

Army Civilian Training, Education, and Development System





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SECTION I – OBJECTIVES

A. GENERAL

In 2005, a congressionally mandated, independent panel review of Military Department legal services recommended, in part, that all legal elements in the Department of Defense ensure that they have a long-term robust program for civilian attorney professional development. In response, the Army legal community has developed a civilian attorney career management program that will be subsequently expanded to incorporate all legal career program (CP 56) members.

This ACTEDS plan provides the information and guidance necessary to promote systematic training and development of career Army civilian attorneys from initial entry to senior technical and managerial and executive levels. The plan is functionally tailored to the legal career field, is systematic and progressive, and it combines formal training with developmental assignments.

The plan aligns with the Army's goal of an Enterprise Level Human Capital Lifecycle Management System that recruits, trains, educates, develops, promotes and retains talent in the Army Civilian workforce.

B. SHORT-TERM OBJECTIVES

1. Provide attorneys and their supervisors with a single-source reference to assist in determining appropriate training and development both to enhance on-the-job performance and to prepare the attorney for progressively more responsible positions.
2. Implement the Army Legal Services Civilian Associates Program (CAP) as set forth in Annex G.
3. Implement the civilian attorney LL.M program.
4. Assist management in allocating resources for civilian training and development by providing guidance as to the relative importance or applicability of individual courses of instruction.
5. Provide attorneys with information on the Department of the Army Civilian Leader Development core courses.
6. Publicize career program philosophy and guidance on career progression, education, mobility, and other career development issues.

C. LONG-TERM OBJECTIVES

The CP 56 ACTEDS Plan will be updated periodically to meet the following long-term objectives:

1. Expand the master training plans to include more information on developmental assignments, mandatory and recommended courses, and sources of training.
2. Provide information on evolving changes in the legal career program, to include the impact on CP 56 of such initiatives as Army Transformation, Headquarters Department of Army Realignment, and force structure changes.
3. Expand plan coverage to all series included in CP 56.

D. CP 56 CAREER DEVELOPMENT MODEL

The intent of the CP 56 program is to expose civilian attorneys to ample formal education, training, professional development, and performance-enhancing job experiences so that all attorneys can grow professionally throughout their careers. Details on career development are located in the Master Training Plan, Annex E.

SECTION II – STRUCTURE

A. QUALIFYING AUTHORITY

The Army General Counsel, per DoD Directive 1442.2, is the attorney designated by SECARMY as the authority permitted to approve personnel actions (appointment, transfer, reassignment, promotion, and certain disciplinary actions) of civilian attorneys within the Army. The Army General Counsel retains this authority for all SES, SL, and DISL attorney positions and all attorney positions in the Office of the Secretary of the Army including its field operating agencies. For such actions related to civilian attorneys GS-15 (or equivalent) and below, the Army General Counsel delegated authority solely to the Chief Counsel, U.S. Army Corps of Engineers (USACE) for all elements of USACE; the Command Counsel, U.S. Army Materiel Command (AMC) for all elements of AMC; and the The Judge Advocate General for all other elements of the Department of the Army — such authority is not re-delegable. See AR 690-200, Chapter 213, Subchapter 4, *Employment of Civilian Attorneys*.

This ACTEDS plan builds upon and supplements the qualifying authorities' accomplishments toward civilian attorney professional development. This plan neither impacts existing professional development programs, nor alters the regulatory authority of the respective qualifying authorities.

B. APPLICABILITY

This ACTEDS plan applies to the following job series:

- 0904 Law Clerk
- 0905 Attorney
- 1222 Patent Attorney

CP 56 is comprised of both attorney and legal support positions. Although the plan is currently only applicable to civilian attorney and law clerk positions, it is the goal to include all members of CP 56 in future iterations.

C. CAREER PROGRAM MANAGEMENT STRUCTURE

1. Qualifying Authorities

The four qualifying authorities (Army General Counsel, TJAG, AMC Command Counsel, and the USACE Chief Counsel) continue to exercise their traditional roles consistent with this ACTEDS plan. Although the qualifying authorities remain responsible for all personnel actions affecting attorneys within their purview, this plan promotes a single program for attorney development and to succeed it requires significant cooperation and interchange among the qualifying authorities. This collaborative approach will result in

a civilian attorney workforce better prepared to meet commanders' requirements across the entire Army. The Department of the Army Civilian Attorney Professional Development Board is comprised of the four qualifying authorities.

2. Supervisors.

Supervisors are key players in career development. They serve as appraiser, advisor, counselor and coach. Supervisors must ensure their employees possess, or are provided opportunities to obtain, required core competencies. Supervisors and employees prepare individual performance objectives and individual development plans (IDPs), detailed in Section V, to ensure acceptable performance and to measure progress. An honest assessment of individual strengths and weaknesses is a key step in developing a performance plan. During counseling sessions, supervisors assist their employees in identifying required training and/or professional development objectives. Once identified, individual training or development activities are recorded on the respective IDP.

3. Employees.

Employees and their supervisors establish performance plans considering the duties and responsibilities of the position, needs of the Army and, as appropriate, the employee's performance desires and career plans. Each employee is responsible for establishing personal career goals and strategies to achieve those personal career goals. Employees must demonstrate required interest, enthusiasm and initiative to achieve the stated objectives. Employees and their supervisors must work together to determine how best to execute career development plans through the use of IDPs.

SECTION III – CAREER LADDER

A. GENERAL

There is no rigidly defined system by which an individual progresses from the entry level, through journeyman, to managerial or executive positions. To a great extent, individual progression depends on demonstrated performance, potential, and both functional and geographical mobility.

B. CP 56 GENERIC CAREER LADDER

A generic CP 56 career ladder is provided at Figure 1. It reflects the general types of positions through which an attorney may progress; from the initial hire Civilian Associates Program Attorney to membership in the Senior Executive Service (SES).

The career ladder is divided into three broad command echelons and does not strictly follow Army structure. For example, although the headquarters, USACE, is not in the top echelon of the Army structure, it is considered a top echelon office for attorneys because the legal office is headed by a qualifying authority. Conversely, TRADOC is an Army Command; however, for purposes of the career ladder it is considered an Intermediate Command Level.

Although not conclusive, the three career ladder command echelons can generally be summarized as follows:

- **HQDA/HQ, Qualifying Authority:** Comprised of the Office of General Counsel; Office of The Judge Advocate General; Office of the Chief Counsel, USACE; Office of the Command Counsel, AMC; and the HQDA Field Operating Agencies of these organizations.
- **Intermediate Command Level:** Comprised of those legal offices at a command level below the qualifying authority, but above more subordinate legal offices. These offices are generally at the former Major Command (MACOM) level and include AMC Major Subordinate Commands and USACE Division legal offices.
- **Installation/Operation Level:** Comprised of legal offices generally found at the operational level with no subordinate legal offices. The absence of an intermediate command level between itself and the qualifying authority does not necessary affect the legal office's classification as Installation/Operation Level.

C. PROGRESSION

The career ladder is presented in a manner that illustrates how scope of responsibility increases from installation/operation level positions in the lower-left quadrant to the top SES positions in the upper-right quadrant. The matrix graphically articulates how responsibility is a function of both grade and echelon – to reach the top positions of the career field. Achieving the widest scope responsibilities will likely require attorneys to assume some degree of functional and geographic mobility.

D. MOBILITY

1. Functional Mobility

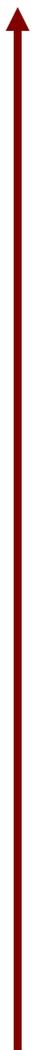
Although attorneys may be able to achieve their career goals within a single specialized area, multi-dimensional and multi-disciplined experience is a factor in the career program. Broad-based experience is valuable as commanders increasingly look for general policy guidance in addition to traditional legal reviews and as staffing challenges require civilian attorneys to advise on a broader range of legal issues. Functional mobility also increases career advancement opportunities.

2. Geographic Mobility

While possible to achieve career goals within a limited geographic area, geographic mobility will be an important factor, especially for those attorneys seeking advancement to GS-15 equivalent positions or membership in the Senior Executive Service. One or more geographic moves may be necessary to obtain the necessary skills for senior position placement. Supervisors should encourage their attorneys to be mobile to develop skills at a variety of organizational levels consistent with the individual's career goals and the needs of the Army.

Figure 1.

LEGAL [CP-56] CAREER LADDER			
GRADE	INSTALLATION/ OPERATION LEVEL [§]	INTERMEDIATE COMMAND LEVEL	HQDA/ HQ, QUALIFYING AUTHORITY
SES		MSC Chief Counsel ¹	Cmd/Dep Cmd Counsel ¹ Chief/Dep Chief Counsel ² Deputy General Counsel ³ Dir. Civ. Empl/Lab. & Emp. ⁴ Dir. Soldier/Fam. Legal Svcs ⁴
SL/DISL		Special Assistant to SJA (Intel. Law) ⁴	Dir. Civ. Law & Litigation ⁴ Sr. Adv., Nat'l Sec., Intel. & and Info. Law ³ Sr. Intel. Law & Info. Ops. ⁴
GS-15	Head of Legal Office Center Counsel ² District Counsel ² Branch/Division Chief Supervisory Attorney	MSC Division Chief ¹ Chief /Dep. Ch Counsel Division Counsel ² Head of Legal Office Center Counsel ² Branch/Division Chief Supervisory Attorney Attorney Advisor	Chief /Dep. Ch Counsel Asst Chief Counsel Associate Dep GC ³ Senior/Deputy Legal Adv. Head of Legal Office Exec. Director, TJAGLCS ⁴ Senior Trial Attorney Branch/Division Chief Supervisory Attorney Attorney Advisor
GS-14	Branch/Div Chief Supervisory Attorney Attorney Advisor	Branch/Div Chief Supervisory Attorney Attorney Advisor	Branch/Div Chief Supervisory Attorney Attorney Advisor
GS-13	Branch/Div Chief Supervisory Attorney Attorney Advisor	Branch/Div Chief Supervisory Attorney Attorney Advisor	Supervisory Attorney Attorney Advisor
GS-11/12	Attorney Advisor	Attorney Advisor	Attorney Advisor
GS-11	ARMY LEGAL SERVICES CIVILIAN ASSOCIATE PLACEMENT		



➔
INCREASING SCOPE OF RESPONSIBILITY

[§] Non exhaustive list to include AMC depots/arsenals and USACE districts/centers.

¹ Army Materiel Command specific

² Army Corps of Engineers specific

³ Army General Counsel specific

⁴ The Judge Advocate General specific

SECTION IV – KEY POSITIONS

A. GENERAL

ACTEDS provides the framework for civilian career programs to identify “key positions.” These senior positions have significant responsibility for the provision of legal services. Additionally, many of these positions carry significant supervisory responsibilities. The key positions identified in this ACTEDS plan include all Senior Executive Service (SES), Senior Level (SL), Defense Intelligence Senior Level (DISL) attorney positions, civilian attorney heads of legal offices and General Schedule (GS) -15 (or equivalent) level positions that require one or more of the following:

- Subject matter expertise in a specific legal practice competency that places the incumbent at, or near, the top of the legal technical chain for that qualifying authority.
- Responsibility for the effective delivery of legal services on matters with significant Army-wide impact.
- Programmatic responsibility impacting the delivery of legal services across the qualifying authority.

