS-14 and GS-15 (or equivalents) who apply and are selected for participation. These short-term developmental assignments are intended to challenge the participant and provide a “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.

b. **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 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 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. 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 SSC Program. 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.

Distance learning SSC applicants opting not to participate in the GPP must complete only a continued service agreement. 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.

- c. **DEFENSE SENIOR LEADER DEVELOPMENT PROGRAM (DSLDP)** - Open to senior Army Civilians in grades GS-14 and GS-15 (or equivalents), DSLDP is DoD's premier Civilian leadership program. A 2-year comprehensive educational and developmental program, DSLDP is designed to inculcate in participants the enterprise wide perspective needed to lead organizations and programs, and to achieve results in the joint, interagency, and multinational environments. Selection to DSLDP is a three-part process: application through the SETM Program, selection by the SETM Board process for Army nomination to DoD, and selection for participation in DSLDP by a DoD Selection Board. DSLDP includes attendance at 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.
- d. **ARMY SENIOR FELLOWSHIP (ASF)** - This component of the SETM Program is limited to senior Army Civilians in grades GS-14 and GS-15 (or equivalents). The ASF is a 12 – 20 month comprehensive study and utilization program designed to broaden the enterprise wide perspective of participants. Fellows engage in a 12-month development program consisting of graduate training and training with industry designed to build on their Executive Core Qualifications (ECQ). Fellows may have the opportunity to temporarily serve in vacant SES positions or serve on a detail assignment for up to 8 months. 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. The SES Detail of this component allows selecting officials to consider fellows for a SES detail assignment of 6 to 8 months to a designated Army SES position. ASF enhances organizational efficiency by providing a designated fellow with a challenging senior-level assignment while allowing a selecting official the opportunity to temporarily fill an SES position. All Fellows may not get the opportunity to serve in a SES positions and may only serve on a developmental assignment approved by the Deputy Under Secretary of the Army (DUSA). The SES developmental assignments are dependent on availability of vacant positions and HQDA Board recommendations for the fellow's developmental need. Fellows may be required to file an OGE Form 450 (Confidential Financial Disclosure Report).
- e. **ETM Shadowing Assignments.** This module is open to select Army Civilians in grade GS- 13 or equivalent. An ETM Shadowing participant has the opportunity to accompany and observe a senior leader in action in 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.

- f. **ETM TDY ASSIGNMENTS** - The ETM TDY module is open to select Army Civilians in grade GS-13 or equivalent. An ETM TDY participant will fill a short-term developmental assignment on a special project as a member of a working group or 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.

g. **ETM COMMAND AND GENERAL STAFF COLLEGE (CGSOC)** – 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. This ETM module is open to applicants in grades GS-13 (or equivalent) (GS-12 by exception) who will compete for allocated seats at a pre-designated U.S. Army Command and General Staff College (CGSC) satellite location. On completion of the program, graduates should continue to be placed in positions intended to leverage the respective competencies. Students selected for attendance to a Satellite CGSOC-CC Class must submit a Continued Service Agreement at the time of application. All Satellite CGSOC-CC participants will attend the course in a TDY-and-return status. 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. Mobility is optional for 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. 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 Naval (CNC&S) Program. All 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. The number of applicants selected for attendance at the 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.

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



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PROGRAM:	Harvard Senior Executive Fellows (SEF)
DURATION:	4 Weeks
LOCATION:	John F. Kennedy School of Government, Harvard University, Cambridge, MA
ELIGIBILITY:	<p>Ç Army Civilian managers at the GS-14/15 or equivalent levels.</p> <p>Ç Completion of Civilian Education System (CES) Advanced ñ or equivalent course.</p> <p>Ç (1) year, or any combination thereof, of service in a permanent Department of the Army Civilian position(s).</p>
DESCRIPTION:	<p>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.</p> <p>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.</p>
FUNDING:	<p>Tuition (program fee) of <b>\$24,900</b> is Centrally funded by G-37/DAMO-TRV. Funding of travel, per diem, and incidentals is the responsibility of the nominating activity.</p> <p>Ç Tuition cost includes curricular materials, housing, and most meals.</p> <p>Ç Selectees are required to stay in assigned accommodations.</p>
APPLICATION PROCESS:	<p>Application packages will be forwarded through command channels.</p> <p>(DO NOT SEND APPLICATIONS DIRECTLY TO HQDA OR THE HARVARD KENNEDY SCHOOL).</p>
SELECTION/ NOTIFICATION:	<p>ACOMs, ASCCs, DRUs, and OAASA will use a competitive board to select candidates; utilizing an Order of Merit List (OML) to nominate primary and alternate candidates. The Nominee(s) Selection Form will be used to submit selectee information to HQDA by the suspense date in this announcement. ACOMs, ASCCs, DRUs, and OAASA will provide selection/non-selection notification.</p>
HQDA SUSPENSE:	<p><b>31 August 2020</b></p> <p>(The nomination suspense date in this announcement applies to ACOMs, ASCCs, DRUs, and OAASA only. Applicants must check with local/command training manager for applicable deadline to submit application).</p>

PROGRAM  
DATES:

Class Dates	Continued Service Agreement (CSA) Dates
18 Oct - 13 Nov 2020	16 Nov 19 - 14 Mar 2020
17 Jan - 12 Feb 2021	15 Feb - 14 Jun 2021
05 Apr - 30 Apr 2021	03 May - 25 Aug 2021
31 May - 25 Jun 2021	28 Jun - 21 Oct 2021

**Checklist:**

Click [here](#) to view the Harvard Checklist of requirements when applying for the Harvard SEF Program.

**PROGRAM:** Senior Manager Course (SMC) in National Security Leadership

**DURATION:** 2 Weeks

**LOCATION:** George Washington University (GWU), Washington, DC.

**ELIGIBILITY:**

- Army Civilian managers at the GS-14/15 or equivalent levels.
- Completion of Civilian Education System (CES) Advanced – or equivalent course.
- (1) years, or any combination thereof, of service in a permanent Department of the Army Civilian position(s).

**DESCRIPTION:** George Washington University *Senior Manager Course in National Security Leadership* is a two-week executive education course that forges a new model for senior leadership training. 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.

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

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.

**FUNDING:** Tuition is \$9,000, including instructional materials and meals during the program.

**APPLICATION PROCESS:** Application packages will be forwarded through command channels.  
**(DO NOT SEND APPLICATIONS DIRECTLY TO HQDA OR THE NATIONAL CONSERVATION TRAINING CENTER (NCTC)).**

**SELECTION/NOTIFICATION:** ACOMs, ASCCs, DRUs, and OAASA will use a competitive board to select candidates; utilizing an Order of Merit List (OML) to nominate primary and alternate candidates. The Nominee(s) Selection Form will be used to submit selectee information to HQDA by the suspense date in this announcement ACOMs, ASCCs, DRUs, and OAASA will provide selection/non-selection notification.

**HQDA SUSPENSE:** **31 August 2020**  
(The nomination suspense date in this announcement applies to ACOMs, ASCCs, DRUs, and OAASA only. Applicants must check with local/command training manager for applicable deadline to submit application).

**PROGRAM DATES:**

Class Dates	Continued Service
1 – 12 March 2021	15 March – 23 April 2021
31 May – 11 June 2021	14 June – 26 July 2021

**Checklist:**

Click [here](#) to view the SMC Checklist of requirements when applying for the Senior Managers Course in National Security Leadership

<b>APPLICATION FORMS</b> - <i>links to forms/attachments</i>
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Academic Degree Plan Continuation Sheet

ACTEDS Training Opportunities Application

ADT Application (Career Program Funded)

ADT Application (Command Funded)

ADT Checklist (Fillable)

ADT Calculation Spreadsheet

Career Program Support Form

Continued Service Agreement (CSA)

DCELP Application Forms

Nominee's Statement of Interest

SF 181 - Ethnicity and Race Identification

SF-182 - Authorization, Agreement and Certification of Training

Supervisor's Validation of Requirement: Utilization Plan

<b>APPLICATION CHECKLISTS</b>
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ADT Checklist

DCELP Checklist

Harvard SEF Checklist

LDS Checklist

SLS Checklist

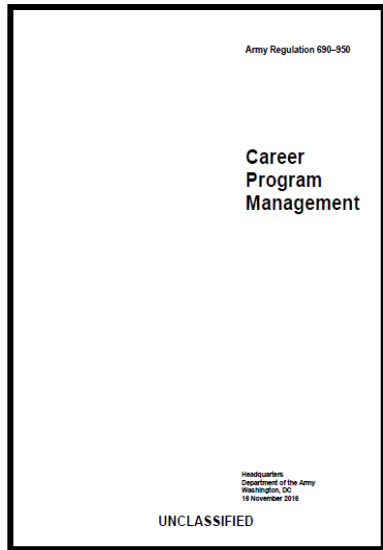
SMC Checklist



# **PROFESSIONAL DEVELOPMENT WITH GoArmyEd**

- Streamlined, automated process for Army Civilians requesting ACTEDS/Career Program funds for their professional development courses.
- Single location to submit applications and create Standard Form (SF) 182s for training approval.
- Supervisors and Career Program Managers have greater visibility into the professional development of Army Civilians.
- Required for Career Program funding.
- Before applying for training in GoArmyEd, employee and supervisor must have an active account and be linked in Army Career Tracker (ACT).

## Army Civilian Career Programs

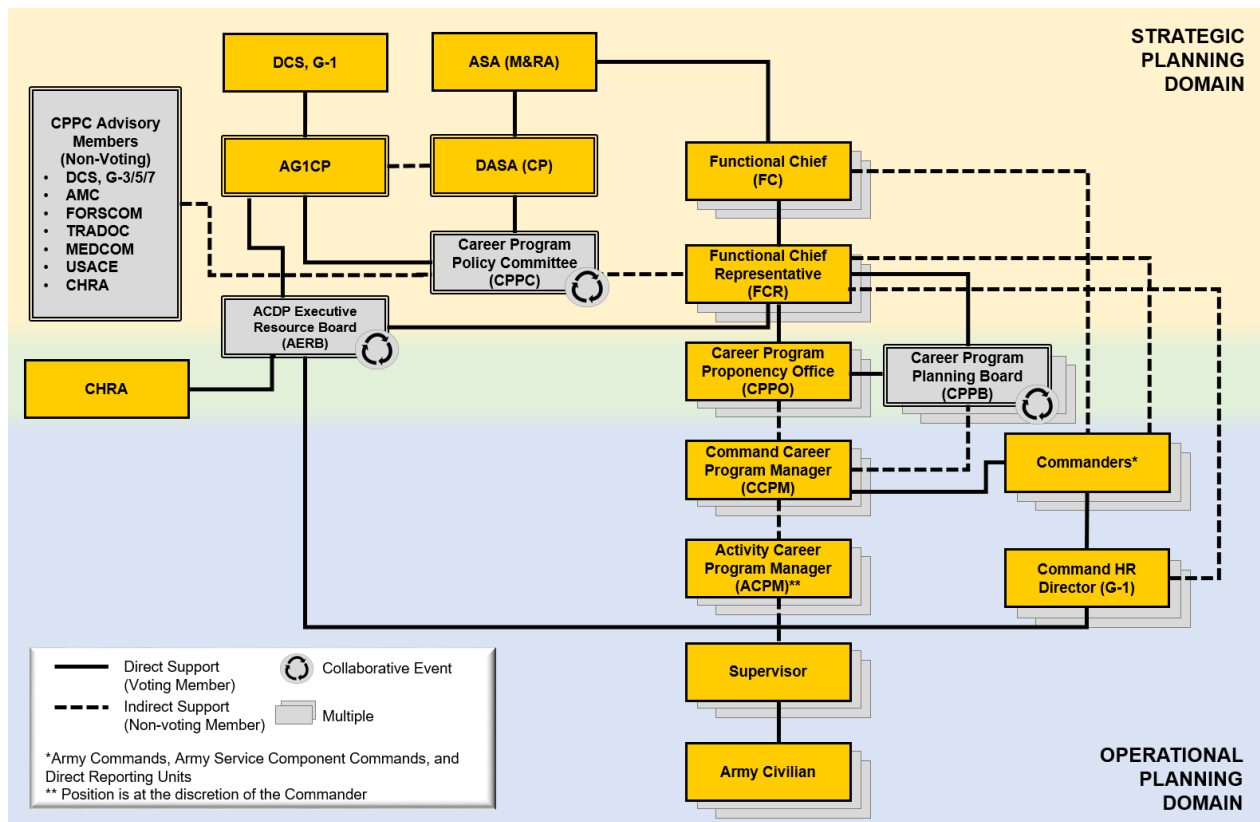


Army Regulation 690-950 Career Program Management, 16 November 2016

Career Programs, an essential cornerstone of Army Strategic Human Capital Planning, are specialized professional communities that provide a system to realize the full talent of each Army Civilian. Army Civilians establish their career goals and actively engage their supervisors and Command Career Program Managers (or Activity Career Program Managers if applicable) on plans to achieve these goals (Individual Development Plans (IDPs)).

The Army recognizes 32 Civilian Career Programs. All Army Civilians are assigned to a Career Program by virtue of their Position Description (PD).

Specific Career Program information is available in Army Career Tracker (ACT) (<https://actnow.army.mil>), select Communities, select Civilian, and then select designated CP. Learn more about the Army Civilian Career Program Enterprise in [AR 690-950](#).



## Career Program Enterprise

## **Chapter 4**

### **Civilian Training, Education and Development**

#### **Section I**

#### **Civilian Training, Education and Development**

##### **4–1. Training and Developing the Army Civilian Corps**

a. Training and development of the Army Civilian Corps is required to sustain a mission-ready Army. The Army is increasingly reliant on its Civilian Corps to support the operating force. The environment within which members of the Army Civilian Corps function is characterized by increasing complexity, to include highly networked organizations and more decentralized operations. Because of increased interaction with unified action partner organizations, members of the Army Civilian Corps must be culturally aware and able to interact with a diverse set of partners. Like their uniformed counterparts, Civilian employees must be functionally proficient, and technically competent skilled leaders who are fully capable, adaptable, and totally committed to supporting the Army's mission.

b. 5 USC 4101 provides the authority to train Army Civilian employees.

c. Training is defined as the process of providing for and making available to an employee, and placing or enrolling the employee in a planned, prepared, and coordinated program, course, curriculum, subject, system, or routine of instruction or education, in scientific, professional, technical, mechanical, trade, clerical, fiscal, administrative, or other fields which will improve individual and organizational performance and assist in achieving the agency's mission and performance goals.

d. Training may occur in a government facility (for example, TRADOC), other military schools, and Government-supported schools and when properly coordinated and approved, in a non-Government facility (for example, accredited universities, colleges offering accredited programs, and industry).

e. Mission-related functional training is training required to support Army goals by improving organizational performance at any appropriate level. This includes training that:

- (1) Supports the Army's strategic plan and organizational objectives;
- (2) Improves an employee's current job performance and/or competencies, or closes an existing competency gap;
- (3) Allows for expansion or enhancement of an employee's current job by developing new competencies;
- (4) Enables an employee to perform needed or potentially needed duties outside the current job at the same level of responsibility;
- (5) Meets organizational needs in response to human resource plans and re-engineering, downsizing, or other program changes;
- (6) Develops employee competencies to facilitate career progression; or
- (7) Supports recruitment strategies for "hard to fill" jobs.

f. Retraining provides training and development to address an individual's skills that are obsolete for their current position and/or training and development to prepare an individual for a different occupation, in order to meet emerging requirements.

#### **Section II**

#### **Civilian Education**

##### **4–2. Civilian Leader Development**

The Army Civilian leader development programs help to prepare agile and innovative Army Civilians who can lead during times of change and uncertainty; are prepared for the rigors of service as multi-skilled leaders; and are armed with the values, skills and mindset to serve as competent, resilient member of the Army Civilian Corps. The professional attitudes and beliefs that characterize the Department of the Army Civilian are found in the Civilian Creed (see ADRP 6–22).

##### **4–3. The Civilian Education System**

a. The CES program is the Army's leader development program for all Army Civilians. It provides progressive and sequential education for Army Civilians at key positions throughout their careers. Courses of instruction are provided through blended learning - DL and resident instruction. CES courses are to be taken in sequence over a period of time as Army Civilians progress through their careers. Course applications are completed through CHRTAS.

b. CES courses are the core leader development courses for most Army Civilians based on grade and equivalent pay band level as they progress through their careers. See eligibility requirements and priorities for resident training classes.

c. CES courses are targeted at the Army Civilian GS grade levels and equivalent pay bands and pay scales, as follows:

- (1) *Foundation Course*. GS 1–15 and equivalent pay band/scale new hires.



- (2) *Basic Course*. GS 1–9 and equivalent pay band/scale.
- (3) *Intermediate Course*. GS 10–12 and equivalent pay band/scale.
- (4) *Advanced Course*. GS 13–15 and equivalent pay band/scale.
- (5) *Continuing Education for Senior Leaders*. GS 14–15 and equivalent pay band/scale.

*d. Funding.*

(1) Most permanent Army Civilians (to include appropriated funds (AF), nonappropriated funds (NAFs), local nations, and wage grade) are centrally funded for CES training by DCS, G–37/(Training Directorate).

(2) Military members, term and temporary Army Civilians, and non-Army employees, are funded through their organizations.

*e.* Supervisors and managers are responsible for setting guidelines that allow employees duty time to complete required DL training for CES courses. Guidelines can be in the form of a written or verbal agreement and should articulate a study schedule and timeline for the employee to complete the course.

*f.* Civilian Education System Course Equivalency. A complete listing may be found on the CHRTAS website. Credit for previous training completion is auto-determined by the CHRTAS. The individual profile in CHRTAS will show that CES requirements have been met through equivalent credit.

*g.* Civilians who have completed SSC are exempt from CES requirements except for the Foundation Course when hired after 30 September 2006.

#### **4–4. Foundation Course**

*a.* The Foundation Course goal is to provide Army Civilians with an orientation to leader development concepts, to start building their careers as Army Civilian leaders. The course objectives are to understand Army leadership doctrine; increase self-awareness, as it relates to their profession; understand team building, group dynamics, and effective communication; assess individual values and how they relate to professional ethics; understand how to manage professional advancement and leverage career potential; and complete administrative requirements expected of Army Civilians.

*b.* The Foundation Course is required for all new Army Civilian employees hired into full-time, permanent positions after 30 September 2006.

*c.* Commanders or supervisors may approve exceptions to this requirement if an employee is unable to take the course due to logistical conditions, lack of access to the network, or other limitations.

*d.* The Foundation Course is available through DL only.

*e.* Interns are required to complete the Foundation Course before completion of their intern program.

*f.* The Foundation Course is available to all Army Civilians as a self-development tool in instances where the course is not required.

#### **4–5. Basic Course**

*a.* The Basic Course is required for GS 5–9 supervisors (and equivalent pay band/pay plan).

*b.* The Basic Course is encouraged, but not required, for those non-supervisor employees who seek supervisory and/or leader positions.

*c.* The Basic Course is offered in an online only version (Basic Course Unphased Distance Learning) and a two phase distance learning—resident version.

*d.* Commands may fill allotted quotas for the resident phase with both current supervisors and aspiring leaders.

*e.* Current supervisors should fill a majority of a command's assigned resident quota.

#### **4–6. Intermediate Course**

*a.* The Intermediate Course target population is mid-level leaders who by necessity are more agile, innovative, self-aware, and prepared to effectively lead and care for personnel and manage assigned resources. Training and developmental exercises focus on “mission” planning, team building, establishing command climate, and stewardship of resources..

*b.* The Intermediate Course is conducted through blended learning - DL and 3 weeks resident training. Resident training is taken after successful completion of the DL and takes place in a university setting encompassing a classroom environment and small group seminars.

*c.* The Intermediate Course is required for GS 10–12 supervisors (and equivalent pay band/pay plan).

*d.* The Intermediate Course is encouraged, but not required, for those non-supervisor employees who seek supervisory and/or leader positions.

*e.* Commands may fill allotted quotas with both current supervisors and aspiring leaders.

*f.* Current supervisors should fill a majority of a command's assigned quota.

#### **4-7. Advanced Course**

- a. The Advanced Course focus is on Army Civilians skilled in leading a complex organization in support of national security and defense strategies; integrating Army and Joint systems in support of the Joint Force; inspiring vision and creativity; implementing change; and managing programs.
- b. The Advanced Course is conducted through blended learning - DL and 4 weeks resident training. Resident training is taken after successful completion of the DL and takes place in a university setting encompassing a classroom environment and small group seminars..
- c. The Advanced Course is required for GS 13-15 Supervisors (and equivalent pay band/pay plan).
- d. The Advanced Course is encouraged, but not required, for those non-supervisor employees who seek supervisory and/or leader positions.
- e. Commands may fill allotted quotas with both current supervisors and aspiring leaders.
- f. Current supervisors should fill a majority of a command's assigned quota.

#### **4-8. Selection priority attendance at resident training**

- a. *Priority 1.* Army Civilians in a permanent (full-time) appointment to a supervisory position.
- b. *Priority 2.* Army Civilians in a permanent appointment to a non-supervisory position.
- c. *Priority 3.* Military supervisors of Army Civilians, DOD and other Federal agency leaders. Army Civilians in term or temporary appointments who have responsibility for leading or supervising Army Civilians. Priority 3 attendees are not centrally-funded and must be funded by their organizations.

#### **4-9. Eligibility for resident training**

- a. Army Civilians in a permanent appointment.
- b. Military supervisors of Army Civilians, DOD, and all other Federal agency leaders, and term and temporary Army Civilians.
- c. Army Civilians must have a current performance rating of successful or above and be in good conduct standing.
- d. Employees must have successfully completed the Foundation Course if required and the applicable Course DL.

#### **4-10. Continuing Education for Senior Leaders**

- a. The CESL courses provide the continuing education sustainment program that brings senior level Army Civilian leaders together to discuss current and relevant issues facing the Army. The program's intent is for leaders to return to the program continuously to refresh and receive updates on current Army initiatives.
- b. The CESL course is conducted through blended learning - DL and four and a half days resident training. The DL consists of reading materials and written assignments.
- c. CESL resident training consists of both small and large group activities. The course structure is a combination of guest speakers and interactive exercises.
- d. Eligibility requirements.
  - (1) Army Civilians in permanent appointment to GS-14/15 or equivalent.
  - (2) Active duty Military at the rank O-5, O-6, CW4, CW5, SGM, or CSM.
  - (3) DOD or other Federal agency leaders in permanent appointment G-14/15 or equivalent.
  - (4) Employee must have successfully completed the Foundation Course, if required.
  - (5) Successful completion of the Advanced Course or equivalent course.
  - (6) One year is required between Advanced Course completion and CESL attendance.
  - (7) One year is required between each CESL attendance.

### **Section III**

#### **Supervisor Development Course**

#### **4-11. Mandatory supervisory training for Army Civilian and military supervisors**

- a. The Supervisory Development Course is the Army's single source for providing mandatory supervisory training and refresher and/or sustainment training. The Supervisory Development Course is a web-based course with lessons that focus on supervising Army Civilian employees and is required for all Army Civilian and military personnel who supervise Army Civilians.
- b. Army Civilian supervisors must complete their corresponding grade-level CES course to meet the leader development requirement for supervisors. The Supervisory Development Course must be completed within the first year of placement in a supervisory position in accordance with the 1-year supervisory probationary period. Supervisors are required to complete this course as refresher training every 3 years. Re-certification must be complete within 3 years of previous completion.
- c. Army Civilian supervisors must complete the Supervisory Development Course before they can submit a request for

CES constructive course credit.