B. KEY CP 56 SES/SL/DISL POSITIONS

All career SES/SL/DISL positions within CP 56 are “key.” The SES/SL/DISL positions by technical chain are as follows:

- 1. Office of General Counsel:**
 - Deputy General Counsel (multiple)
 - Senior Advisor, National Security, Intelligence, and Information Law
- 2. Office of The Judge Advocate General:**
 - Director, Civilian Personnel, Labor & Employment Law
 - Director, Soldier & Family Legal Services
 - Director, Civil Law & Litigation (SL)
 - Senior Intelligence Law & Information Operations Legal Advisor (DISL)
 - Special Assistant to the Staff Judge Advocate (Intelligence Law) (DISL)
- 3. U.S. Army Materiel Command:**
 - Command Counsel
 - Deputy Command Counsel
 - Chief Counsel, Major Subordinate Command (multiple)
- 4. U.S. Army Corps of Engineers:**
 - Chief Counsel
 - Deputy Chief Counsel

C. OTHER KEY POSITIONS

All positions identified as key based solely upon legal duties are at the GS-15 equivalent level; recognizing that that these key positions are a subset of all GS-15 equivalent positions in the Army legal services. Although infrequent, some positions at lower than GS-15 equivalency may be identified as key due to significant managerial responsibility.

Key positions exist at all three command echelons. Those found at the installation/operation level generally are identified for their significant managerial responsibilities; whereas, the remaining two echelons contain both supervisory and non-supervisory attorney positions.

Annex A identifies the key positions existing at the time of plan publication. Force structure is dynamic and this matrix will be revised periodically to reflect the current operating environment.

D. PERMANENT CHANGE OF STATION (PCS) ALLOWANCES

Due to the strategic importance of key positions, the gaining command should authorize PCS allowances. If PCS allowances are not authorized, the command should consider a relocation incentive, if applicable. For all other attorney positions, PCS allowances or relocation incentives are encouraged.

SECTION V – ATTORNEY COMPETENCIES

A. GENERAL

Identification of the core competencies required for successful performance is the first step in effective career planning. This plan identifies the core competencies required for success. The suggested means for obtaining these core competencies is addressed in the Master Training Plan (Annex E).

B. CORE COMPETENCIES OF ALL ATTORNEYS

1. **Skill in written communication.**
2. **Skill in oral communication.**
3. **Ability to work effectively with senior officials as clients.**
4. **Skill in identifying issues.**
5. **Skill in legal research.**
6. **Ability to craft creative solutions to complex problems.**
7. **Customer/mission focus.**
8. **Skill in negotiation.**
9. **Knowledge of conflict and early dispute resolution processes.**
10. **Knowledge of applicable rules of professional responsibility and ethics.**

C. SPECIALIZED LEGAL COMPETENCIES

Annex B lists those specialized legal competencies found within the Army legal community in the most common legal specialties and practice areas. This listing will evolve as the Army's legal practice evolves and not every specialized practice area may currently be listed, but they will be added as they are defined.

Attorneys can develop these specialized competencies through various paths. Formal education, training, professional development, and experience can all contribute to specialized legal competency development and no one path is prescribed. The Master Training Plan (Annex E) provides much greater detail as to how competencies can be developed.

**D. SENIOR
EXECUTIVE SERVICE
COMPETENCIES**

Annex C contains the Executive Core Qualifications (ECQs) needed to succeed in the Senior Executive Service (SES). The ECQs assess executive experience and potential and not technical expertise. They measure whether an individual has the broad executive skills needed to succeed in a variety of SES positions. Although not a desire of every covered attorney, one goal of this ACTEDS plan is to provide opportunities for those interested in developing their ECQs for possible SES position consideration.

**E. THE 3-YEAR
INDIVIDUAL
DEVELOPMENT
PLAN (3yIDP)**

Attorneys enter the legal career field at various levels. They bring with them varying degrees of preparation, competency, and potential for growth. Supervisors and employees must work together to develop realistic plans for career development.

The individual's supervisor is responsible for creating a career development plan and for initiating actions that will carry out the plan and attain defined individual career goals. To optimize current and future contributions by these attorneys, supervisors and managers must stay actively involved in developing, reviewing, and maintaining the attorney's career plans. That includes periodically assessing each attorney's knowledge, skills, abilities, and experience, and sharing their assessments with them to guide development of attorneys' 3-Year Individual Development Plans (3yIDP). The purpose of the 3yIDP is to specify work assignments, professional development, education, and training that help to support goals of both the attorney and the Army.

The 3yIDP process emphasizes discussion and joint decisions by the attorney and the supervisor to focus on the specific developmental experiences necessary to support the mutual goals of individual career development and organizational enhancement over three-year increments. Each 3yIDP is uniquely tailored to the needs of the individual and the organization. For example, one attorney might identify essential lawyering skill training, and another might emphasize instruction in a more specific practice area. There is no set pattern – the term "individual" is basic to the concept – especially as it applies to an attorney's willingness and capacity to learn and grow.

ANNEX A – KEY POSITION MATRIX

Practice Area & Echelon	Specific Title	Activity	Location	Qualifying Authority
SENIOR EXECUTIVE SERVICE POSITIONS				
HQDA / HQ QUALIFYING AUTHORITY	DEPUTY GC, ACQUISITION	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	DEP. GC, INSTALLATIONS, ENVTL & CIVIL WORKS	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	DEPUTY GC, ETHICS & FISCAL LAW	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	DEPUTY GC, INT'L LAW & PERSONNEL LAW	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	COMMAND COUNSEL	AMC	HQ, AMC	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	DEPUTY COMMAND COUNSEL	AMC	HQ, AMC	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	CHIEF COUNSEL	USACE	HQ, USACE	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	DEPUTY CHIEF COUNSEL	USACE	HQ, USACE	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	DIR, CIV. PERS., LABOR AND EMPLOYMENT LAW	OTJAG	OTJAG, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	DIR, SOLDIER & FAMILY LEGAL SERVICES	OTJAG	OTJAG, PENTAGON	ARMY GC
INTERMEDIATE COMMAND LEVEL	CHIEF COUNSEL	AMCOM	HQ, AMCOM, REDSTONE ARSENAL	ARMY GC
INTERMEDIATE COMMAND LEVEL	CHIEF COUNSEL	ASC	HQ, US ARMY SUSTAINMENT COMMAND	ARMY GC
INTERMEDIATE COMMAND LEVEL	CHIEF COUNSEL	C-E LCMC	HQ, USA COMMUNICATIONS- ELECTRONICS	ARMY GC
INTERMEDIATE COMMAND LEVEL	CHIEF COUNSEL	TACOM	TANK-AUTOMOTIVE AND ARMAMENT LC CMD	ARMY GC
SENIOR LEVEL POSITIONS				
HQDA / HQ QUALIFYING AUTHORITY	DIRECTOR, CIVIL LAW & LITIGATION	USALSA	USALSA	ARMY GC
DEFENSE INTELLIGENCE SENIOR LEVEL POSITIONS				
HQDA / HQ QUALIFYING AUTHORITY	SR. ADVISOR, NAT'L SEC. INTEL. & INFO. LAW	OGC	OGC, OPERATIONS & PERSONNEL, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	SR. INTELLIGENCE LAW & INFO. OPS. LEGAL ADV.	OTJAG	OTJAG, PENTAGON	ARMY GC
INTERMEDIATE COMMAND LEVEL	SPECIAL ASSISTANT TO SJA (INTELLIGENCE LAW)	INSCOM	HQ, INSCOM	ARMY GC
TECHNICAL POSITIONS				
ADMINISTRATIVE AND CIVIL LAW				
HQDA / HQ QUALIFYING AUTHORITY	ASSOC. DEP GC, ADMIN/CRIMI/ INTL	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	SENIOR LEGAL ADVISOR	ARBA	ARMY REVIEW BOARDS AGENCY	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	CHIEF, GENERAL LAW DIVISION	AMC	HQ, AMC	CmdC, AMC
HQDA / HQ QUALIFYING AUTHORITY	CHIEF GENERAL LAW DIVISION	USACE	HQUSACE	ChC, USACE
HQDA / HQ QUALIFYING AUTHORITY	GENERAL LAW DIVISION (FOIA)	USACE	HQUSACE	ChC, USACE
HQDA / HQ QUALIFYING AUTHORITY	CHIEF, SPECIAL ACTIONS (LITIGATION)	USACE	HQ, USACE	ChC, USACE
HQDA / HQ QUALIFYING AUTHORITY	CHIEF, ETHICS, LEGISL & FOIA	OTJAG	ADMINISTRATIVE LAW DIVISION	TJAG
INTERMEDIATE COMMAND LEVEL	CHIEF, GENERAL LAW DIVISION	TACOM	TANK-AUTOMOTIVE AND ARMAMENT LC CMD	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CHIEF, GENERAL LAW & INTELLECTUAL PROPERTY	AMCOM	HQ, AMCOM LCMC	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CHIEF, GENERAL LAW DIVISION	ASC	HQ, US ARMY SUSTAINMENT CMD, ROCK ISLAND	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CHIEF, CIVIL LAW	FORSCOM	HQ, FORSCOM	TJAG
INSTALLATION / OPERATION LEVEL	FINANCE CENTER COUNSEL	USACE	USACE FINANCE CENTER	ChC, USACE
CLAIMS LAW				
HQDA / HQ QUALIFYING AUTHORITY	SUPERVISORY ATTORNEY	USARCS	PERSONNEL CLAIMS & RECOVERY DIVISION	TJAG