- d. Supervisory Development Course is available to all Army employees as a self-development tool.
- e. Employees enrolled in the Supervisory Development Course have 120 days to complete the course from the date of registration. If course is not completed within this timeframe, employees will be required to re-register and restart the course.

#### **4-12. Executive Level-Supervisor Development Course**

Supervisor Development Course – Executive Level (SDC-EX). SDC-EX is required for experienced senior leaders (SES/GO) who have previously supervised Army Civilians. The purpose of this course is to meet the requirements of the NDAA 2010. This course is a guide and presents Army, DOD, and OPM provisions those critical areas designated in the NDAA, including: merit systems principles / prohibited personnel practices; performance management; counseling, coaching, and mentoring; hostile work environment; valuing a diverse workforce; management and labor relations; and leader development and Army Civilian education system programs.

### **Section IV**

#### **Online Course**

#### **4-13. Action Officer Development Course**

- a. The Action Officer Development Course is a web-based course with a focus on “staff work” practices in the Army. Action Officer Development Course covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army standard; coordinating; conducting briefings; and ethics. The course is available to military and Army Civilian employees to take at any point in their careers.
- b. The Action Officer Development Course is a required course for all Army interns and completion is required for completion of the intern program.
- c. The Action Officer Development Course is available to all Army Civilians as a self-development tool.

#### **4-14. Manager Development Course**

- a. The Manager Development Course is a web-based course with lessons that focus on managing and leading people. The Manager Development Course includes modules in organizational culture; time management; objectives and plans; problem solving and decision making; planning, programming and budgeting; manpower management; communications; IT applications; the Army Environmental Program; equal employment opportunity; professional ethics; internal management control; and Army family team building.
- b. The Manager Development Course is available as a self-development tool for all Army employees and is recommended for Army Civilians in supervisory or managerial positions.

### **Section V**

#### **Competitive Professional Development**

#### **4-15. Competitive Professional Development**

- a. The Competitive Professional Development Program is a planned, systematic, and coordinated program of professional development that supports the Army’s organizational goals and mission. It encompasses functionally tailored developmental opportunities that occur in academic environments, business/industrial settings, or in other strategically planned career enhancing developmental assignments that have been identified in an approved Career Program Master Training Plan or IDP. Training instances may be short- or long-term and funded from various sources.
- b. *Short-term training.* Training of 120 calendar days or less is considered short-term training. Training instances may include, but are not limited to, professional workshops, seminars, and university courses. Attendance at workshops and seminars must have a demonstrated training purpose and must be documented in each respective Career Program Field Master Training Plan or IDP. Employees should contact their supervisors and/or respective Activity Career PMs for specific program information and/or application procedures.
- c. *Long-term training.* Long-term training and education is training to which an employee is assigned on a continuous, full-time basis for more than 120 calendar days. The assignment may be at either government or non- government facilities and may include both formal training programs and strategically planned career assignments. This training enables employees to stay abreast of changes and innovations in their occupational fields, learn new skills, or develop/improve abilities needed in current positions and meet emerging Army requirements.
  - (1) An employee on a long-term training assignment at an academic institution must be enrolled in a full-time program

and carry the minimum number of credit hours required to be considered a full-time student at that institution.

(2) During school breaks of 4 working days or more, the employee will return to duty at the employing activity. Employees who do not return to duty must either use annual leave during school breaks or their supervisor must certify that the student will be fully involved in a research/study project related to the training assignment.

*d. Developmental assignments.* Developmental assignments provide activities a way to enhance competencies by giving employees an opportunity to perform duties in other occupational, functional, or organizational elements. This enhances employee understanding of other operations, systems, and relationships. The length of assignments may vary, but must have a well-defined learning objective and be established in conformance with all applicable civilian personnel management regulations.

*e. Training with industry.* This is a non-degree producing program designed to provide training, skills, and/or best business procedures and practices not available through existing military or advanced Army Civilian schooling programs for identifiable DOD requirements. While participating in Training With Industry, selected employees continue to collect their normal pay and allowances while assigned outside the DOD. Selected program participants are required to sign a Continued Service Agreement.

*f. Competitive Professional Development Program Eligibility.*

(1) Applicant must meet all course, program, and administrative requirements in the training/program announcement by nomination deadline.

(2) Employees selected for non-Government training in excess of 40 hours, or Government training/developmental assignments in excess of 160 hours must sign an agreement to continue service in the DOD, before training begins.

(3) Command endorsement is required for all training requests whereby an employee must be excused from his/her normal 40-hour tour of duty for more than 120 days.

(4) Functional Career Representative review/approval may be required for employees nominated to participate in HQDA centrally funded Competitive Professional Development training. See respective Army Master Training Plans and the Army Civilian Training Catalog for program/course specific eligibility requirements and/or prerequisites.

(5) Be employed as an Army Civilian in a designated career program and USAR technicians except when such policies are modified by AR 140–315. It does not apply to ARNG technicians employed under 32 USC Section 709, unless specifically made applicable by the CNGB.

*g. The Competitive Professional Development Application Process.*

(1) Army employees must submit Competitive Professional Development application packages to their appropriate chain of command, and if applicable, the respective functional career representative. Refer to the Program Announcement for specific requirements.

(2) Functional, managerial, and civilian personnel officials will ensure nominations for Competitive Professional Development programs are made consistent with merit system principles in 5 USC 2301(b).

(3) For centrally managed Competitive Professional Development programs, the DCS, G–3/5/7 (G–37/Civilian Training and Leader Development Division) will serve as liaison with the appropriate training institution/vendor. This does not include SSC, ELDP and the DSLDP, which have a separate application and board process.

(4) The SF 182 (Authorization, Agreement and Certification of Training) is Army's official document for requesting, approving and documenting training. If an employee attends a training event prior to receiving official approval, to include a fund citation, he/she will be responsible for all associated training costs.

#### **4–16. Senior Enterprise Talent Management Program**

*a.* The SETM and ETM Programs are structured Army Civilian professional development system designed to meet the Army's long- term performance needs in a productive and efficient way. SETM and ETM are the means by which the Army prepares its senior Army Civilians to assume duty positions of greatest responsibility across the Army. These programs are designed to afford selected GS–12–15 and equivalent Army Civilians an exceptional professional development, senior-level educational or experiential learning opportunity.

*b.* The SETM and ETM programs operates in accordance with the policy and procedures set forth in Army directive 2017–13 under the overall supervision and oversight of the ASA (M&RA) and will be executed by the Civilian Service Leader Management Office (CSLMO). The ASA (M&RA) and CSLMO will ensure that SETM complements and leverages other DOD and Army leader development programs and initiatives, while avoiding duplication.

*c. The Senior Enterprise Talent Management and enterprise talent management programs are comprised of nine components.* Enterprise Placement Program Senior Executive Service Details; Project-Based SETM TDY Assignments; attendance at a SSC; attendance at the Defense Senior Leader Development Program; Army Senior Civilian Fellowships; Command and General Staff Officers Course; Executive Leader Development Program; Project-Based ETM TDY Assignments; and Leadership Shadowing Experiences.

*d. Participation in Enterprise Placement Program.* This component affords selecting officials an opportunity to consider AEEs for an SES detail assignment of up to 1 year to a designated Army SES position. The program enhances

organizational efficiency by providing a designated AEE with a challenging senior-level assignment while allowing a selecting official the opportunity to temporarily fill an SES position. A mobility agreement is required. The number of applicants who may be considered and selected for participation in the Enterprise Placement Program is not limited.

*e. Project-Based SETM temporary duty assignments.* This component is open to Army Civilians in grades GS–14/15 (or their equivalents). This component offers short-term developmental assignments intended to challenge and provide a broadening experience to the employee. This component consists of a TDY assignment to work on a special project nominated by a command or organization, as part of an ad hoc working group or to fill a critical need detail for a period not to exceed 179 days. Upon completion of the TDY assignment, the employee returns to his/her permanent duty station with no further obligation. A mobility agreement is not required. The number of applicants who may be considered and selected for participation in the SETM TDY module is limited only by available funding.

*f. Participation in a SSC.* This component is open to Army Civilians in grades GS–14/15 (or their equivalents) who will compete for allocated seats at the USAWC (Resident or DEP) or the Eisenhower School for National Security and Resource Strategy and are subject to the Graduate Placement Program. For additional policy and qualification requirements refer to the Army Civilian section on SSC policy.

*g. Participation in the DSLDP.* This component is open to Army Civilians in grades GS–14/15 (or their equivalents). DSLDP is DOD’s premier Civilian leader development program. This component of the SETM Program is limited to senior Army Civilians in grades GS–14 and GS–15 (or equivalents).

*h. Participation in ASCF.* This component affords participants, known as “fellows,” the opportunity to engage in post-graduate study of issues of importance to the Army, DOD, and the Nation. ASCF offers fellows further opportunity to apply their knowledge of the national security mission to the study of complex policy and operational challenges senior DoD and Army officials face. Upon completion of ASCF, fellows are placed in duty positions intended to leverage the competencies fostered in ASCF and at locations where the Army most needs their capabilities. ASCF fellows are subject to a GPP. Accordingly, each applicant must execute and submit a mobility agreement and continued service agreement. A fellow may be required to file an OGE Form 450 (Confidential Financial Disclosure Report). The number of available ASCF fellowships determines the number of applicants selected for ASCF participation.

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

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

*k. Participation in CGSOC.* The ETM CGSOC resident attendance module is open to select Army Civilians in grade GS–13 or equivalent and, by exception, Army Civilians in grade GS–12 or equivalent. Following 1 month in the Preparation Course, an ETM CGSOC participant will attend CGSOC Developmental School, a 10-month graduate-level program at Fort Leavenworth, Kansas. The benefits of participating in ETM CGSOC are an increased knowledge of the operational and tactical Army and preparation for the challenges faced in a dynamic and complex global environment. Each applicant for resident CGSOC must execute and submit a mobility agreement and continued service agreement. CGSOC graduates selecting the PCS option are subject to the GPP. The number of applicants who may be selected for participation in ETM CGSOC is limited by the number of slots the DCS, G–3/5/7 and the U.S. Army Command and General Staff College allocate to Army Civilians.

*l. Application and selection procedures for the SETM Program are set forth in Army Directive 2017–13.* More detailed information about the SETM Program, its components, and instructions on how to apply, are available at <https://www.cslsdo.army.mil/index.aspx>. Applicants will use a secure, automated tool—the Senior Enterprise Talent Management System to self-nominate to participate in one or more SETM components.

*m. Senior Service College.*

(1) SSC is at the apex of the Army Civilian education system and prepares Army Civilians for positions of responsibility in the DOD (see also para 3–44). It provides Army Civilian GS–14/15 (or equivalent) advanced level educational opportunities for leaders who require an understanding of complex policy and operational challenges and increased knowledge

of the national security mission, and requires a thorough knowledge of strategy and the art and science of developing and using instruments of national power (diplomatic, informational, military, and economic) during peace and war. This knowledge is necessary in order to perform Army, Joint, or Defense Agency operations at the strategic level (ACOM, ASCC, DRU, field operating agency, Joint Task Force or higher). Attendance is a competitive process and selections are made through the SETM Program (see AD 2017–13).

(2) Eligibility requirements.

(a) Army Civilian in permanent appointment to a GS–14/15 or equivalent position.

(b) Have served three years in an Army Civilian permanent appointment before application to a SSC.

(c) Possess a baccalaureate degree from an accredited college or university.

(d) Completion of the CES Advanced Course or course “equivalent”.

(e) Have a SECRET security clearance that will not expire during the academic year of attendance at SSC.

(3) SSC applicants are required to sign a mobility agreement and a continuing service agreement. Participants are required to serve in the DOD for a minimum of three times the length of the program.

(4) SSCs available to Army Civilians.

(a) USAWC.

(b) Eisenhower School for National Security and Resource Strategy.

(c) Army War College Distance Education.

(5) Central Personnel Training Account (CPTA).

(a) Civilians selected to attend the SSC resident programs will be reassigned to a long-term training authorization on the CPTA. Students attend SSC in a TDY status from the students’ current duty location.

(b) Civilians living overseas may qualify for an exception. Overseas selectees whose Families may be negatively impacted by the current Status of Forces agreements will not be assigned to the central account.

(c) Civilians assigned to the CPTA will no longer be the responsibility of individual organizations but will be managed by the CPTA Manager..

(d) Losing commands will have the ability to immediately backfill against the vacant position.

(e) All CPTA members are subject to the mandatory Graduate Placement Program.

(f) CPTA members will be entitled to one centrally funded PCS move to their next permanent duty assignment upon SSC graduation.

(g) CPTA will not fund other developmental training while student is attending SSC.

(6) SSC travel guidance for Army Civilians: Travel to and from the colleges listed above is centrally funded.

(a) *Distance Education Program.*

1. Participant is authorized 100 percent per diem for one trip to and from the training site.

2. Reimbursement is limited to constructive cost of common carrier transportation and related per diem as determined in the Joint Travel Regulation, Volume 2.

(b) *Resident Program:*

1. Per diem is based on authorized expenses, established in the Joint Travel Regulation for the training site. Reimbursement for local travel while on per diem is not authorized.

2. Participant is authorized one trip to and from the training site at 100 percent per diem (reimbursement is limited to constructive cost of common carrier transportation and related per diem as determined in the Joint Travel Regulation, Volume 2.

3. Scheduled partial payment must be selected by the participant to receive monthly payments while attending SSC.

4. Authorized expenses: Retention of lodging during leave status is authorized; and, Rent and utilities (covered in per diem).

5. Resident and distance education non-authorized expenses: Rental cars to include moving van rental (rental cars are not authorized under any circumstances, regardless of quota source); limousines; excess baggage; and, in-and-around mileage costs at the TDY site.

n. *Defense Senior Leader Development Program.*

(1) The DSLDP is the premiere executive development program for senior defense Civilians and a key component of the DOD succession planning strategy. The DSLDP provides Joint leadership academic experience through: senior- level professional military education; Defense-unique leadership seminars from an enterprise-wide perspective; and opportunities for individual development based on the participant’s Individual Development Plan. The goal of DSLDP is to empower participants to think strategically, envision what is on the horizon, and formulate proactive, competitive solutions that produce results for DOD and the nation. The DSLDP is not an SES Candidate Development Program; however, program elements are designed to enhance an individual’s readiness for senior level leadership positions.

(2) Selection to the DSLDP is a two part process: Army nomination through the SETM Program (see AD 2017–13), and selection by the DOD Selection Board. DSLDP participants continue in their current assignment with their agency or organization when not in official DSLDP training. DSLDP participation requires an extensive time commitment during a

two year period. It is critical for the supervisor to agree to the time commitment for individual development which includes SSC for participants without prior SSC. Participants will complete all requirements within two years, depending on their prior education, career goals, and individual needs. Participants are expected to balance their duty related responsibilities with those of the program.

(3) Army eligibility requirements.

(a) Army Civilian in permanent appointment to a GS-14/15 or equivalent position.

(b) Have served three years in an Army Civilian permanent appointment before application to a DSLDP.

(c) Possess a baccalaureate degree from an accredited college or university.

(d) Completion of the CES Advanced Course or course "equivalent."

(e) Have a TOP SECRET security clearance, with special background investigation, that will not expire during the academic year of attendance at DSLDP. Candidates with a SECRET clearance may be admitted to DSLDP, but may be limited as to the courses and lectures in which they may participate.

(f) Possess a minimum of one year of significant experience in supervising or managing people in an official capacity. Experience must be recent (no more than 5 years old).

(4) DSLDP applicants are required to sign a mobility agreement and a continuing service agreement. Participants are required to serve in the DOD for a minimum of three times the length of the program.

(5) SSCs available for DSLDP Army participants.

(a) National War College.

(b) Dwight D. Eisenhower School of National Security and Resource Strategy.

(c) Naval War College.

(d) Air War College.

*o. Graduate Placement Program for Senior service College and Defense Senior Leader Development Program.*

(1) The Army has established a policy of directed placement to maximize the return on investment for SSC and DSLDP graduates. The Graduate Placement Program provides an avenue for full utilization of competencies acquired through advanced education.

(2) The Graduate Placement Program for SSC and DSLDP graduates is conducted through the SETM program in accordance with the policy and procedures set forth in AD 2017-13.

*p. Defense Executive Leadership Development Program.*

(1) The Defense Executive Leadership Development Program was established as a Secretary of Defense Initiative in 1985. It is a unique and challenging opportunity for DOD employees to gain insight, training, and exposure to the missions and complex role our war fighters. Participants train with each military service, as well as combined and allied forces around the world. The goal of the Defense Executive Leadership Development Program is to stretch participants' experiences and comfort zones and to help them develop the knowledge, skills, and behaviors expected of future Enterprise leaders. This program demands a significant commitment by participants and their commands for a 10 month period.

(2) Potential applicants for the Defense Executive Leadership Development Program are highly motivated, have sustained high performance throughout their Civilian career and demonstrated outstanding leadership potential. They possess excellent communication and problem solving skills, demonstrate initiative, work ethic, professional excellence, and a commitment to public service and integrity.

(3) Personnel selected for the Defense Executive Leadership Development Program are nominated by their commands and compete with other applicants from within the Army for nomination to the program. All applicants are selected through a competitive selection process.

(4) Eligibility requirements.

(a) Full-time Army Civilians in the grade levels of GS-12 through GS-13 or equivalent pay grades with a minimum of 1 year of service in a permanent Army Civilian position. (NOTE: Employees in other equivalent systems or on grade retention should seek assistance from their personnel advisor).

(b) Completion of CES course.

1. Successful completion of CES Intermediate Course or course credit - GS-12 or equivalent.

2. Successful completion of CES Intermediate Course or CES Advanced Course or course credit - GS-13 or equivalent.

(c) Active duty Soldiers in the rank of SFC to SGM, CWO 3 to CWO5, CPT (promotable) or MAJ.

(d) Possess a Baccalaureate degree from an accredited college or university, or demonstrate equivalent experience and training.

(e) Possess a secret security clearance at the time of nomination.

(f) Possess a valid passport and Government travel card.

#### **4-17. Academic degree training**

*a.* Academic degree training is training or education with the stated objective of obtaining an academic degree from a college or university that is accredited by a regional, national, or international accrediting body recognized by the U.S.

Department of Education and listed in its database of accredited post-secondary institutions and programs. The academic degree must be related to the performance of the employee's official duties and part of a planned, systematic and coordinated program of professional development, endorsed by the Army that supports organizational goals and results and the results are measurable in terms of individual and organization performance.

*b.* Before providing endorsement to fund an academic degree training request, it is the responsibility of the command and/or career program to ensure the type and cost of the training/degree is a good return on investment for Army.

*c.* Academic degree training requests, regardless of funding source (career program or command), require approval by the ASA (M&RA). This does not apply to employees in Army sponsored Intern or Fellows programs.

*d.* Employees must not circumvent the academic degree training approval and funding process by submitting requests for the approval of individual college courses, annotating that such training is not part of an academic degree training program.

*e.* Academic degree training participants must satisfactorily complete all courses of study. Undergraduate students must maintain a "C" average or better; graduate students must maintain a "B" average or better for all courses completed. Failure to do so may result in repayment to the government of all costs associated with the training course/program (that is, tuition, books, equipment, tools, and fees).

*f.* It is the responsibility of the respective functional career representative/command to coordinate input of grades into the DCPDS and GoArmyed systems prior to approving additional courses.

*g.* The maximum dollar amount for funding academic degree programs is \$75,000. Application packets exceeding this maximum must be accompanied by a request for waiver, additional supporting justification, and Functional Career Representative/ command concurrence. Waivers must be submitted through the DCS, G-3/5/7 (G-37/Civilian Training and Leader Development Division) for ASA (M&RA) approval.

*h.* Employees selected for academic degree training must agree in writing to continue service in the Army at least three times the length of the training program or course. This training period of the Continued Service Agreement obligated service begins at the completion of training and upon the employee's return to duty.

*i.* Expenses associated with granting course credit for life experience, school/university acceptance application, and graduation application/conferment fee will be funded by the employee.

*j.* Eligibility requirement. Applicants must meet Competitive Professional Development eligibility requirements, to include serving 2 years (in any combination) of a full-time, permanent appointment as an Army Civilian by the nomination deadline.

*k.* Academic degree training will not be used as a specific means for employees to qualify for appointment to a higher/different position.

*l.* The SF 182 is Army's official document for requesting, approving and documenting training. If an employee attends a training event prior to receiving official approval, to include a fund citation, he/she will be responsible for all associated training costs.

#### **4-18. Army Congressional Fellowship Program**

*a.* The purpose of the Army Congressional Fellowship Program (ACFP) is three fold:

(1) To provide outstanding commissioned officers, NCOs, and Army Civilians first-hand experience and understanding of the strategic relationships between the Army and Congress;

(2) To expose congressional members and staff to the outstanding quality of Army commissioned officers, NCOs and Army Civilians which allows them to learn about the Army as an institution through contact with Army fellows working in their office; and,

(3) to develop a pool of personnel from which some may be selected for future utilization.

*b.* ACFP is designed to provide Congressional training to selected Army officers, senior non-commissioned officers, and Civilians. It provides outstanding Army Civilians an opportunity to work in a legislative liaison position in their parent organization. Selected Army Civilian participants are temporarily attached to the Army Secretariat in support of the legislative affairs function, but remain permanently assigned to their command. The program includes an orientation to HQDA operations and an academic portion which includes course work leading towards a Master's Degree in Legislative Affairs through George Washington University.

*c.* The George Washington University Program is a rigorous eleven-course, one-of-a-kind curriculum that exposes students to all aspects of the Congressional experience. Following completion of the George Washington University program, two-thirds of the program's students serve on the staff of a member of Congress or on a Congressional Committee. This provides participants a unique opportunity to network with staffers they will be working with on Capitol Hill during follow-on assignments in the legislative liaison arena.

*d.* Individuals selected to participate in the ACFP will remain on his/her current organization's TDA, but will be temporarily attached to OCLL.

*e.* The Office of the Chief Legislative Liaison is the proponent for the Army Congressional Fellowship. Its overall



guidance/policy is covered in AR 1–202. Congressional Fellowship Program for military personnel is covered under AR 621–7.

*f.* Eligibility requirements (For Army Civilians only). (see Military see AR 621–7).

- (1) Civilians in grade level GS–11 through GS–14 or equivalent levels.
- (2) Must have a minimum of three years in a permanent full-time Army appointment by the nomination deadline.
- (3) Must have at least a Bachelor’s Degree (grade point average must be 3.0 unless applicant has previously earned a Master’s Degree).
- (4) Must sign a continued service agreement for a minimum of three times the length of the training.
- (5) Successful completion of CES training for appropriate grade level.
- (a) Successful completion of the CES Intermediate Course or equivalent course for GS–11/12, or equivalent level applicants.
- (b) Successful completion of the CES Advanced Course or equivalent course for GS–13/14 or equivalent level applicants.
- (6) All nomination packets must be endorsed by the command.

*g.* Funding.

- (1) Program to include tuition, travel, per diem, and incidental entitlements allowable by the Joint Travel Regulations is centrally funded.
- (2) Limited TDY at the request of the Congressman/Senator or Committee/Organization to which the Fellow is assigned is also centrally funded.

*h.* Nominations/Selections.

- (1) DCS, G–3/5/7 (DCS, G–37/DAMO–TRV) will convene a Civilian ACFP Board to rate and rank command nominated applicants. One primary Army Civilian and one alternate Army Civilian nominee will be selected and presented to DCS, G–3/5/7, (Director of Training), for review and approval.
- (2) The approved OML will be forwarded to the Office of the Chief, Legislative Affairs.
- (3) The Office of the Chief, Legislative Affairs reserves final selection authority.
- (4) The G–37/TR will notify commands of Army Civilian selection results.
- (5) AR 1–202 is the governing regulation for this program.