Legal Career Program (CP 56) ACTEDS Plan

Practice Area & Echelon	Specific Title	Activity	Location	Qualifying Authority
CONTRACT, ACQUISITION & FISCAL LAW				
HQDA / HQ QUALIFYING AUTHORITY	ASSOC. DEP GC, ETHICS & FISCAL	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	ASSOC. DEP GC, ACQUISITION	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	ASSOC. DEP GC, ACQUISITION & INTL	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	CHIEF COUNSEL	HQDA	ARMY AUDIT AGENCY	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	DEPUTY CHIEF COUNSEL	HQDA	ARMY AUDIT AGENCY	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	SENIOR CIVILIAN ATTY (OFFICE DEPUTY)	DSSW	CHIEF ATTY & LEGAL SERVS. DIRECT. (CALS)	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	CHIEF TRIAL ATTORNEY	USACE	HQ, USACE	ChC, USACE
HQDA / HQ QUALIFYING AUTHORITY	CH, BUSINESS LAW BRANCH	AMC	HQ, AMC	CmdC, AMC
HQDA / HQ QUALIFYING AUTHORITY	CH, PROTEST/LITIGATION BRANCH	AMC	HQ, AMC	CmdC, AMC
HQDA / HQ QUALIFYING AUTHORITY	DEPUTY CHIEF COUNSEL	ACC	HQ, ACC	CmdC, AMC
HQDA / HQ QUALIFYING AUTHORITY	REGIONAL CHIEF COUNSEL	ACC	I-TECH, E-COM. & COMM. CONT'NG CTR (ITEC4)	CmdC, AMC
HQDA / HQ QUALIFYING AUTHORITY	DEPUTY CHIEF COUNSEL	ACC	I-TECH, E-COM. & COMM. CONT'NG CTR (ITEC4)	CmdC, AMC
HQDA / HQ QUALIFYING AUTHORITY	CHIEF COUNSEL,	ACC	NORTHERN REGION, FORT MONROE	CmdC, AMC
HQDA / HQ QUALIFYING AUTHORITY	SUPERVISORY ATTORNEY	ACC	NORTHERN REGION, FORT EUSTIS	CmdC, AMC
HQDA / HQ QUALIFYING AUTHORITY	SUPERVISORY ATTORNEY	ACC	NORTHERN REGION, FORT BELVOIR	CmdC, AMC
HQDA / HQ QUALIFYING AUTHORITY	CHIEF TRIAL ATTORNEY	USALSA	CONTRACT & FISCAL LAW DIVISION (KFLD)	TIAG
HQDA / HQ QUALIFYING AUTHORITY	CH, CONTRACT/FISCAL ACTIONS BRANCH	USALSA	CONTRACT & FISCAL LAW DIVISION (KFLD)	TIAG
HQDA / HQ QUALIFYING AUTHORITY	CH, PROTESTS	USALSA	CONTRACT & FISCAL LAW DIVISION (KFLD)	TIAG
HQDA / HQ QUALIFYING AUTHORITY	CH, PROCUREMENT FRAUD BRANCH	USALSA	CONTRACT & FISCAL LAW DIVISION (KFLD)	TIAG
HQDA / HQ QUALIFYING AUTHORITY	CONTRACT & FISCAL ACTIONS ATTORNEY	USALSA	CONTRACT & FISCAL LAW DIVISION (KFLD)	TIAG
HQDA / HQ QUALIFYING AUTHORITY	CONTRACT LITIGATION TRIAL ATTORNEY	USALSA	CONTRACT & FISCAL LAW DIVISION (KFLD)	TIAG
HQDA / HQ QUALIFYING AUTHORITY	CH, PROCUREMENT & CONTRACT DISPUTES	USACE	CONTRACT & FISCAL LAW DIVISION (KFLD)	TIAG
INTERMEDIATE COMMAND LEVEL	CH, BUSINESS LAW DIVISION	TACOM	HQ, USACE	ChC, USACE
INTERMEDIATE COMMAND LEVEL	DEP CHIEF COUNSEL	SDDC	TANK-AUTOMOTIVE AND ARMAMENT LC CMD	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CH, BUSINESS LAW BRANCH DIVISION A	C-E LCMC	SDDC	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CH, BUSINESS LAW BRANCH DIVISION B	C-E LCMC	HQ, USA COMMUNICATIONS- ELECTRONICS	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CHI, BUSINESS LAW	ASC	HQ, USA COMMUNICATIONS- ELECTRONICS	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CH, ADVERSARY PROCEEDINGS DIV.	AMCOM	HQ, US ARMY SUSTAINMENT COMMAND	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CH, ACQUISITION LAW DIVISION	AMCOM	HQ, AMCOM, REDSTONE ARSENAL	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CONTRACT LAW ATTORNEY	TRADOC	HQ, AMCOM, REDSTONE ARSENAL	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	LEGAL ADVISOR	SMDC	HQ, TRADOC	TIAG
INSTALLATION / OPERATION LEVEL	DEPUTY CHIEF BUSINESS LAW	ARDEC	SMDC, HUNTSVILLE, AL	TIAG
CRIMINAL LAW				
HQDA / HQ QUALIFYING AUTHORITY	CLERK OF COURT/JUDICIAL ADVISOR	USALSA	ARMAMENT R/D & ENGINEERING CTR	CmdC, AMC
ENVIRONMENTAL LAW				
HQDA / HQ QUALIFYING AUTHORITY	ASSOC. DEP GC, ENVTL & CIVIL WORKS	OGC	CLERK OF COURT	TIAG
HQDA / HQ QUALIFYING AUTHORITY	ASSOC. DEP GC, PRIVTZ/FMS/INTL AGREEMENTS	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	ASSOC. DEP GC, MIL HOUSING/BRAC	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	ASSOC. DEP GC, ENVTL	OGC	OGC, PENTAGON	ARMY GC

Legal Career Program (CP 56) ACTEDS Plan

Practice Area & Echelon	Specific Title	Activity	Location	Qualifying Authority
HQDA / HQ QUALIFYING AUTHORITY	ASSOC. DEP GC, REAL PROP/ENVTL/PRIV	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	ASSOCIATE COUNSEL, ENVIRONMENTAL CHIEF	AMC	HQ, AMC	CmdC, AMC
HQDA / HQ QUALIFYING AUTHORITY	CH, LITIGATION & ADMIN. DISPUTES	USACE	ENVTL RESTORATION, REG. & COMPLIANCE	ChC, USACE
HQDA / HQ QUALIFYING AUTHORITY	DEPUTY CH, ENVIRONMENTAL LAW DIVISION	USACE	HQ, USACE	ChC, USACE
HQDA / HQ QUALIFYING AUTHORITY	SENIOR TRIAL ATTORNEY	USALSA	ENVIRONMENTAL LAW DIVISION	TJAG
HQDA / HQ QUALIFYING AUTHORITY	SENIOR TRIAL ATTORNEY	USALSA	ENVIRONMENTAL LAW DIVISION	TJAG
ETHICS/PROFESSIONAL RESP.				
HQDA / HQ QUALIFYING AUTHORITY	ASSOC. DEP GC, ETHICS & FISCAL	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	ASSOC. DEP GC, ETHICS & FISCAL/FIN. DISCL.	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	CH, ETHICS & STANDARDS OF CONDUCT	USACE	HQ, USACE	ChC, USACE
HQDA / HQ QUALIFYING AUTHORITY	ETHICS ATTORNEY	AMC	HQ, AMC	CmdC, AMC
HQDA / HQ QUALIFYING AUTHORITY	PROFESSIONAL RESPONSIBILITY BRANCH CHIEF	OTIAG	PERSONNEL, PLANS & TRAINING OFFICE	TJAG
REGULATORY & INTELLECTUAL PROPERTY LAW				
HQDA / HQ QUALIFYING AUTHORITY	SENIOR COUNSEL	USACE	ENVTL RESTORATION, REG. & COMPLIANCE	ChC, USACE
HQDA / HQ QUALIFYING AUTHORITY	CH, INTELLECTUAL PROPERTY BRANCH	AMC	HQ, AMC	CmdC, AMC
HQDA / HQ QUALIFYING AUTHORITY	CH, REG. LAW & INTELLECTUAL PROP DIV.	USALSA	REGULATORY LAW & INTELLECTUAL PROP DIVISION	TJAG
HQDA / HQ QUALIFYING AUTHORITY	REGULATORY LAW TRIAL ATTORNEY	USALSA	REGULATORY LAW & INTELLECTUAL PROP DIVISION	TJAG
HQDA / HQ QUALIFYING AUTHORITY	INTELLECTUAL/PATENT LAW ATTORNEY	USALSA	REGULATORY LAW & INTELLECTUAL PROP DIVISION	TJAG
HQDA / HQ QUALIFYING AUTHORITY	CH, INTELLECTUAL PROPERTY BRANCH	TACOM	REGULATORY LAW & INTELLECTUAL PROP DIVISION	TJAG
INTERMEDIATE COMMAND LEVEL	CH, INTELLECTUAL PROPERTY BRANCH	RDECOM	TANK-AUTOMOTIVE AND ARMAMENT LC CMD	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CH, INTELLECTUAL PROPERTY BRANCH	C-E LCMC	RESEARCH DEVELOPMENT & ENGINEERING CMD	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CH, INTELLECTUAL PROPERTY BRANCH	AMCOM	HQ, USA COMMUNICATIONS- ELECTRONICS	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CH, INTELLECTUAL PROPERTY BRANCH	NATICK	HQ, AMCOM, REDSTONE ARSENAL	CmdC, AMC
INSTALLATION / OPERATION LEVEL	CH, INTELLECTUAL PROPERTY BRANCH	ARL	NATICK SOLDIER CENTER	CmdC, AMC
INSTALLATION / OPERATION LEVEL	CH, INTELLECTUAL PROPERTY BRANCH	ARDEC	USA RESEARCH LABORATORY	CmdC, AMC
INSTALLATION / OPERATION LEVEL	CH, INTELLECTUAL PROPERTY BRANCH	ARDEC	ARMAMENT RES, DEV AND ENGINEERING CTR	CmdC, AMC
INTELLIGENCE LAW				
INTERMEDIATE COMMAND LEVEL	ATTORNEY ADVISOR	INSCOM	HQ, INSCOM	TJAG
INTERNATIONAL AND OPERATIONAL LAW				
HQDA / HQ QUALIFYING AUTHORITY	SPECIAL ASSIST TO TJAG (LAW OF WAR)	OTIAG	INTERNATIONAL & OPERATIONAL LAW DIVISION	TJAG
INTERMEDIATE COMMAND LEVEL	INTERNATIONAL LAW ATTORNEY	USAREUR	HQ, USAREUR	TJAG
INTERMEDIATE COMMAND LEVEL	INTERNATIONAL LAW ATTORNEY	SOUTHCOM	HQ, SOUTHERN COMMAND	TJAG
INTERMEDIATE COMMAND LEVEL	INTERNATIONAL LAW ATTORNEY	EUCOM	HQ, EUCOM	TJAG
INTERMEDIATE COMMAND LEVEL	INTERNATIONAL LAW ATTORNEY	USFK	HQ, US FORCES KOREA / EIGHTH US ARMY	TJAG
INTERMEDIATE COMMAND LEVEL	INTERNATIONAL LAW ATTORNEY	AFRICOM	HQ, AFRICOM	TJAG
LABOR AND EMPLOYMENT LAW				
HQDA / HQ QUALIFYING AUTHORITY	ASSOC. DEP GC, LABOR & EMPLOYMENT	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	ASSOCIATE COUNSEL, LABOR & EMPLOYMENT	AMC	HQ, AMC	CmdC, AMC
HQDA / HQ QUALIFYING AUTHORITY	CIVILIAN PERSONNEL ATTORNEY	USACE	LITIGATION AND ADMINISTRATIVE DISPUTES	ChC, USACE
HQDA / HQ QUALIFYING AUTHORITY	CIVILIAN PERSONNEL LIT ATTORNEY	USALSA	LITIGATION BRANCH	TJAG