#### **4–19. Leadership for a Democratic Society at the Federal Executive Institute**

*a.* The Leadership for a Democratic Society program (commonly referred to as Federal Executive Institute) is a four-week program designed to improve the leadership skills of senior career federal government employees and executives to enhance individual and organization performance. This program focuses on four themes: personal leadership, transforming organizations, policy in a Constitutional system, and the global context for executive action.

*b.* Training consists of large seminar and small breakout sessions guided by professional facilitators. Sessions are offered ten times throughout the year. The maximum enrollment is approximately seventy executives per session, shared by other DOD components.

*c.* The program is conducted at the Federal Executive Institute in Charlottesville, VA.

*d.* Eligibility requirements.

- (1) Civilians in permanent appointments GS–15 to SES, or equivalent levels.
- (2) At the time of the application, applicant must have 1 year of service in a full-time, permanent appointment as an Army Civilian.
- (3) Completion of CES Advanced Course or equivalent course.
- (4) Must sign a continued service agreement for a minimum of three times the length of the training.

*e.* Nominations must have ACOM, ASCC, DRU, and/or Office of the Administrative Assistant endorsement.

*f.* Funding—

- (1) The nominating activity funds tuition, travel, per diem, and incidental entitlements allowable by the Joint Travel Regulations.
- (2) ACTEDS funds may be used with appropriate DCS, G–3/5/7 G–37/Civilian Training and Leader Development Division/functional career representative approval.
- (3) Non-appropriated fund employees must check with their respective budget point of contact to ensure that funding is available for this course.

#### **4–20. Harvard University Program for Senior Executive Fellows**

*a.* The Harvard University Program for Senior Executive Fellows is a four-week program designed to build executive skills in political and public management, negotiation, human resource management, policy-making, organizational strategy, communication, ethics and leadership. Participants are expected to contribute their professional expertise to complement the program’s learning experience and are selected to reflect a broad cross-section of functional and operational

responsibilities. This program also provides participants with a unique opportunity to gain perspectives on public policy and management, to strengthen managerial skills and to acquire insights into managerial practice, and to interact across agency and executive-legislative branch boundaries.

b. The Harvard Program for Senior Executive Fellows is open to GS-14/15 or equivalent level Army Civilian leaders who have advanced rapidly into senior positions and are now required to focus on “the larger picture” of the organization. This program is strongly recommended for senior executive service candidates.

c. Eligibility requirements—

(1) Must be a GS-14 or GS-15 level, or equivalent level.

(2) At the time of application, applicant must have 1 year of service in a full-time, permanent appointment as an Army Civilian.

(3) Must sign a continued service agreement for a minimum of three times the length of the training.

(4) Successful completion of the CES Advanced Course or equivalent course.

(5) Nominations must have ACOM, ASCC, DRU, and/or Office of the Administrative Assistant endorsement.

d. Funding.

(1) Nominating commands must fund tuition, travel, per diem, and incidental entitlements allowable by the Joint Travel Regulations.

(2) Central training funds may be used with appropriate functional career representative approval.

(3) Nonappropriated fund employees must check with their respective budget point of contact to ensure that funding is available for this course.

#### **4-21. Senior Manager Course in National Security Leadership**

a. The Senior Manager Course in National Security is a 2-week program designed to provide senior DOD leaders and managers an understanding of the factors and forces that shape national security strategy and policy. The course objective is to improve the management and leadership skills necessary to successfully influence the various processes within DOD. It also provides an opportunity to systematically examine the forces that influence U.S. defense decisionmaking: the inter-agency process, the wider policy community, and threats in the international arena. It also focuses on developing the three critical areas of:

(1) *Defense management skills.* Through a range of specially developed sessions in the analytical tools and techniques of policy analysis;

(2) *Foundational knowledge.* Through instruction, active learning, policy briefings, and table-top exercises focused on the defense environment; and

(3) *Understanding of key issues.* Through instruction, policy briefings, field trips, and site visits.

b. This program is open to GS-14/15 Army Civilians, members of Senior Executive Services, and military O-6 and above. SES employees interested in this program should contact the CSLMO. Military candidates interested in this program should contact the SLDO, Colonels Management Office, and/or General Officers Management Office.

c. Army eligibility requirements.

(1) Must be on a permanent appointment at the GS-14/15 or equivalent level.

(2) The time of the application, applicant must have 1 year of service in a full-time, permanent appointment as an Army Civilian.

(3) Must sign a continued service agreement for a minimum of three times the length of the training.

(4) Successful completion of the CES Advanced Course or equivalent course.

(5) Nomination packets must contain ACOM, ASCC, DRU, and/or Office of the Administrative Assistant endorsement.

This endorsement must state that all eligibility requirements have been met and that command/local resources are available.

d. Funding.

(1) Program tuition is centrally-funded.

(2) Nominating Commands must fund travel, lodging, per diem, and incidental entitlements allowable by the Joint Travel Regulations, unless otherwise noted.

(3) Non-appropriated fund employee must check with their budget point of contact to ensure that funding is available for this course.

#### **4-22. Senior Leader Seminar: Senior Leader Development Course**

a. *The Senior Leader Seminar.* SLDC is a 1-week Army leader development course designed to enhance the education of select senior Army O-6s, Chief Warrant Officer 5, Command/Sergeants Major, and Army Civilians (GS-15) who are either currently assigned to, or projected for assignment to, key positions as advisors and staff officers for general officers and senior civilian leaders. The Senior Leader Seminar course offers an experience that is both broadening and educational, focused on increasing their preparation for service at the national level.

*b. Senior Leader Seminar.* Senior Leader Development Course is the result of an Army Leader Development program initiative coordinated by the Center for Strategic Leadership, USAWC. It is conducted twice annually.

*c. Army Civilian eligibility requirements.*

(1) Must be on a permanent appointment at the GS-15 or equivalent level.

(2) At the time of application, applicant must have 1 year of service in a full-time, permanent appointment as an Army.

(3) Successful completion of the CES Advanced Course or equivalent course.

(4) Nomination packets must contain ACOM, ASCC, DRU, and/or Office of the Administrative Assistant endorsement.

*d. Funding.* This course is centrally funded by the Center for Strategic Leadership, USAWC.

## Section VI

### Senior Executive Service Education

#### 4-23. Senior Executive Service Education, Training and Development

*a.* The Department of the Army SES members are the Army Civilian equivalent to general officers, and include top executive, managerial, supervisory and political appointment positions. The SES members are individuals who are highly agile and skilled in their function, who can successfully lead a wide spectrum of operations and who are adaptive to challenges. SES members demonstrate technical expertise, confidence, integrity, critical judgment and adaptability. Army Senior Executives can: operate in complex and fluid environments; build teams amid technological changes; provide vision and direction; and solve problems creatively.

*b.* SES members require a broad core of executive qualifications or abilities in addition to professional, technical and program knowledge and skills. The Office of Personnel Management validated five executive core qualifications required of SES members: leading change, leading people, results driven, business acumen, and building coalitions.

*c.* The Civilian Senior Leader Management Office (CSLMO), Office of the ASA (M&RA), provides centralized life-cycle management and administration for the Army SES personnel. The CSLMO plans, manages, and executes the Army's SES Education, Training and Development Program with the advice and support of the Army's Executive Resource Board (ERB). The goal of the program is to foster a culture of continuous learning that enhances leadership competencies through education, training and experiences in department, joint, interagency, intergovernmental and multinational environments.

*d.* The SES Education, Training and Development Program is comprised of: Mandatory Foundation Training, Position Based Training, Advanced Continuing Education, Joint Qualifying Training, Talent and Succession Management (TSM), and ERB results. The SECARMY TSM Board enables the Army's senior leadership to target SES members for competency enhancing developmental assignments. The TSM ensures that an Executive's potential is developed through career opportunities and that skills and talent are utilized to meet Army enterprise challenges, both today and in the future. The ERB may identify SES members for developmental assignments, reassignment or further education or training. ERB directed education or training takes precedence when prioritizing applicants for constrained course allocations.

*e.* The Army Senior Executive Education, Training and Development Program is managed through ATRRS Schoolhouse, 0120. Senior Executives can view courses offered in the School house by clicking on Executive Education in the left-hand menu of the CSLMO homepage at [www.cslmo.army.mil](http://www.cslmo.army.mil). Senior executives can apply for courses through Executive CHRTAS, an application and funding system. A link to Executive CHRTAS is located at the bottom of each course description on the webpage. Questions regarding training and educational opportunities or recommendations on further training programs, can be directed to the CSLMO Training Branch available at [cslmotrainingbranch@us.army.mil](mailto:cslmotrainingbranch@us.army.mil).

*f.* Executive Development Plan. Per 5 Code of Federal Regulation (CFR) 412.101, all senior executives are required to have an Executive Development Plan (EDP). The EDP is located within the Executive CHRTAS application. Newly appointed Senior Executives will receive an initial EDP that is auto-filled with Mandatory Foundation Training requirements and suspense dates (18 months) for completion. They, in conjunction with their supervisor, can further modify the EDP to meet the new Executive's developmental needs. EDPs will also be created for each seasoned senior executive. These EDPs will contain the senior executive's training history, which should be validated upon receipt. They also, in collaboration with their supervisors, are required to plan future development using the EDP tool.

*g.* Newly appointed senior executives are required to attend the following mandatory foundation training within 18 months of appointment to an Army Senior Executive position. Completion of all mandatory foundational training is a new executive's first training priority, and all required training must be completed prior to attendance at any discretionary training courses.

(1) *Force Integration Course for Senior Leaders.* The course provides a systematic overview of "how the Army runs". SES members and general officers, in an integrated training environment, learn the constitutional, statutory and regulatory basis for the force projection Army and the capability that must be sustained through management of doctrinal, organization and materiel change. They will understand Army organizational roles, functions and missions, especially at the Army secretariat and Staff levels.

(2) *Army Senior Leader Communications Workshop*. An Executive Communication Team provides one-on-one media training tailored to the specific needs of each Executive that equips the Senior Leader, who may be called upon to represent the Army, with an understanding of how the media operates and the tools needed to take control of the interview process. The focus of the workshop is to work effectively with the media and to tailor messages to reflect a sense of control and composure during an interview. Test practices are portrayed in this program to prepare Senior Executives for that moment in time when they are thrust into the limelight of national television.

(3) *Army Senior Executive Education Program - Basic course*. A program that orients newly appointed Executives to the Army. Army Senior Executives are recruited from a wide variety of sources, from internal promotions to academia, industry and other Federal agencies. As a result, the ASEEP-B Course offers guidance from the Secretary of the Army on Army's critical missions and the expectations of Army Senior Leaders in fulfilling those missions, as well as basic skill sets in how to conduct business, legally and ethically, at the Senior Executive level. ASEEP-B also incorporates Diversity Awareness Training that provides Civilian senior Executives insight into fostering a diverse workforce.

(4) *Army Senior Executive Education Program - Intermediate Course*. The Intermediate Course is the second of three programs designed to provide Army executives with a continuous learning program. The ASEEP-I is designed for mid-career Executives who need to desire an opportunity to update and refresh critical Executive competencies.

*h.* The CSLMO SES Education, Training and Development Program offers Army Senior Executives a wide variety of advanced training and educational opportunities that expand their understanding of Army's mission and enhance critical Executive competencies. Courses range from Department offering in Joint strategy to national security studies from academic institutions and interagency/multi-agency seminars from such organizations as the Department of State. Examples of other course offerings:

(1) *APEX Orientation Program*. APEX is DOD's orientation for Executives to the joint working environment. It is appropriate for newly appointed Executives who are within the first 2 years of appointment. The objective of the APEX orientation course is to improve the new Executive's effectiveness on the job through enhanced leadership and decision making strategies, an increased understanding of the Department's structure and processes critical to its operation, the integration of DOD and Component priorities, and by fostering a sense of jointness. Executives will be introduced to: the structure and processes of the OSD, CCMD, Joint Staff and the military departments as they contribute to DOD's mission; the priorities and challenges of other Federal agencies and the Defense industry as they contribute to National Security in partnership with DOD; an enterprise-wide perspective that encompasses leadership expectations and challenges currently facing DOD leaders; and the changing role of the SES corps with the DOD.

(2) *Army Strategic Leadership Development Program - Intermediate*. Educates Army senior leaders by providing awareness of the necessary skill sets to be strategic leaders of change and managers of the Army institution/enterprise. Army Strategic Leadership Development Program-I is a professional development course for selected senior leaders that exposes GO and SES to various types of business practices from the private sector, the military profession and academia. The curriculum includes but is not limited to blocks of instruction on: CSA and GO/SES discussions, business enterprise strategy, strategic human capital management, and leadership and business transformation. There are also prior reading requirements, group projects with report outs to CSA, after-action reviews, mentored seminars, and senior mentors to facilitate discussion and lend expertise.

(3) *Army Strategic Leadership Development Program - Advanced*. The Advanced course, developed at the direction of the Chief of Staff of the Army, serves as his vehicle to inform senior leaders of the most critical issues facing Army, focuses on: strategic leadership challenges facing the Army, examining change from the perspective of today's corporate industry leaders, continued development of strategic leadership skills to include strategic communication, developing a strategic vision, dealing with Congress and the Media, and an in-depth discussion on the role of enterprise management.

#### **4-24. Highly-qualified experts**

A highly-qualified expert is an individual possessing expert knowledge or skills not available within the DOD that is needed to satisfy an emerging and relatively short-term, non-permanent requirement. Highly-qualified experts are recruited from a variety of sources for their specific skills and as such are eligible to attend one mandatory foundation training course or force integration for senior leaders course, to understand how the Army runs and how the force is manned.

## **Section VII**

### **Records, Responsibilities Resources and Process**

#### **4-25. Training records and documentation**

*a.* Individual Development Plans will be developed and updated annually in the Army Career Tracker (ACT) for all Army Civilians (excluding acquisition workforce).

b. The Standard Form (SF) 182 (Authorization Agreement and Certification of Training), will be used to approve, procure, and certify completion and evaluation of training for Army Civilian employees obtained from Federal Government or non-Government facilities. This includes training or education courses, conventions, conferences, symposiums, meetings, workshops, and other events if the primary reason for the activity is to train or develop Army Civilians to meet mission needs. The SF 182 may not be used to procure general supplies, training equipment, or non-training services. NOTE: Organizational required/HQDA mandatory training/command directed training of less than 40 hours should be captured/documented in accordance with accompanying guidance.

c. Completion/submission of the SF 181 (Ethnicity and Race Identification), is strictly voluntary. It will be used for statistical purposes only, not for purposes of determining eligibility for participation in any training opportunity.

d. The DCS, G-3/5/7 (Civilian Training and Leader Development Division) Reporting Requirement – Program/Course local command/career program board selection results must be made available to the DCS, G-3/5/7 (Civilian Training and Leader Development Division) when requested.

e. Documented training and selection records, to include funding documents, will be maintained for 6 years, 3 months.

#### **4-26. Supervisors and managers**

a. Supervisors are responsible for the training and education of Army Civilians, identifying capability requirements and competency gaps, recommending employees for training, coaching and counseling employees and setting performance objectives that include training and educational opportunities.

b. Supervisors are required to:

(1) Ensure all applicants approved for training have a current performance appraisal on record.

(2) Ensure Army Civilians have a current performance rating of successful or above and be in good conduct standing.

(3) Ensure employees who are on performance improvement plans are not considered for competitive professional development funding.

(4) Ensure each of their supervised employees will have an updated annual IDP with education and training requirements documented.

c. Observe merit principles in selecting employees for training as specified in 5 USC 2301.

#### **4-27. Resourcing Army Civilian training**

a. Training for Army Civilians is funded through various sources including, but not limited to the following sources:

(1) Department of Defense Interagency funded training.

(2) ACTEDS-managed by HQDA to support leader development and functional training.

b. ACTEDS funds may be used for permanent local national employees of comparable pay grades (when their salaries are funded with OMA dollars), USAR, ARNG, and USACE Civil Works and cemeteries funded employees registered in a career program and meeting all other eligibility requirements.

c. Local national employees whose salaries are funded from other appropriations may apply for competitive professional development training opportunities, but the respective organization must fund associated training costs.

d. GoArmyEd is the training management system for Army Civilians to apply for most centrally managed and centrally-funded competitive professional development training, education and leader development events. Army Civilians, supervisors, career program managers, and training managers must have active accounts in Army Career Tracker and GoArmyEd in order to apply for and approve training.

e. *Proponent-funded training.* Centralized training funds, managed by the functional proponent external to HQDA central funding;

f. *Command-funded training.* Command managed training funds for Army Civilians within their respective commands, irrespective of series or grade.

g. *Installation/locally-funded training.* Training that is normally technically/functionally oriented and supported by the individual's activity.

h. *Personally-funded :* Training completed during non-duty status that is funded by the employee for the purpose of their own personal and professional development.

#### **4-28. Authorized training expenses**

a. When training is approved in advance, the following expenses may be paid.

(1) All or part of necessary expenses for approved training, including travel and per diem, and transportation to/from the training site in accordance with provisions of Joint Travel Regulations.

(2) Tuition and matriculation fees; library and laboratory services, purchase or rental of books, materials, and supplies; and other services or facility costs directly related to the training of the employee.

(3) Membership fees only if the fee is a condition of attending the training.

b. Payment of application fees, registration fees, graduation fees, testing fees, evaluation fees (for example, granting course credit for life experience), is not authorized for ACTEDS funding. Commands or installations may fund these expenses when approved before the event.

c. HQDA ACTEDS funds may be used to fund one annual Career Program Planning Board meeting, to include related travel expenses, as long as the purpose of the board is to improve the conduct, supervision, or management of Career Program functions and activities.

d. Only officials with budget authority may approve the use of appropriated funds or funds otherwise available to the DA to pay expenses for obtaining training courses and/or certificates.

e. TDY and local travel for ACTEDS-funded training is administered as follows:

(1) TDY and local travel expenses for approved competitive professional development training are centrally funded by DCS, G-3/5/7 (G-37/Civilian Training and Leader Development Division). Per diem allowance for travel from home station to the training site and travel back to home station upon completion of training is not authorized unless approved in advance.

(2) Per diem rates include a maximum amount of lodging expenses. Reimbursement may not exceed actual lodging costs or the applicable maximum amount. Receipts for lodging are required.

(3) Reimbursement for baggage fee is authorized. Reimbursement is limited to 1 bag for training 2 weeks or less, 2 bags for training over 2 weeks.

(4) Reimbursement to and from the training site is authorized. In/around mileage; public/local transportation (except for travel to/from home to training location); rental cars, vans, trucks, or limousines; and excess baggage is not authorized.

(5) Travelers must file a Defense Travel System settlement voucher within 5 business days upon completion of travel. Travelers on long-term training must select scheduled partial payments. Receipts for all centrally-funded authorized expenses, regardless of cost, must be provided with the voucher; lodging receipts must be provided regardless of costs.

#### **4-29. Repayment of training expenses**

a. An employee will be required to repay all training costs, including travel, if they—

(1) Fail to attend or complete training already paid for by the government for which the vendor will not refund payment,

(2) Complete training but fail to receive a passing grade (“C” or higher for undergraduate level courses and “B” or higher for graduate level courses, or “pass” in the case of pass/fail), or

(3) Fail to complete the terms outlined in their continued service agreement.

b. DCS, G-3/5/7 (G-37/Civilian Training and Leader Development Division) is the proponent for the waiver/recoup process for HQDA centrally-funded training instances.

c. Commands and/or activities are responsible for developing, implementing and monitoring the waiver/recoupment process for recapturing costs for training that is fully funded by the command when any of the conditions in paragraph 4-29a occur. Requests for waivers of repayment, to include continued service obligations, may only be granted by the first general officer or SES within the employee’s chain of command. Proper documentation must be maintained for 6 years, 3 months after the date a request for waiver is evaluated/granted.

d. The SF 182 is the Army’s official document for requesting, approving and documenting training. If an employee attends a training event prior to receiving official approval, to include a fund citation, they will be responsible for all associated training costs.

#### **4-30. Continued service agreement**

a. In accordance with 5 CFR 410.309, the head of the agency (Army) will establish written procedures which include the minimum requirements for continued service agreements. Army Civilian selected for non-Government training in excess of 40 hours, or Government training/developmental assignments in excess of 160 hours must sign an agreement to continue service in the Department of the Army before training begins. The period of service obligation will be equal to at least three times the length of the training period, at a minimum. Command or career program funding the training may require more time based on associated training costs. Calculation of the continued service obligation period will not include weekends or federal holidays. The obligation period begins on the first duty day following the completion of training, or program of study.

b. Employees who voluntarily separate from Army service (to include transfer of service to another DOD Component or other organization in any branch of the Federal Government) or are involuntarily separated, for cause or poor performance, before completing the agreed period of service will be required to reimburse the Army, on a pro rata basis, for all associated training and travel cost (excluding salary or other compensation). When in the best interest of the Government, or when contrary to equity and good conscience, or the public interest, Army may transfer the service obligation to the gaining DOD Component or other organization in the federal government, or may waive any part of the employee’s obligation to pay training expenses.

c. Requests for full or partial waiver of the Army's right to recover training cost (to include travel), or an appeal for transfer of service obligation, must be submitted in memorandum format through the employee's chain of command and the respective Career Program to DCS, G-3/5/7 (G-37/Civilian Training and Leader Development Division).

(1) For consideration, HQDA must be notified at least 20 working days before the effective date of employee's transfer of service to the new organization, in order for Army to determine recoverable costs, or request will be denied.

(2) At a minimum, the memorandum will include the name of the course/ program, date(s) of training, total cost of training (including travel costs), and a detailed explanation reflecting why the employee did not attend training, did not successfully complete the training, or failed to complete requirements of the continued service agreement. A copy of the approved SF182 (to include the continued service agreement), that authorized the training event must be included with the request for waiver of repayment.

d. DCS, G-3/5/7 (G-37/Civilian Training and Leader Development Division) will review requests for waivers of repayment of training expenses and determine if an employee is obligated to repay all or any portion of training costs, or transfer service to the new agency and provide a recommendation to the DCS, G-3/5/7 (G-37/Director of Training) for decision. HQDA will provide timely notification of decision through the functional career representative prior to employee's effective date with the gaining agency.

e. The functional career representative is responsible for notifying the command/employee and ensuring repayment instructions are followed, as directed. Any amount that may be due to the Army as a result of the employee's failure to meet the terms of the CSA, may be withheld from any monies owed the employee by the Government, or may be recovered by such other methods as are approved by law.

f. Requests for waivers of repayment of training costs for command/organization funded training instances must be approved by the first general officer or SES within the employee's chain of command.

g. The ASA M&RA is the sole approving authority for request for waiver of Academic Degree Training (ADT) cost. For command funded ADT, request for waiver of training cost must be submitted in memorandum format through the employee's chain of command and G-37/Civilian Training and Leader Development Division to ASA M&RA. For Career Program funded ADT, requests must be submitted through the respective FCR and G-37 to ASA M&RA.

h. The Department of the Army is committed to making its electronic and information technologies accessible to individuals with disabilities in accordance with Section 508 of the Rehabilitation Act (29 USC 794d), as amended in 1998. For more information about Section 508, please visit the DOD Section 508 website: <http://dodcio.defense.gov/home.aspx>.