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Practice Area & Echelon	Specific Title	Activity	Location	Qualifying Authority
HQDA / HQ QUALIFYING AUTHORITY	CH, CIV PERSONNEL ADMIN LITIGATION	OTIAG	LABOR & EMPLOYMENT LAW DIVISION	TJAG
HQDA / HQ QUALIFYING AUTHORITY	CH, OPINIONS AND POLICY BRANCH	OTIAG	LABOR & EMPLOYMENT LAW DIVISION	TJAG
HQDA / HQ QUALIFYING AUTHORITY	CIVILIAN PERSONNEL LAW	OTIAG	LABOR & EMPLOYMENT LAW DIVISION	TJAG
INTERMEDIATE COMMAND LEVEL	LABOR & EMPLOYMENT LAW	INSCOM	HQ, INSCOM	TJAG
INTERMEDIATE COMMAND LEVEL	LABOR & EMPLOYMENT LAW	IMCOM	HQ, IMCOM	TJAG
LEGAL ASSISTANCE				
HQDA / HQ QUALIFYING AUTHORITY	CHIEF	OTIAG	LEGAL ASSISTANCE POLICY DIVISION	TJAG
LEGISLATIVE LAW				
HQDA / HQ QUALIFYING AUTHORITY	LEGISLATIVE LIAISON	OCLL	OFFICE OF CONG. LEGIS. LIAISON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	LEGISLATIVE ATTORNEY	OTIAG	ADMINISTRATIVE LAW DIVISION	TJAG
HQDA / HQ QUALIFYING AUTHORITY	CH, LEGISLATION, FISCAL & GEN. LAW	USACE	HQ, USACE	ChC, USACE
REAL ESTATE				
HQDA / HQ QUALIFYING AUTHORITY	ASSOC. DEP GC, REAL PROP/BRAC/ENVTL	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	CHIEF, REAL ESTATE	USACE	HQ, USACE	ChC, USACE
MANAGERIAL POSITIONS				
HQDA / HQ QUALIFYING AUTHORITY	DIRECTOR (ADR)	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	DEPUTY DIRECTOR (ADR)	OGC	OGC, PENTAGON	ARMY GC
HQDA / HQ QUALIFYING AUTHORITY	EXECUTIVE DIRECTOR	TJAGLCS	EXECUTIVE OFFICE, TJAG LEGAL CTR. & SCHOOL	TJAG
HQDA / HQ QUALIFYING AUTHORITY	CH, CIVILIAN PERSONNEL MANAGEMENT	OTIAG	LABOR & EMPLOYMENT LAW DIVISION	TJAG
HQDA / HQ QUALIFYING AUTHORITY	CH, ETHICS, LEGISLATION, AND GOV'T INFO PRACTICE	OTIAG	ADMINISTRATIVE LAW DIVISION	TJAG
HQDA / HQ QUALIFYING AUTHORITY	CHIEF COUNSEL	ATEC	ARMY TEST AND EVALUATION COMMAD	TJAG
HQDA / HQ QUALIFYING AUTHORITY	CHIEF COUNSEL	RDECOM	RESEARCH DEVELOPMENT & ENGINEERING CMD	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	DEPUTY CHIEF COUNSEL	C-E LCMC	HQ, USA COMMUNICATIONS- ELECTRONICS	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CHIEF, BELVOIR DIVISION	C-E LCMC	HQ, USA COMMUNICATIONS-ELECTRONICS	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	DEPUTY COUNSEL	ASC	HQ, US ARMY FIELD SUPPORT COMMAND	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	CHIEF COUNSEL	ARL	USA RESEARCH LABORATORY	CmdC, AMC
INTERMEDIATE COMMAND LEVEL	LAKES & RIVERS DIVISION COUNSEL	USACE	CECC-LRD, CINCINNATI, OHIO	ChC, USACE
INTERMEDIATE COMMAND LEVEL	MISS. VALLEY DIVISION COUNSEL	USACE	CECC-MVD, VICKSBURG, MS	ChC, USACE
INTERMEDIATE COMMAND LEVEL	NORTH ATLANTIC DIVISION COUNSEL	USACE	CECC-NAD, NEW YORK, NY	ChC, USACE
INTERMEDIATE COMMAND LEVEL	NORTHWEST DIVISION COUNSEL	USACE	CECC-NWD, PORTLAND, OR	ChC, USACE
INTERMEDIATE COMMAND LEVEL	PACIFIC OCEAN DIVISION COUNSEL	USACE	CECC-POD, HONOLULU, HI	ChC, USACE
INTERMEDIATE COMMAND LEVEL	SOUTH PACIFIC DIVISION COUNSEL	USACE	CECC-SPD, SAN FRANCISCO, CA	ChC, USACE
INTERMEDIATE COMMAND LEVEL	SOUTH ATLANTIC DIVISION COUNSEL	USACE	CECC-SAD, ATLANTA, GA	ChC, USACE
INTERMEDIATE COMMAND LEVEL	SOUTHWEST DIVISION COUNSEL	USACE	CECC-SWD, DALLAS, TX	ChC, USACE
INTERMEDIATE COMMAND LEVEL	TRANSATLANTIC DIVISION COUNSEL	USACE	CECC-TAD, WINCHESTER, VA	ChC, USACE
INSTALLATION / OPERATION LEVEL	CHIEF COUNSEL	NATICK	NATICK SOLDIER CENTER	CmdC, AMC
INSTALLATION / OPERATION LEVEL	CHIEF COUNSEL	ARDEC	ARMAMENT R/D & ENGING CTR	CmdC, AMC
INSTALLATION / OPERATION LEVEL	DEPOT COUNSEL	AMCOM	CORPUS CHRISTI ARMY DEPOT	CmdC, AMC
INSTALLATION / OPERATION LEVEL	CHIEF, ARSENAL GROUP	TACOM	TACOM ROCK ISLAND ARSENAL	CmdC, AMC
INSTALLATION / OPERATION LEVEL	DEPOT COUNSEL	TACOM	ANNISTON ARMY DEPOT	CmdC, AMC

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Practice Area & Echelon	Specific Title	Activity	Location	Qualifying Authority
INSTALLATION / OPERATION LEVEL	GULF REGION DISTRICT COUNSEL	USACE	GRX-OC, BAGHDAD, IRAQ	CmdC, AMC
INSTALLATION / OPERATION LEVEL	BUFFALO DISTRICT COUNSEL	USACE	LRB-OC, BUFFALO, NY	ChC, USACE
INSTALLATION / OPERATION LEVEL	CHICAGO DISTRICT COUNSEL	USACE	LRC-OC, CHICAGO, IL	ChC, USACE
INSTALLATION / OPERATION LEVEL	DETROIT DISTRICT COUNSEL	USACE	LRE-OC, DETROIT, MI	ChC, USACE
INSTALLATION / OPERATION LEVEL	HUNTINGTON DISTRICT COUNSEL	USACE	LRH-OC, HUNTINGTON, WV	ChC, USACE
INSTALLATION / OPERATION LEVEL	LOUISVILLE DISTRICT COUNSEL	USACE	LRL-OC, LOUISVILLE, KY	ChC, USACE
INSTALLATION / OPERATION LEVEL	NASHVILLE DISTRICT COUNSEL	USACE	LRN-OC, NASHVILLE TN	ChC, USACE
INSTALLATION / OPERATION LEVEL	PITTSBURGH DISTRICT COUNSEL	USACE	LRP-OC, PITTSBURGH, PA	ChC, USACE
INSTALLATION / OPERATION LEVEL	MIDDLE EAST DISTRICT COUNSEL	USACE	MED-OC, WINCHESTER, VA	ChC, USACE
INSTALLATION / OPERATION LEVEL	MEMPHIS DISTRICT COUNSEL	USACE	MVM-OC, MEMPHIS, TN	ChC, USACE
INSTALLATION / OPERATION LEVEL	NEW ORLEANS DISTRICT COUNSEL	USACE	MVN-OC, NEW ORLEANS, LA	ChC, USACE
INSTALLATION / OPERATION LEVEL	ROCK ISLAND DISTRICT COUNSEL	USACE	MVR-OC, ROCK ISLAND, IL	ChC, USACE
INSTALLATION / OPERATION LEVEL	ST. LOUIS DISTRICT COUNSEL	USACE	MVS-OC, ST. LOUIS, MO	ChC, USACE
INSTALLATION / OPERATION LEVEL	ST. PAUL DISTRICT COUNSEL	USACE	MVP-OC, ST. PAUL, MN	ChC, USACE
INSTALLATION / OPERATION LEVEL	VICKSBURG DISTRICT COUNSEL	USACE	MVK-OC, VICKSBURG, MS	ChC, USACE
INSTALLATION / OPERATION LEVEL	BALTIMORE DISTRICT COUNSEL	USACE	NAB-OC, BALTIMORE, MD	ChC, USACE
INSTALLATION / OPERATION LEVEL	EUROPE DISTRICT COUNSEL	USACE	NAU-OC, WIESBADEN, GERMANY	ChC, USACE
INSTALLATION / OPERATION LEVEL	NEW ENGLAND DISTRICT COUNSEL	USACE	NAE-OC, CONCORD, MA	ChC, USACE
INSTALLATION / OPERATION LEVEL	NEW YORK DISTRICT COUNSEL	USACE	NAN-OC, NEW YORK, NY	ChC, USACE
INSTALLATION / OPERATION LEVEL	NORFOLK DISTRICT COUNSEL	USACE	NAO-OC, NORFOLK, VA	ChC, USACE
INSTALLATION / OPERATION LEVEL	PHILADELPHIA DISTRICT COUNSEL	USACE	NAP-OC, PHILADELPHIA, PA	ChC, USACE
INSTALLATION / OPERATION LEVEL	KANSAS CITY DISTRICT COUNSEL	USACE	NWK-OC, KANSAS CITY, MO	ChC, USACE
INSTALLATION / OPERATION LEVEL	OMAHA DISTRICT COUNSEL	USACE	NWO-OC, OMAHA, NE	ChC, USACE
INSTALLATION / OPERATION LEVEL	PORTLAND DISTRICT COUNSEL	USACE	NWP-OC, PORTLAND, OR	ChC, USACE
INSTALLATION / OPERATION LEVEL	SEATTLE DISTRICT COUNSEL	USACE	NWS-OC, SEATTLE, WA	ChC, USACE
INSTALLATION / OPERATION LEVEL	WALLA WALLA DISTRICT COUNSEL	USACE	NWW-OC, WALLA WALLA, WA	ChC, USACE
INSTALLATION / OPERATION LEVEL	ALASKA DISTRICT COUNSEL	USACE	POA-OC, ANCHORAGE, AK	ChC, USACE
INSTALLATION / OPERATION LEVEL	HONOLULU DISTRICT COUNSEL	USACE	POH-OC, HONOLULU, HI	ChC, USACE
INSTALLATION / OPERATION LEVEL	FAR EAST DISTRICT COUNSEL	USACE	POF-OC, SEOUL, KOREA	ChC, USACE
INSTALLATION / OPERATION LEVEL	JAPAN DISTRICT COUNSEL	USACE	POJ-OC, TOKYO, JAPAN	ChC, USACE
INSTALLATION / OPERATION LEVEL	CHARLESTON DISTRICT COUNSEL	USACE	SAC-OC, CHARLESTON, SC	ChC, USACE
INSTALLATION / OPERATION LEVEL	JACKSONVILLE DISTRICT COUNSEL	USACE	SAJ-OC, JACKSONVILLE, FL	ChC, USACE
INSTALLATION / OPERATION LEVEL	MOBILE DISTRICT COUNSEL	USACE	SAM-OC, MOBILE, AL	ChC, USACE
INSTALLATION / OPERATION LEVEL	SAVANNAH DISTRICT COUNSEL	USACE	SAS-OC, SAVANNAH, GA	ChC, USACE
INSTALLATION / OPERATION LEVEL	WILMINGTON DISTRICT COUNSEL	USACE	SAW-OC, WILMINGTON, NC	ChC, USACE
INSTALLATION / OPERATION LEVEL	ALBUQUERQUE DISTRICT COUNSEL	USACE	SPA-OC, ALBUQUERQUE, NM	ChC, USACE
INSTALLATION / OPERATION LEVEL	LOS ANGELES DISTRICT COUNSEL	USACE	SPL-OC, LOS ANGELES, CA	ChC, USACE
INSTALLATION / OPERATION LEVEL	SACRAMENTO DISTRICT COUNSEL	USACE	SPK-OC, SACRAMENTO, CA	ChC, USACE
INSTALLATION / OPERATION LEVEL	SAN FRANCISCO DISTRICT COUNSEL	USACE	SPN-OC, SAN FRANCISCO, CA	ChC, USACE
INSTALLATION / OPERATION LEVEL	FORT WORTH DISTRICT COUNSEL	USACE	SWF-OC, FORT WORTH, TX	ChC, USACE
INSTALLATION / OPERATION LEVEL	GALVESTON DISTRICT COUNSEL	USACE	SWG-OC, GALVESTON, TX	ChC, USACE

Practice Area & Echelon	Specific Title	Activity	Location	Qualifying Authority
INSTALLATION / OPERATION LEVEL	LITTLE ROCK DISTRICT COUNSEL	USACE	SWL-OC, LITTLE ROCK, AR	ChC, USACE
INSTALLATION / OPERATION LEVEL	TULSA DISTRICT COUNSEL	USACE	SWT-OC, TULSA, OK	ChC, USACE
INSTALLATION / OPERATION LEVEL	AFGHANISTAN DISTRICT COUNSEL	USACE	AES-OC, KANDAHAR, AFGHANISTAN	ChC, USACE
INSTALLATION / OPERATION LEVEL	AFGHANISTAN DISTRICT COUNSEL	USACE	AEN-OC, KABUL, AFGHANISTAN	ChC, USACE
INSTALLATION / OPERATION LEVEL	HUNTSVILLE ENGINEERING CTR COUNSEL	USACE	HNC-OC, HUNTSVILLE, AL	ChC, USACE
INSTALLATION / OPERATION LEVEL	HUMPHREYS ENGINEERING SUPPT CTR COUNSEL	USACE	HEC-OC, FT. BELVOIR, VA	ChC, USACE
INSTALLATION / OPERATION LEVEL	ENGINEERING R&D CENTER COUNSEL	USACE	ERDC-OC, VICKSBURG, MS	ChC, USACE

ANNEX B – SPECIALIZED LEGAL PRACTICE COMPETENCIES

A. CIVIL WORKS

CW-1 Knowledge of Federal laws, regulations and policies pertaining to Civil Works authorities of Title 33 of the U.S. Code and related regulations and policies.

CW-2 Knowledge of specific Civil Works program and project authorities, as contained in public laws such as Water Resources Development Acts and other legislation/regulations.

CW-3 Knowledge of laws, regulations and policies pertaining to Civil Works regulatory authorities and programs, including Federal and State environmental enforcement authorities.

CW-4 Knowledge of environmental treaties and other international agreements affecting Civil Works activities.

CW-5 Knowledge of Civil Works environmental restoration programs and requirements, including the Formerly Utilized Sites Remedial Action Program (FUSRAP).

CW-7 Knowledge of Federal, State, and individual rights and responsibilities concerning water laws and rights; law enforcement at Civil Works projects; water supply contracts and cost sharing agreements; outdoor recreation; fish and wildlife; hydropower (including power generation at Federal facilities); and Indian law.

CW-8 Knowledge of navigation and maritime authorities involving inland waterways and coastal projects.

CW-9 Knowledge of Federal maritime and admiralty law, including the Suits in Admiralty Act, and ability to investigate and process admiralty claims, including affirmative claims.

CW-10 Knowledge of laws, regulations and policies regarding removal of sunken vessels from Federal navigation channels.

CW-11 Knowledge of laws, regulations and policies related to Foreign Trade Zones.

CW-12 Ability to develop, negotiate and interpret project partnership agreements with State and local sponsors.

CW-13 Ability to review, analyze and evaluate environmental documentation and other project reports and documents in support of technical programs.

CW-14 Ability to effectively participate in public meetings and hearings involving Federal departments and agencies, and public and private stakeholder groups.

B. CLAIMS

CL-1 Knowledge of a wide variety of statutes, Comptroller General decisions, Department of Defense directives, Army regulations, and case law on tort and personnel claims matters.

CL-2 Knowledge of claims settlement procedures.

CL-3 Knowledge of the Federal Tort Claims Act, Military Claims Act and Foreign Claims Act.

C. CONTRACT & ACQUISITION

KA-1 Knowledge of Federal Statutes and Regulations (Government wide and Agency specific) concerning the award, administration and termination of contracts.

KA-2 Knowledge of hearing procedures and practice before GAO, Federal Court and Agency Bid Protest and Administrative Boards (e.g. ASBCA).

KA-3 Knowledge of significant Comptroller General, Court and Administrative decisions.

KA-4 Skill in administrative litigation practice.

KA-5 Knowledge of the statutes and regulations governing management of defense acquisition programs and the Defense Industrial Base, and/or knowledge of the statutes and regulations governing construction contracting, and/or governing base operations and service contracting.

KA-6 Knowledge of procurement fraud principles and criminal and civil remedies.

KA-7 Knowledge of and ability to apply contract / procurement rules and their flexibilities in order to respond to fast-paced, mission critical expeditionary contracting demands applicable to a particular position.

D. ENVIRONMENTAL

EN-1 Knowledge of federal environmental laws and regulations.

EN-2 Knowledge of state environmental laws and regulations germane to the jurisdiction in which the attorney practices, and for which federal sovereign immunity has been waived.

EN-3 Knowledge of the Administrative Procedure Act.

EN-4 Knowledge of applicable Executive Orders.

EN-5 Skill in administrative litigation practice.

EN-6 Ability to work with other Federal and state agencies, as well as non-governmental agencies and special interest and environmental advocacy groups.

E. ETHICS

ET-1 Knowledge of Federal conflicts of interest laws and regulations.

ET-2 Knowledge of applicable agency ethics regulations.

ET-3 Knowledge of the Procurement Integrity Act.

ET-4 Knowledge of DoD 5500.7-R, Joint Ethics Regulation.

ET-5 Skill in reviewing and assessing financial disclosure reports.

ET-6 Skill in working with attorneys and other personnel from external agencies.

ET-7 Skill in preparing, editing, and presenting training materials on ethics as it applies to different agencies for a diverse workforce.

F. FISCAL

FI-1 Knowledge of fiscal statutes/regulations and relevant Comptroller General and Court Decisions.

FI-2 Knowledge of statutes and regulations governing particular sub-specialties applicable to a particular position (e.g. knowledge of the Defense and Army Budgeting system with regard to major weapons procurements, and/or service contracting and related program management, and/or military construction).

FI-3 Ability to apply fiscal law principles and their flexibilities in an operational and/or expeditionary contracting environment.

G. INTELLECTUAL PROPERTY

IP-1 Knowledge of Federal patent laws/regs.

IP-2 Knowledge of Federal copyright laws and regulations.

IP-3 Knowledge of Federal technology innovation laws/regs.

IP-4 Knowledge of Federal technical data rights laws/regs.

IP-5 Knowledge of Federal trademark laws and regulations to include regulations governing Army nomenclature and the selection of Popular Names.

IP-6 Knowledge of Federal computer software rights laws/regs.

IP-7 Knowledge of applicable Federal Acquisition Regulation provisions.

IP-8 Knowledge, skill or ability in filing and prosecuting patent applications before the U.S. Patent and Trademark Office.

H. INTELLIGENCE

IL-1 Knowledge of US statutes, directives, regulations, policies and executive orders governing foreign intelligence, counter intelligence, signals, human and imagery intelligence operational authorities.

IL-2 Knowledge of US statutes, directives, regulations, policies and executive orders governing intelligence oversight activities.

IL-3 Knowledge of US statutes, directives, regulations, policies and executive orders establishing information security rules.

IL-4 Knowledge of US statutes, directives, regulations, policies and executive orders establishing personnel security rules.

IL-5 Knowledge of the Privacy and Freedom of Information Act statutes, directives, regulations, policies and practices.

I. INTERNATIONAL

IN-1 Knowledge of the Law of Armed Conflict.

IN-2 Knowledge of the national and international law of treaties.

IN-3 Knowledge of operational law.

IN-4 Skill in negotiation of international agreements.

J. LABOR & EMPLOYMENT

LE-1 Knowledge of Federal Equal Employment Opportunity laws and regulations.

LE-2 Knowledge of Federal labor relations laws and regulations.

LE-3 Knowledge of Federal civilian personnel laws and

regulations.

LE-4 Skill in administrative litigation practice.

LE-5 Knowledge of Federal employment law administrative hearing procedures and practice.

K. LEGAL ASSISTANCE

LA-1 Knowledge of federal and state law and regulations and international treaties and the ability to apply that knowledge to assist clients in the areas of family law; survivor benefits and estate planning; real property and commercial law; taxes; and covered military and civilian administrative matters.

LA-2 Knowledge of military-specific laws and regulations on subject matters within the purview of legal assistance, including Servicemembers Civil Relief Act, Uniformed Services Former Spouse Protection Act and AR 27-3.

LA-3 Knowledge of legal ethics including the preservation of client confidentiality and avoidance of conflicts of interest.