#### **4-31. Outside the continental United States training for employees stationed in the continental United States**

a. In accordance with DODI 1400.25, the use of foreign training, education, or professional development instrumentalities for Army Civilians located within the U.S. requires coordination with the Defense Civilian Personnel Advisory Service and consultation between the DOD and State. Such requests must contain command endorsement and be submitted to DCS, G-3/5/7 (G-37/Civilian Training and Leader Development Division) at least 120 days prior start date of requested activity. Upon review/concurrence, and not later than 90 days prior to start date of requested activity, DCS, G-3/5/7 (G-37/Civilian Training and Leader Development Division) will forward such request to Defense Civilian Personnel Advisory Service for further processing.

b. Requests must include:

(1) Traveler's name, organization, passport number, passport expiration date, date of birth, and place of birth.

(2) Program location.

(3) Program course/activity title

(4) Dates of travel (to and from country).

(5) Lodging information (to include phone number).

(6) Point of contact in country and phone number.

(7) Any special accommodation requirements.

(8) Justification comments. Address how the use of foreign training, education, or professional development (TE&PD) instrumentality is necessary to support Army's Strategic Human Capital Plan or other Army goals, and that comparable training, education, or professional development is not available within the United States or that attendance at foreign TE&PD is critical to achieving the DOD mission.

c. All requests for OCONUS training must be submitted to DCS, G-3/5/7 (G-37/TRV), 450 Army Pentagon, Room 2D639, Washington, DC 20310-0450 at least 120 days before training/ travel is scheduled to commence.

d. Coordination between the Defense Civilian Personnel Advisory Service and State will confirm the foreign TE&PD facility is eligible to provide services. Eligibility must be determined before use of a TE&PD facility and at least once every 3 years thereafter.

e. DCS, G-3/5/7 (G-37/Civilian Training and Leader Development Division) will review requests for regulatory compliance and forward to the Defense Civilian Personnel Advisory Service to confirm the foreign training, education, or professional development facility is eligible to provide services.

#### **4-32. Non-Government training sources**

a. In accordance with DOD 7000.14R, Volume 10 (Chapter 12-Miscellaneous payments), and local contracting policy, Army activities may purchase training, education, and professional development services provided they have an approved SF 182 (to include fund citation).

b. Additionally, the following requirements must be met:

(1) The program, course, product or instructional service is provided by off-the-shelf services that are commercially available and require no modification resulting in increased cost to the Government.

(2) Cost of a single program, course, product or service, excluding travel and per diem, does not exceed \$25,000.

(3) For purchases exceeding \$3,000, but not exceeding \$25,000, a comparison of prices must be undertaken to determine price reasonableness, and a justification of source selection must be documented.

(4) Individuals with delegated purchasing authority that have completed training on procedures for purchasing services using SF 182 and/or other approved purchase processes.

(5) Any purchase exceeding \$25,000 must be coordinated with a local warranted contracting officer.

#### **4-33. Prohibited practices**

a. *Premium pay.* Premium pay to an employee engaged in training, education and professional development activities is prohibited, except as provided by 5 CFR 410.402.

b. *Concurrent benefits.* In accordance with 38 USC 3681, an employee engaged in training, education or professional development paid for by a DOD Component may not receive benefit from another source for the same course (for example, former military members may not benefit from both the use of Army central training funds and Army GI Bill for the same course/program).

c. *Academic institutions.* Academic institutions that prevent Senior ROTC access or military recruiting on campuses are ineligible to receive Federal funds, except as provided by 10 USC 983(c) or 10 USC 983(d)(2).

d. *Individual memberships.* An employee may not be reimbursed for the cost of individual membership fees or dues in a professional organization in accordance with 5 USC 5946.

e. *Activities offensive to employees.* Appropriated funds may not be used for any training, education and professional development activity that is offensive to employees and unnecessary in the execution of current or anticipated duties. The restrictions apply to activities that could induce high levels of emotional response or psychological stress; do not require prior employee notification of the content and methods to be used in the activity and written end-of course evaluations; contain any methods or content associated with religious or quasi-religious belief systems or new age belief systems; or is offensive to, or designed to change participants' personal values or lifestyle outside the workplace. Section 12 of the Equal Employment Opportunity Commission Compliance Manual, on Religious Discrimination ([www.eeoc.gov/laws/guidance/compliance.cfm](http://www.eeoc.gov/laws/guidance/compliance.cfm)) provides guidance.

f. *Payment/reimbursement of voluntary memberships.* Payment or reimbursement for expenses of voluntary memberships in professional organizations of already credentialed employees is prohibited. Payment or reimbursement may be made for expenses of employees' attendance at a meeting or conventions which is concerned with the functions or activities which DOD appropriations for travel expenses were made, or which will contribute to improve conduct, supervision, or management of those functions or activities.

g. Payment or reimbursement for initiation fees or periodic dues for membership in a professional organization or expenses for attendance of a member at meetings to conventions of the organization is prohibited unless membership or attendance is a prerequisite to acquiring or maintaining a required professional credential.

#### **4-34. Training during the duty day**

a. Training is authorized during duty hours, when it is approved by the supervisor. An employee may take one or more courses in a college, university, or other educational institution when the supervisor determines that rearranging the employee's tour of duty will not appreciably interfere with accomplishment of work the employee is required to perform; additional costs for personal services will not be incurred; and completion of the course(s) will equip the employee for more effective work in the agency. Supervisors and managers are responsible for establishing guidelines that allow employee's duty time to complete portions of approved training courses funded by the Army.

b. Guidelines can be in the form of a written or verbal agreement and should articulate a study schedule and timeline for the employee to complete the course.



c. Training made available to employees as a voluntary self-development tool will be undertaken by the employee outside regular working hours and will not be considered hours of work, nor will the employee receive any form of compensation (that is, compensatory time). The Army may not pay the employee any premium pay solely because the special tour of duty causes the employee to work on a day, or at a time during the day, for which premium pay would otherwise be payable.

d. Supervisors should maintain records of employee training during the duty day.

e. All payments or reimbursements for expenses and all grants of administrative leave are discretionary (that is, not an employee requirement) and should be based on organizational need, talent availability, and other mission-related criteria.

#### **4–35. Conferences and workshops**

a. The DA may fund conferences or workshops which meet the legal definition of training. In accordance with 5 CFR 410.404, to determine if a conference is a training activity, it must:

(1) Have an announced purpose that the conference/meeting is educational or instructional;

(2) Have more than half (at least 51 percent) of the time scheduled for a planned, organized exchange of information between presenters and audience which meets the definition of training in 5 USC 4101;

(3) Reflect that the content of the conference is germane to improving individual and/or organizational performance, and;

(4) Provide developmental benefits that will be derived through the employee's attendance.

b. FCRS approving and/or funding conferences/workshops must ensure that all requirements are met, and that approval documentation is maintained for a period of 6 years, 3 months for reporting purposes.

c. Commands approving and/or funding conferences/workshops must ensure that all requirements are met, and that approval documentation is maintained for a period of 6 years, 3 months for reporting purposes.

d. Conferences/workshops/group training (when the purchase of training facilities or services are to be purchases) that meet the definition of training must be requested/approved PRIOR to attendance using the SF 182 regardless of the funding source.

e. Conference attendance must be approved in accordance with current Army and DOD conference policies.

#### **4–36. Credentials and certifications**

a. Pursuant to 5 USC 4109, funds may be authorized to pay for approved training related to obtaining or maintaining credentials or certifications for a career program employee's current job position. ACTEDS funds may not be authorized to pay for expenses related to obtaining or maintaining professional credentials.

b. Army commanders and the Administrative Assistant to the Secretary of the Army have been delegated authority to approve payment for expenses to obtain professional credentials, including expenses for professional accreditation, professional licenses, certification and examinations to obtain such credentials. This applies to both appropriated fund and non-appropriated fund employees. There is no special funding provision for this program; the cost of the (credential or certification) repayment will come from the approving activity's budget and will not be funded with ACTEDS funds.

c. Payment for employee credential/certification documents will be conducted on a reimbursable basis, and must be officially approved, via an SF 182, prior to successful receipt of the credential/certification. Reimbursement will be through GFEBS to the local resource management office. Reimbursement of expenses may not be retroactive.

d. Payment of expenses under this authority is not an entitlement. Continued payment of expenses associated with licenses and certification is discretionary and not guaranteed.

e. Reimbursement of expenses will only be made for successful completions and may not be retroactive.

f. DCPDS will be used for recording payments for licenses, certifications, and related expenses. DCPDS will also be used to evaluate such payments.

g. ACOMs, ASCCs, DRUs, the Office of the Administrative Assistant, and functional career representative will provide DCS, G–3/5/7 (G–37/Civilian Training and Leader Development Division) with the name, position title/series/grade, costs, and ethnicity and race identification information (from SF 181), if available, for all Army reimbursements related to professional credentials, upon request.

h. HQDA Central Training Funds will not be used to pay for licenses or credentials.

i. An employee may not be reimbursed for the cost of individual membership fees or dues in a professional organization except as authorized in 5 USC 4109 and 5 USC 4110.

#### **4–37. Contract training courses**

a. When approved by the appropriate TNGDEVs, Soldiers and Army Civilians may attend vocational or technical courses at Civilian institutions. Schools may submit requests through their appropriate chain of command to lease facilities

and equipment from Civilian institutions. Alternatively, Civilian institutions may provide institutional services at the school. The following conditions must exist to use contract training.

- (1) The occupational specialty is determined to be appropriate for contract training by the training proponent.
- (2) The course will train all, or a significant portion of, the tasks and supporting skills and knowledge necessary to qualify the student in the occupational specialty for which training is required.

- (3) The requesting agency will ensure that the POI offered by the contractor is consistent with Army standards.

b. Development of NET course materials and the presentation of NET courses may be accomplished through the use of contractors. The NET manager, in coordination with the project manager/PM, and TNGDEV, has the authority to approve use of contractor training for new, improved, or modified systems. TRADOC, MEDCOM, AMC, USACE, USASOC, SMDC/ARSTRAT, and USACIDC have authority to approve the use of contractor training in occupational skills for which they are responsible.

#### **4–38. Sabbaticals**

a. Sabbaticals are authorized absences from duty, without charge to pay or leave, that may be granted to a SES career appointee to engage in study or uncompensated work experience (see 5 USC 3396(c)(1)).

b. Sabbaticals are used to provide a 10 USC faculty member who has completed six or more Army civilian service years as full-time faculty member at any Army schools authorized 10 USC hiring paid opportunities to engage in significant research or professional development activities, or to develop areas of expertise, or to conduct scholarly activities of particular benefit to the school's mission.

c. Eligibility criteria, procedures, and policy are determined by each respective school.

#### **4–39. Exception to Army Civilian training policy requests**

Requests for exception to Army Civilian training policy must be submitted in memorandum format to the DCS, G–3/5/7 (G–37/TRV, Chief, Civilian Training and Leader Development Division), 450 Army Pentagon, Washington, DC 20310–0450. Memorandums must be officially staffed through command channels and contain the endorsement/concurrence of the requesting individual's Army Command Headquarters (ACOM, ASSC, DRU, and OAASA), (and Functional Chief Representative, only if CP- funded) prior to forwarding to DCS, G–3/5/7 (G–37/TRV). Official response to requests (approvals/disapprovals) will be provided through the respective Army Command Headquarters or Career Program Office, as applicable.

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# APPENDIX A

## Academic Degree Training (ADT) Checklist

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

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

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

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

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

\_\_\_\_\_  
Date

CPM or Training POC certification of complete packet:

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

\_\_\_\_\_  
Date

# PROGRAM FORMS

## Department of Defense

### Defense Civilian Emerging Leader Program (DCELP)

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

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

**1. \_\_\_ DCELP Course Application. Complete in its Entirety (See Sample Resume Template to Use; No Pictures)**

**2. \_\_\_ Command Endorsement (s) -** Completed Packets Must Be Endorsed And Submitted By The Respective Army Command (ACOM), Army Service Component Command (ASCC) Or The Civilian Personnel Director For The Office Of The Administrative Assistant Secretary To The Army (OAASA). **NOTE: Employees who work for an Army Staff Principle, Headquarters Department of the Army, the Army Staff, or a Program Executive Office must obtain OAASA endorsement. Any packet received that does not contain appropriate endorsement(s) will not be processed.**

**3. \_\_\_ Resume -** Must Provide The Following Information In The Order Listed: Full Name; Home Address And Telephone; Work Address And Telephone; Current Pay Plan, Series And Grade; Work Experience, Formal Education (Degree Obtained, Dates Name Of Educational Institution And Subject Major(s); Special Skills; And Interests. **(Not to exceed six pages and No Pictures.)**

**4. \_\_\_ Verification That The Nominee Has Served Three (3) Years, Or Any Combination thereof, in A Department Of The Army Civilian Permanent Position(s). This Requirement Must Be Met at the Time Of Application Date.**

**5. \_\_\_ Current SF-50, Notice Of Personnel Action -** Must Indicate Proof Of Status (For Example, Career Employee) and should identify the Position, Title, Series, Grade, Step, Tenure, and Type Of Service.