LA-4 Ability to draft appropriate legal documents for the client.

L. LEGISLATION

LG-1 Knowledge of Federal laws, Department of Defense and Army Directives and Instructions, Army rules and regulations, and related legal guidance.

LG-2 Knowledge of the National Defense Authorization Act process through OCLL and the OGC involving the HQDA client components, to enact legislation.

LG-3 Knowledge of the National Defense Appropriations Act process through the OSD(C), Army FM&C, and the OGC (E&F).

LG-4 Knowledge of the Unified Legislative and Budget process through the OSD (P&R), Army M&RA, and the OGC (O&P).

LG-5 Skill in legislative drafting.

LG-6 Skill in transformation techniques to improve process and implement constructive change.

LG-7 Skill in identifying and addressing legal/political issues.

LG-8 Knowledge of the legislative calendar.

LG-9 Knowledge of the Congressional Authorization and Appropriation Processes and procedures, and the ability to represent clients in communications with the Congress.

M. LITIGATION

LI-1 Knowledge of civil practice and procedure in federal trial and appellate courts.

LI-2 Skill in pre-trial, trial, and post-trial processes in federal trial and appellate courts, including, *inter alia*, legal brief writing, legal synthesis and oral argument.

LI-3 Skill in persuasion.

LI-4 Ability to work cooperatively with attorneys from the Department of Justice and other agencies.

LI-5 Possesses competencies required by the relevant legal specialty area litigated (i.e., Labor & Employment, Environmental, Contract & Fiscal, Administrative, Military Personnel, Claims, etc.).

N. REAL ESTATE

RE-1 Knowledge of laws, regulations and policies pertaining to all facets of Army real estate activities.

RE-2 Knowledge of DoD Real Estate Executive Agent responsibilities, including the Homeowners Assistance Program and the Joint Recruiting Facilities Program.

RE-3 Knowledge of real estate laws, regulations and policies applicable in military contingency and emergency operations, both CONUS and OCONUS.

RE-4 Knowledge of laws, regulations and policies related to the Base Realignment and Closure Program.

RE-5 Ability to draft and review all written real estate instruments, including any legal document either transferring or addressing rights in real property.

RE-6 Ability to review, process and analyze individual real estate case actions within the assigned program and/or geographic area, for all real estate activities and programs within the Army, including Base Realignment and Closure Act, Military Programs and Civil Works.

RE-7 Ability to conduct real estate closings and administer all real estate post-closing actions.

RE-8 Ability to represent the agency in negotiations, in alternate disputes resolution and in litigation support to resolve real estate claims.

ANNEX C – SUPERVISOR & LEADER COMPETENCIES

- A. LEADING CHANGE**
1. Creativity and Innovation
 2. External Awareness
 3. Flexibility
 4. Resilience
 5. Strategic Thinking
 6. Vision
- B. LEADING PEOPLE**
1. Conflict Management
 2. Leveraging Diversity
 3. Developing Others
 4. Team Building
- C. RESULTS DRIVEN**
1. Accountability
 2. Customer Service
 3. Decisiveness
 4. Entrepreneurship
 5. Problem Solving
 6. Technical Credibility
- D. BUSINESS ACUMEN**
1. Financial Management
 2. Human Capital Management
 3. Technology Management
- E. BUILDING COALITIONS**
1. Partnering
 2. Political Savvy
 3. Influencing/Negotiating
- F. FUNDAMENTAL COMPETENCIES**
1. Interpersonal Skills
 2. Oral Communication
 3. Integrity and Honesty
 4. Written Communication
 5. Continual Learning
 6. Public Service Motivation

ANNEX D – Senior Executive Service Executive Core Qualifications (ECQs)*

A. GENERAL

Executive qualifications of new career appointees to the Senior Executive Service (SES) must be certified by an independent Qualifications Review Board based on criteria established by the Office of Personnel Management (OPM). The Executive Core Qualifications (ECQs) describe the leadership skills needed to succeed in the SES; they also reinforce the concept of an “SES corporate culture.” This concept holds that the government needs executives who can provide strategic leadership and whose commitment to public policy and administration transcends their commitment to a specific agency mission or an individual profession.

Successful performance in the SES requires competence in each ECQ. The ECQs are interdependent; successful executives bring all five to bear when providing service to the Nation. The basic definition for each ECQ is supplemented by Key Characteristics, which reflect possession of the executive qualification, and those Leadership Competencies, which are particularly important to it. Candidates do not need to have experience in each Key Characteristic to demonstrate possession of the ECQ. Rather, the candidate's overall record (professional and volunteer experience, education and training, awards, accomplishments, and potential) should indicate that he/she has the knowledge, skills, and abilities needed to succeed in the SES.

B. LEADING CHANGE

- **Continual Learning** - Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.
- **Creativity and Innovation** - Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.
- **External Awareness** - Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a

* This Annex is taken verbatim from the OPM website, available at <http://www.opm.gov/ses/>.

competitive business advantage in a global economy.

- **Flexibility** - Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.
- **Resilience** - Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.
- **Service Motivation** - Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.
- **Strategic Thinking** - Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.
- **Vision** - Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

C. LEADING PEOPLE

- **Conflict Management** - Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.
- **Leveraging Diversity** - Recruits, develops, and retains a diverse high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

- **Integrity/Honesty** - Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.
- **Team Building** - Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.

D. RESULTS DRIVEN

- **Accountability** - Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.
- **Customer Service** - Balancing interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end-products; is committed to continuous improvement of services.
- **Decisiveness** - Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.
- **Entrepreneurship** - Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.
- **Problem Solving** - Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.
- **Technical Credibility** - Understands and appropriately applies procedures, requirements, regulations, and policies

related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs.

E. BUSINESS ACUMEN

- **Financial Management** - Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.
- **Human Resources Management** - Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action.
- **Technology Management** - Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

F. BUILDING COALITIONS

- **Influencing/Negotiating** - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.
- **Interpersonal Skills** - Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.
- **Oral Communication** - Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.
- **Partnering** - Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

- **Political Savvy** - Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.
- **Written Communication** - Expresses facts and ideas in writing in a clear, convincing and organized manner.

ANNEX E – MASTER TRAINING PLAN

A. PREAMBLE

A comprehensive and effective program for the professional development of career civilian attorneys in the Department of the Army is critical to ensuring the Department receives quality legal services. Training plays a fundamental and critical role in professional development. Our leadership excellence, management effectiveness, and technical expertise for today and the future depend on our commitment to professional development and training. This master training plan for Army civilian attorneys is intended as a comprehensive but flexible expression of a commitment to employee professional development to provide excellence in client service. The plan includes both functional and leader training linked to competencies. It incorporates Army civilian leader development through the Army Civilian Education System.

B. PURPOSE

The goals of the master training plan are:

- To develop and maintain legal, management, and leader competence.
- To enhance individual performance.
- To ensure professionalism.
- To foster career development.
- To recruit and retain high performing employees.
- To ensure excellence in client service.
- To build the bench for the future.

C. FUNDAMENTAL PRINCIPLES

1. All attorneys will continue their legal education in order to meet their ethical obligation to maintain the competence and integrity of the legal profession and to provide excellence in client service.
2. All attorneys are responsible for remaining a member in good standing of the bar of a state, territory, the District of Columbia, or the Commonwealth of Puerto Rico. This includes satisfying any applicable continuing legal education requirements of the licensing authority.
3. All attorneys must satisfy any requirements for professional responsibility training imposed by the applicable qualifying authority.
4. All attorneys will actively participate in their own career development.
5. Civilian attorneys enter the Army at various grade levels with different capabilities, experience, training and aspirations. There is no one-size-fits-all training plan for all civilian attorneys.

6. Training and professional development is a requirement for all attorneys. Some civilian attorneys will elect to serve the Army at one particular installation, depot, or division legal office for an entire career. These attorneys are valuable resources and the career field will not impose mandatory mobility. An attorney who is not mobile, however, may not have the same training and career development opportunities as another high performing employee who is willing to move to different locations for progressively challenging professional opportunities.

7. Training comes in many forms including self development, on the job training, formal classroom training, distributed learning, and developmental assignments.

8. Training decisions will be made by supervisors considering the best interests of the Army and the individual attorney with the objective of ensuring excellence in client service.

9. All training decisions will be consistent with equal employment opportunity and merit principles.

10. Although there is no formal mobility requirement in the legal career field at this time, such requirements may be implemented in the future for consideration for select positions. Functional and geographical mobility is a factor in evaluating potential post-training utilization of long-term training nominees.

D. RESPONSIBILITIES 1. Employee.

- a) Maintain legal competency.
- b) Satisfy continuing legal education requirements of his or her licensing authority and Army qualifying authority.
- c) Seek appropriate training opportunities to assist in career development and increase excellence in client service.
- d) Assist his or her supervisor in the preparation of a 3yIDP that adequately addresses the employee's training needs.

2. Employee's Supervisor.

- a) Develop an 3yIDP for each subordinate civilian attorney. Consider applicable competencies in Annex B and input from the employee.
- b) At least annually meet with each subordinate civilian attorney to discuss career development.

- c) Provide training opportunities for all civilian attorneys under their supervision.
- d) Subject to availability of funds, provide each subordinate civilian attorney the opportunity to attend at least one substantive legal training course per year.
- e) Ensure civilian attorneys are trained and competent to professionally provide quality client service in current position.
- f) Ensure civilian attorneys who are supervisors and managers attend mandatory Army leader training.
- g) Support career development. Make every effort to provide leadership and management training and development opportunities for high potential civilian attorneys.
- h) Train, mentor, coach and counsel.
- i) Provide on-the-job training and cross training opportunities.

3. Leaders at all Levels.

- a) Ensure that supervisors of civilian attorneys satisfy their responsibilities under this plan.
- b) Support career development of civilian attorneys.
- c) Develop and support organizational culture that encourages self development, cross training, continuing legal education, and leader development.
- d) Make every effort to provide leadership and management training and development opportunities for high potential civilian attorneys.
- e) Train, mentor, coach and counsel.

**E. FUNCTIONAL
LEGAL TRAINING
(SHORT-TERM/
LONG-TERM)**

1. Self-Development. Self-development activities increase employees' knowledge and improve competence in an area of interest. A self-development activity is an individual, voluntary effort undertaken on the individual's own initiative. Self-development generally indicates that an employee has a strong desire to achieve career goals. Employees are encouraged to expand their knowledge through professional reading, participation in professional associations, professional writing and teaching.

2. On-The-Job Training. On-the-job training is a primary component of attorney training and development. It may be structured or unstructured. Ordinarily, an employee will work with or under the supervision of an experienced attorney to learn a new skill or area of legal practice.

3. Cross-Training. Cross-training is training outside the attorney's specific area of practice. Supervisors should encourage cross training of attorneys within a legal office. Cross-training exposes attorneys to other areas of practice, expands attorneys' skills and experience, assists the office in responding to surges in workload, and improves client service.

4. Developmental Assignments. Developmental assignments build knowledge, skills, and abilities by providing employees experiences not normally encountered within the legal office to which they are assigned. Such assignments can provide exposure to different echelons of command and to the legal issues unique to those commands. Developmental assignments can also provide invaluable cross-command experiences; specifically, between qualifying authorities. Such experiences broaden the perspectives and knowledge bases of the employee, while allowing the Army's legal services to benefit from shared best practices. Other benefits include:

- Broadening the knowledge base of those competing for greater responsibility positions.
- Improved coordination and knowledge sharing between qualifying authorities.
- Immediate source of talent to address mission surges.
- Exposure to new offices/commands increases social capital and improves knowledge sharing networks.

a) **Forms.** Developmental assignments have no set form and are generally only limited by the creativity of supervisors and employees. For purposes of ACTEDS, short-term developmental assignments are defined as lasting 120 days or less, while long-term training is defined as more than 120 days. For specifics regarding administration and coverage of expenses by ACTEDS, see the ACTEDS Training Catalog, Chapter 3, www.cpol.army.mil/library/train/catalog. Centrally funded professional development must be approved through a competitive process. For more detailed information regarding the requirements for utilizing ACTEDS funds on Competitive Professional Development, see AR 350-1, Army Civilian Training Interim Policy Guidance.

The following is a non-exhaustive list of examples and supervisors are encouraged to contact their CP 56 Command Representative to discuss possible options.

i. **PROJECT-BASED.** Project-based assignments are defined by a discrete task to be accomplished. For example, an employee may be assigned to assist with a complex litigation case, major regulation legal review/drafting, full-time inter-organization workgroups, etc. Project-based developmental assignments would likely develop in-depth knowledge and experience in specific areas of the legal practice. Such assignments will likely entail temporary duty for the duration or for a part of the assignment.

ii. **TIME-LIMITED.** Unlike the project-based assignment which is limited by a defined progress toward the project's goal, the time-limited assignment is for a pre-determined period and not necessarily tied to the accomplishment of a specific end-product. For example, employees may be temporarily assigned to a 9 to 12 month teaching assignment at The Judge Advocate General's Legal Center and School (TJAGLCS) where the individual would perform a variety of teaching and administrative functions. Another example would be a 9 to 12 month assignment at a HQ/MACOM legal office reviewing command-wide policies – instead of being assigned to the review of a specific policy as above, the employee would review a variety of actions during the assignment. A third variation of a time-limited developmental assignment would be to deploy with a contingency operation to provide legal services.

iii. **LOCAL SWAPS.** Many installation, USACE, and AMC legal offices are co-located within the same commuting area and provide opportunities for employees to take developmental assignments with differing commands. These local swaps further integrate the Army's legal services and facilitate knowledge sharing. Since the swaps are local, family disruption is limited and office disruption is minimized, and there is no resulting labor shortage/need to backfill. The local swap also improves skills and knowledge sharing by compelling the two participating employees to mentor each other during the temporary assignments.

iv. **LOCAL PROJECTS.** Many offices have initiatives that are never undertaken due to overriding mission needs. Sponsoring organizations can solicit volunteers to undertake the special project. Although some travel may be involved, it is expected that a majority of the project would be

accomplished at the permanent duty location.

5. Continuing Legal Education (CLE) Courses. See Annex F

6. Reserve Judge Advocate Officer's Advanced Course. As a distributed learning course available to civilians, it provides a necessary orientation of the legal areas in which an Army attorney practices. This encompasses personnel law, legal basis of command, legal assistance, criminal law, contract and fiscal law, law of war and status of forces agreements. See <https://jag.elc.learn.army.mil/>

**F. FUNCTIONAL
LEGAL TRAINING
(UNIVERSITY
TRAINING)**

1. Reference. The ACTEDS Training Catalog, Chapter 3, <http://www.cpol.army.mil/library/train/catalog/toc.html>, provides detailed guidance regarding the administration of competitive professional development (administrative processing, authorized expenses, performance management, leave, grades, etc.). The following are two long-term training opportunities. On a case-by-case basis, the Department of the Army Civilian Attorney Professional Development Board may identify additional training opportunities appropriate for competitive professional development. Academic Degree Training must be approved prior to attendance by the ASA (M&RA).

2. Judge Advocate Officer's Graduate Course. In 1996, TJAG authorized the attendance of civilian attorneys at the Resident Judge Advocate Officer's Graduate Course at TJAGLCS. Accredited by the American Bar Association, the ten month course prepares experienced attorneys for supervisory duties and other positions of increased responsibility. Students who successfully complete the course receive a Master of Laws (LL.M) in Military Law. Attendance will result in a service obligation in accordance with 5 USC § 4108. Eligibility:

- Army career civilian attorneys in grades GS-12 to GS-14 or equivalent serving under any of the four Army qualifying authorities
- Army career civilian attorneys who have at least four years of civilian attorney service with the U.S. Army as of 1 September of the academic year the course begins.
- Attorneys who have not previously attended or completed the resident Judge Advocate Officer's Graduate Course.

3. Civilian Law School Master of Laws. Whereas the Military Law LL.M provides broad-based advanced legal training as it relates to a military legal office, the civilian LL.M is narrowly tailored

to a specific practice area. The program is intended to provide the Army with a cadre of civilian attorneys with advanced legal education in specialized areas of the law to meet the increasingly complex legal challenges facing the Army. The program also offers an opportunity for highly motivated individuals to further their own professional development, increase their promotion potential, and enhance their mentoring capability. Similar to the military law LL.M, attendance will result in a service obligation in accordance with 5 USC § 4108. Eligibility:

- Army career civilian attorneys in grades GS-12 to GS-15 or equivalent serving under any of the four Army qualifying authorities
 - Army career civilian attorneys who have at least four years of civilian attorney service with the U.S. Army as of 1 September of the academic year the course begins.
- a) **Program Description.** On an annual or as needed basis, the Army will competitively select a limited number of civilian attorneys to pursue an LL.M degree in a specialized area of the law as determined by the Army. Upon matriculation, attorneys will be assigned to positions that the Army determines will best benefit from such enhanced specialization.
- b) **Selection Procedure.** The Department of the Army Civilian Attorney Professional Development Board (Board) will determine the areas of legal specialization and number of positions to fill for the next academic cycle. Candidates will be solicited through an announcement to all Army attorneys that will explain eligibility, the offered LL.M concentrations, application procedures, and post-program obligations and placement. The Board will then appoint a selection committee comprised of representatives from each of the four Qualifying Authorities. At least one member of the committee will have experience in the area(s) of specialization to be filled. The committee will conditionally select the LL.M candidates they believe are the best qualified for the specialties under consideration. Final selection will be determined by the Board upon the candidates' admission to an approved LL.M program. Non-selection of a candidate does not preclude future reconsideration.
- c) **Funding.** While attending the LL.M program, attorneys will be paid their full salary with the required tuition and schooling costs being assumed by the Army. Relocation costs to and from the program's location will be paid, if applicable.

- d) **Backfill Reimbursement.** If the position left vacant by LL.M student is backfilled with a temporary promotion or by someone outside the command, the increased cost incurred by the command will be reimbursed by ACTEDS.
- e) **Utilization Tours.** Graduates of the LL.M program will be assigned to a utilization tour as determined by the Board. In some circumstances the utilization tour will be served at the prior duty station; however most utilization tours will be at a new duty station and/or command. Utilization tours may be deferred at the discretion of the Board.
- f) **Recoupment of costs.** Graduates who do not successfully complete their LL.M program, or who do not fulfill their service obligation, may be subject to recoupment actions to recover the costs of their schooling and other associated expenses.

G. LEADER DEVELOPMENT

1. Self Development.

- a) **Civilian Leader Improvement Battery (CLIMB)** is a voluntary web-based leadership skill assessment tool used to measure an employee's standing in 27 leadership competencies and then provide a link to training opportunities that may be considered to address the employee's strengths and weaknesses. For more information on CLIMB go to <http://www.123assess.com/climb/home.do>
- b) **Reading Lists.** See for example Army Management Staff College Dean's Top ten Leadership Book List at <http://www.amsc.belvoir.army.mil/library/readings/dean/>

2. Developmental Assignments. Details regarding the different forms of developmental assignments are provided in Section E, above. These assignments are equally applicable to leader development, with the primary difference being that leadership and not legal skill development is the assignment's focus. For example, rather than being temporarily assigned to a workgroup as a legal advisor, the attorney is assigned as an acting supervisor. Instead of reviewing course materials for a conference/course, the individual is appointed as conference/course manager.

3. Civilian Education System (CES). The CES is a progressive and sequential leader development program that provides leader development and education opportunities for Army civilian employees throughout their careers. CES is composed of seven leader development courses. A brief summary of the core

leadership courses is provided below. The CES also includes the Action Officer Development Course, Supervisory Development Course, and the Manager Development Course. CES combines distance learning with resident training. Generally, courses are centrally funded for civilian employee attendees. For detailed information about course eligibility, prerequisites, application procedures, schedules, equivalencies and substitutions see <http://www.amsc.belvoir.army.mil/academic/ces/>.

- a) **Foundation Course.** A distributed learning course required for all newly hired team leaders, supervisors, and managers. Provides employees with an understanding of the structure of the U.S. Army, the Army's leadership doctrine, and the personnel system for Army civilians.
- b) **Basic Course.** Distance learning and a 2 week resident course. Required course for all Army civilians newly assigned as team leaders, supervisors or managers. Designed for civilians in leadership positions with responsibilities to effectively lead and supervise employees. Training focuses on basic education in leadership and counseling fundamentals, interpersonal skills and self awareness.
- c) **Intermediate Course.** Distance learning and a 3 week resident course. A required course for Army civilians with permanent appointments to a supervisory or managerial position. Designed for civilians in supervisory or managerial positions who are adaptive, innovative, self aware, and prepared to effectively lead and care for personnel and manage resources. Training and developmental exercises focus on planning, team building, establishing command climate, and stewardship of resources.
- d) **Advanced Course.** Distance learning and a 4-week resident course. Designed for Army civilian leaders who exercise predominately indirect supervision and who are adaptive, innovative, self-aware, and capable of effectively leading a complex organization, guiding programs, and managing associated resources. The training focus is on strategic thinking and assessment, change management, developing a cohesive organization, managing a diverse workplace, and management of resources.