**6. \_\_\_ Special Accommodations –** Signed Memorandum from command/agency including descriptions and requirement(s)

**7. \_\_\_ Copy Of CES Course Certificate Of Completion or copy of CHRTAS Course Credit Documentation**

- a. GS-7-9 or Equivalent Pay Bands: CES Basic Course Certificate of Completion or Copy of CHRTAS Basic Course Credit Documentation
- b. GS-10-12 of Equivalent Pay Band: CES Intermediate Course Certificate of Completion or Copy of CHRTAS Intermediate Course Credit Documentation
- c. GS 13 -14 or Equivalent Pay Bands: CES Advanced Course Certificate of Completion or Copy Of CHRTAS Advanced Course Credit Documentation.

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

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

## PROGRAM FORMS

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

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

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

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

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

# **PROGRAM FORMS**

## **Leadership for a Democratic Society (LDS)**

### **at the Federal Executive Institute (FEI)**

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

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Assemble the forms in the order listed below.

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2. \_\_\_ **Nominee's Statement of Interest**
3. \_\_\_ **Supervisor's Validation of Requirement: Utilization Plan** (not to exceed 500 words)  
**NOTE: MUST BE COMPLETED AND SIGNED BY SUPERVISOR**
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5. \_\_\_ **Last 3 Performance Ratings** (including annotated Support Forms). If these appraisals are not available, you must include an explanation about the missing appraisals, verified by your supervisor or CPAC, and your "next" most recent appraisals.
6. \_\_\_ **CES Completion** - Include copy of required level CES Certificate of Completion or equivalent course documentation. See course/program requisite(s) located in announcement.
7. \_\_\_ **Verification that the nominee has served the requisite time (refer to training announcement),** or any combination thereof, in a Department of the Army **civilian** permanent position(s).
8. \_\_\_ **Continued Service Agreement** (must be signed and dated). Applicants must agree to continue service within the Department of Defense for not less than three (3) times the length of the training.
9. \_\_\_ **SF 181, Ethnicity and Race Identification**  
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## PROGRAM FORMS

### Senior Leader Seminar: Senior Leader Development Course

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

Do not send this form with your package.

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

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

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2. \_\_\_ **Nominee's Statement of Interest**
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7. \_\_\_ **Verification that the nominee has served the requisite time (refer to training announcement)**, or any combination thereof, in a Department of the Army **civilian** permanent position(s).
8. \_\_\_ **SF 181, Ethnicity and Race Identification**  
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# **PROGRAM FORMS**

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

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

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

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

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2. **\_\_\_ Nominee's Statement of Interest**
3. **\_\_\_ Supervisor's Validation of Requirement: Utilization Plan (not to exceed 500 words)**  
**Note: THIS DOCUMENT MUST BE COMPLETED AND SIGNED BY SUPERVISOR**
4. **\_\_\_ Resume** - Containing the following information in order: name; current grade; mailing address/phone number/email; and supervisor's name and telephone number for each position held; brief description of work experience; education (include type of degree; major; dates attended; grade point average); completed training; licenses/certifications; and awards. **NOTE:** Must include a separate list of all government sponsored training, to include any courses/training funded by Army Civilian Training, Education and Development System (ACTEDS).
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6. **\_\_\_ CES Completion** - Include copy of required level CES Certificate of Completion, or equivalent course documentation. See course/program requisite(s) located in announcement.
7. **\_\_\_ Verification that the nominee has served the requisite time (refer to training announcement)**, or any combination thereof, in a Department of the Army **civilian** permanent position(s).
8. **\_\_\_ Continued Service Agreement** (must be signed and dated). Applicants must agree to continue service within the Department of Defense for not less than three (3) times the length of the training.
9. **\_\_\_ SF 181, Ethnicity and Race Identification**  
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## **APPENDIX B**



DEPARTMENT OF THE ARMY  
Office of the Deputy Chief of Staff, G-3/5/7  
400 Army Pentagon  
Washington, DC 20310-0400

DAMO-TR

MAR 16 2018

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Approval of Academic Degree Training (ADT)

1. References:

- a. Army Regulation 350-1, Army Training and Leader Development, 10 Dec 2017
- b. Memorandum, Secretary of the Army, 22 Mar 2017, subject: Delegation of Authority for Responsibility of Civilian Human Resources Management, Administration, and Authorities in the Department of the Army
- c. Memorandum, Assistant Secretary of the Army (Manpower and Reserve Affairs), 31 March 2017, subject: Delegation of Civilian Human Resources Authorities, Matrix 01-2017
- d. Memorandum, Office of the Deputy Chief of Staff, G-3/5/7 (DAMO-TR), 25 May 2017, subject: Procedures for Civilian Employee Academic Degree Training (ADT) for Science, Technology, Engineering and Mathematics (STEM) Degrees (hereby rescinded)
- e. Memorandum, Assistant Secretary of the Army (Manpower and Reserve Affairs), 23 Feb 2018, subject: Delegation of Authority to Approve Academic Degree Training

2. ASA (M&RA) delegates implementing and approval authority for Academic Degree Training (ADT) to Functional Chief Representatives (FCRs), Administrative Assistant to the Secretary of Army (AASA), Commanders/Heads of: Army Commands, Army Service Component Commands (ASCCs), and Direct Reporting Units (DRUs) (Enclosure 1).

3. Before selecting and assigning an employee to academic degree training, approving officials will ensure compliance with all applicable laws, regulations, and policies. Authorities will:

- a. Administer the delegated authority in accordance with merit principles;
- b. Ensure training contributes significantly to meeting an identified training need; resolves an identified staffing problem; or accomplish strategic goals in the organization's plans;
- c. Ensure training is accredited and provided by a college, university, institution/program that is accredited by a regional, national, or international accrediting

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SUBJECT: Approval of Academic Degree Training (ADT)

body recognized by the U.S. Department of Education and listed in its Database of Accredited Postsecondary Institutions and Programs, <https://ope.ed.gov/accreditation/>;

d. Ensure ADT participants sign an agreement to continue service in Army, before the start of training, for at least three-times the length of the training/program, and

e. Confirm availability of funds for participants' authorized training expenses.

4. Applicant packets, to include memorandum of approval or disapproval, must be maintained on file for six years and three months.

5. FCRs, Commands, ASCCs, and DRUs will submit quarterly ADT reports to HQDA, G-37/Civilian Training and Leader Development Division on all approved/disapproved ADT requests. Decisions dated: (1 Jan-31 Mar), due by 30 Apr; (1 Apr-30 Jun), due by 31 Jul; (1 Jul-30 Sep), due by 31 Oct; (1 Oct-31 Dec), due by 31 Jan (Enclosure 2).

6. ADT applications that exceed \$50k require a justification memorandum to be provided to the HQDA, G-37/Civilian Training and Leader Development Division, prior to Functional Chief Representative (FCR) or Commander/AASA approval. The justification will include 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, and will be signed by the FCR (when Career Program funded) or by the Commander/AASA (when Command funded).

7. Delegated authority for ADT approval may be revoked or suspended if there is evidence of improper use of delegated authority or non-compliance with applicable laws or regulations.

8. Point of contact for this action is Michelle L. White, [michelle.l.white.civ@mail.mil](mailto:michelle.l.white.civ@mail.mil), (703) 545-4303.

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Encl:

1. Memo, ASA (M&RA)  
23 Feb 2018, Delegation of  
of Authority to Approve ADT

PATRICK E. MATLOCK  
MG, GS  
Director of Training

2. ADT QTRLY Report

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SUBJECT: Approval of Academic Degree Training (ADT)

SEE DISTRIBUTION





DEPARTMENT OF THE ARMY  
OFFICE OF THE ASSISTANT SECRETARY  
MANPOWER AND RESERVE AFFAIRS  
111 ARMY PENTAGON  
WASHINGTON, DC 20310-0111

SAMR

FEB 23 2018

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Delegation of Authority to Approve Academic Degree Training

1. Reference:

- a. Title 5, United States Code, Section 4107
- b. Title 5, Code of Federal Regulations, Section 410.308
- c. DoD Instruction 1400.25, Volume 410, "DoD Civilian Personnel Management System: Training, Education, and Professional Development," September 25, 2013
- d. Army Regulation 350-1, Army Training and Leader Development, 10 December 2017
- e. Memorandum, Assistant Secretary of the Army (Manpower and Reserve Affairs), 23 October 2017, subject: Delegation of Civilian Human Resources Authorities, Matrix 02-2017

2. The authority to approve planned, systemic, and coordinated programs of professional development in accordance with the above references, and to pay for the costs for Academic Degree Training (ADT) that is part of such approved programs is delegated to the Administrative Assistant to the Secretary of Army (AASA), the Functional Chief Representatives (FCRs) of Army Career Programs, and the Commanders/Heads of Army Commands, Army Service Component Commands and Direct Reporting Units. Commanders and the AASA are authorized to approve ADT funded by command/organization training funds, and FCRs are authorized to approve ADT that is funded by Army Civilian Training, Education & Development Systems (ACTEDS) funds through a career program.

3. For the purposes of this delegation, the Principal Officials of Headquarters, Department of the Army, their staffs and other elements, Field Operating Agencies and Staff Support Agencies not specifically named as delegated, fall under the purview of the AASA. This authority may be further delegated in writing by the official delegating the authority to a level no lower than the first general officer or civilian equivalent in the chain of command.

ENCL 1

SAMR

SUBJECT: Delegation of Authority to Approve Academic Degree Training

4. Funding for academic degrees will continue to be from available command training funds, or Army Civilian Training, Education & Development Systems (ACTEDS) funds. The Deputy Chief of Staff, G-3 remains responsible for developing policies and procedures for administering the Academic Degree Training program.

5. As an internal control measure to protect the integrity of the Army's civilian personnel human resources delegation program, I delegate to the Deputy Assistant Secretary of the Army (Civilian Personnel) (DASA (CP)) the authority to restrict, suspend, rescind, or transfer the use of, in whole or in part, as appropriate, the authority to approve academic degree training.

6. The point of contact for this matter is Mr. Joel Stringer, Office of the DASA (CP), OASA(M&RA), 703-695-5145, DSN 225-5145, or [joel.s.stringer.civ@mail.mil](mailto:joel.s.stringer.civ@mail.mil).

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Raymond T. Horoho  
Senior Official Performing the Duties of the  
Assistant Secretary of the Army  
(Manpower and Reserve Affairs)

DISTRIBUTION:

Principal Officials of Headquarters, Department of the Army  
Commander

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U.S. Army Training and Doctrine Command

U.S. Army Materiel Command

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U.S. Army Africa/Southern European Task Force

U.S. Army Special Operations Command

Military Surface Deployment and Distribution Command

U.S. Army Space and Missile Defense Command/Army Strategic Command

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SUBJECT: Delegation of Authority to Approve Academic Degree Training

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U.S. Army Marketing and Engagement Brigade  
Superintendent, United States Military Academy  
Director, U.S. Army Acquisition Support Center  
Superintendent, Arlington National Cemetery  
Commandant, U.S. Army War College  
Director, U.S. Army Civilian Human Resources Agency

CF:

Director, Army National Guard  
Director, Business Transformation  
Commander, Eighth Army