4. Senior Service College. Army War College, National War College, and the Industrial College of the Armed Forces. Senior Service College prepares civilians for positions of great responsibility in the Department of Defense. Civilians who attend must have an understanding of complex policy and operational challenges and the national security mission. They must be high

performing leaders with outstanding potential for more responsible leadership positions across the enterprise. Attendance is centrally funded. Army War College offers both a distance learning and resident program. For information about eligibility requirements, course prerequisites, application and nomination procedures, competitive selection process, and service commitments see <http://cpol.army.mil/library/train/catalog/toc.html>

5. Senior Executive Fellows Program at Harvard University, John F. Kennedy School of Government. A 4-week course designed to build executive skills in political and public management, negotiation, human resource management, policy making, organizational strategy, communication, ethics, and leadership. The program is a unique opportunity to gain perspectives on public policy and management, to strengthen managerial skills, and to acquire insights into managerial practice. The program curriculum addresses ways for leaders to become more effective in problem solving, strategic analysis, persuasion, and negotiation. Applications and nominations are reviewed by a HQDA Board. The program is not centrally funded. For details see <http://cpol.army.mil/library/train/catalog/ch04husef.html>

6. Office of Personnel Management Federal Executive Institute and Management Development Centers. For more information on leadership training available at OPM's Federal Executive Institute in Charlottesville, Virginia and OPM's Management Development Centers in Shepherdstown, West Virginia and Aurora, Colorado see the ACTEDS Training Catalog for more detailed information, <http://www.cpol.army.mil/library/train/catalog/toc.html>.

ANNEX F – FUNCTIONAL TRAINING COURSES

- A. ALL ATTORNEYS** Courses on professional responsibility and professional ethics offered by bar associations, The Judge Advocate General's Legal Center and School (TJAGLCS), the American Bar Association, and other federal and non-federal providers (Priority II)[†]
- Negotiation and Appropriate Dispute Resolution Course, Air Force JAG School (Priority II)
- B. CIVIL WORKS** PCC1 Civil Works Orientation, (USACE PROSPECT) (Priority II)
PCA/Finance Plan Development, (USACE PROSPECT) (Priority II)
Regulatory III, (USACE PROSPECT) (Priority II)
Regulatory VI, (USACE PROSPECT) (Priority III)
Environmental Laws and Regulations, (USACE PROSPECT) (Priority II)
Civil Works Program Development, (USACE PROSPECT) (Priority III)
Conflict Mgmt. & Dispute Resolution, (USACE PROSPECT) (Priority III)
Courses or seminars offered by DoD, other Federal entities, and non-Federal entities on the full scope of civil works matters including Civil Works planning principles and procedures, environmental considerations, historical and cultural resource law and regulations, evaluation of impacts associated with regulated or unauthorized activities in regulated areas, and practice and procedures before agencies, boards or courts that adjudicate disputes relating to the Army's civil works activities. (Priority III)
- C. CLAIMS** Federal Litigation Course, TJAGLCS (Priority II)
US Army Claims Service Claims Training Seminar (Priority II)
For attorneys assigned to USAREUR, USAREUR Claims CLE (Priority II)
Department of Justice and State Bar Association courses on tort litigation including medical malpractice. (Priority III)
- D. CONTRACT/ACQUISITION** Procurement Fraud Course, TJAGLCS (Priority II)
Contract Attorneys Course, TJAGLCS (Priority II)
Advanced Contract Law Course, TJAGLCS (Priority II)
Fiscal Law Course, TJAGLCS (Priority II)
Operational Contracting, TJAGLCS (Priority II)

[†] For ACTEDS priority code definitions, see AR 690-950, para 1-7c.(3)(a)). Generally: Priority I courses are typically a mandatory condition of employment, Priority II courses either provide maximum attorney proficiency or they improve the quality of legal service, and Priority III courses provide or enhance competencies needed for the position.

Legal Career Program (CP 56) ACTEDS Plan

Contract Law (USACE PROSPECT) (Priority II)
Construction Contract Administration (USACE PROSPECT) (Priority II)
Government Contract Law Symposium, TJAGLCS (Priority III)
Cost Reimbursement (USACE PROSPECT) (Priority III)
Design Build Construction (USACE PROSPECT) (Priority III)
Administrative Law for Military Installations Course, TJAGLCS (Priority III)
Negotiation and Mediation Seminar, National Advocacy Center (Priority III)
Procurement Fraud Conference, National Advocacy Center (Priority III)
Mediation, Arbitration, and ADR, ALI-ABA Course (Priority III)

E. ENVIRONMENTAL

Environmental Law Course, Air Force JAG School (Priority II)
Environmental Law Update Course, Air Force JAG School (Priority II)
Administrative Law for Military Installations Course, TJAGLCS (Priority II)
Fiscal Law Course, TJAGLCS (Priority III)
Bi-annual Env'tl Law Specialist Workshop, OTJAG ELD (Priority III)
Environment Law Courses (USACE PROSPECT) (Priority III)
National Advocacy Center, ALI-ABA. (Priority III)
Courses offered through other federal agencies and other non-federal entities on environmental statutes and issues related to the statutes. (Priority III).

F. ETHICS

Ethics Counselors Course, TJAGLCS, (Priority II)
Office of Government Ethics Training, (Priority II)

G. FISCAL

Fiscal Law Course, TJAGLCS (Priority II)
Contract Law Course, TJAGLCS (Priority II)
Contract and Fiscal Law Symposium, TJAGLCS (Priority II)

H. INTELLECTUAL PROPERTY

Fiscal Law Course, TJAGLCS (Priority III)
Contract Attorneys Course, TJAGLCS (Priority III)
Annual update in intellectual property law offered by ABA Intellectual Property Division or the American Intellectual Property Law Association (Priority III)
DoD's Office of Technology Transition, Annual DoD Integrated Planning Team Workshop (Priority III)
Courses by ALI-ABA, Patent Resources Group, and Practicing Law Institute (Priority III)

- I. INTELLIGENCE** Intelligence Law Course, TJAGLCS (Priority II)
- Intelligence Community Legal Conference sponsored by the Office of the Director of National Intelligence (Priority III)
- ABA's Annual Review of the Field of National Security Law. (Priority III)
- J. INTERNATIONAL & OPERATIONAL** Law of War Course, TJAGLCS (Priority II)
- Intelligence Law Course, TJAGLCS (Priority III)
- Advanced Intelligence Law Course, TJAGLCS (Priority III)
- Legal Issues Across the IO Spectrum, TJAGLCS (Priority III)
- Domestic Operations Law Course, TJAGLCS (Priority III)
- Operational Law Course, TJAGLCS (Priority III)
- Rule of Law Course, TJAGLCS (Priority III)
- International Institute of Humanitarian Law course (Priority III)
- K. LABOR & EMPLOYMENT** Law of Federal Employment, TJAGLCS (Priority II)
- Advanced Law of Federal Employment, TJAGLCS (Priority II)
- Advanced Labor & Employment Law Course, AF JAG School (Priority III)
- Courses offered by DoD, other federal agencies and non-federal entities on full scope of employment matters including labor relations, employee relations, equal employment opportunity and civil rights, affirmative action, workforce shaping, pay and benefits, whistleblower protection, and practice and procedure before the MSPB, EEOC, FLRA, arbitrators, mediators, and other individuals, boards or agencies that adjudicate federal employee disputes. (Priority III)
- L. LEGAL ASSISTANCE** Legal Assistance Course, TJAGLCS (Priority II)
- Estate Planning, Naval Justice School (Priority II)
- CLE courses in local jurisdiction addressing AR 27-3 topics. (Priority III)
- Income Tax Law Course, TJAGLCS (Priority III)
- Consumer protection, Nat'l Assoc. of Consumer Advocates (Priority III)
- M. LEGISLATION** Courses addressing the legislative, appropriations and congressional process offered by Government Affairs Institute, Georgetown University, and others to include: Congressional Operations Seminar, Seminar for Executives on Legislative Operations, Advanced Legislative Strategies, Advanced Legislative Process, Advanced Budget and Appropriations Process, and Understanding Congressional Budgeting and Appropriations. (Priority III)

N. LITIGATION

Federal Litigation Course, TJAGLCS (Priority II)

Litigation practice and procedure courses offered by National Advocacy Center including for example: Depositions in Employment Litigation, Science of Cross Examination, A Legal Guide to Electronic Discovery, Taking Depositions, FOIA for Attorneys and Access Professionals, Courtroom Presentations, Civil Trial Advocacy Seminar, Appellate Advocacy Seminar, Civil Trial Advocacy Seminar, Negotiation and Mediation Seminar, Evidence for Civil Litigators. (Priority III)

Courses related to the substantive area of litigation practice including for example Administrative Law for Military Installations Course, Fiscal Law Course, Contract Attorney Course, Government Contract Law Symposium, Law of Federal Employment, FOIA. (Priority III)

Courses offered by ALI-ABA, National Institute of Trial Advocacy, Georgetown Law Center, National Employment Law Institute, and Bar Associations on litigation practice and procedure and the substantive area of litigation practice including for example:

Current Developments in Employment Law, Advanced Employment Law and Litigation, Evidence Issues and Jury Instructions in Employment Cases, Litigating Employment Discrimination and Employment Related Claims and Defenses in Federal and State Courts, Mediation, Arbitration, and ADR, Effective Use of Interrogatories, Effective Writing for Lawyers, Trial Advocacy, Evidence Issues and Jury Instructions in Employment Cases, and Employment Litigation Workshop. (Priority III)

O. REAL ESTATE

Acquisition 101 (USACE PROSPECT) (Priority II)

Management and Disposal 101 (USACE PROSPECT) (Priority II)

Real Estate Inleasing, (USACE PROSPECT) (Priority II)

Relocation Assistance, (USACE PROSPECT) (Priority II)

Principles of Land Acquisition, Int'l Right of Way Assn (IRWA) (Priority II)

Principles of Real Estate Law, IRWA (Priority II)

Acquisition 201, (USACE PROSPECT) (Priority III)

Condemnation, (USACE PROSPECT) (Priority III)

Management and Disposal 201, (USACE PROSPECT) (Priority III)

Eminent Domain and Fifth Amendment Takings, DOJ (Priority III)

Eminent Domain and Land Valuation, ALI-ABA (Priority III)

Legal Aspects of Easements, IRWA (Priority III)

Federal Lands and Natural Resources Law, ALI-ABA (Priority III)

Historic Preservation Law, ALI-ABA (Priority III)

Various Real Estate/Land Use Courses, ALI-ABA (Priority III)

P. REGULATORY

Administrative Law for Military Installations Course, TJAGLCS (Priority III)

Fiscal Law Course, TJAGLCS (Priority III)

Negotiation and Mediation Seminar, National Advocacy Center (Priority III)

National Association of Regulatory Utility Commissions (NARUC) Courses including Institute of Public Utilities Annual Regulatory Studies Program or Inst. of Public Utilities Annual Regulatory Policy Conference. (Priority III)

ANNEX G – ARMY LEGAL SERVICES CIVILIAN ASSOCIATES PROGRAM (CAP)

A. OVERVIEW

The Army Legal Services Civilian Associates Program (CAP) corporately identifies and builds leaders in the Army legal services system by recruiting, hiring, developing and retaining highly capable, motivated law school graduates who have a strong interest in a career in public service. By drawing graduates from diverse backgrounds, the CAP provides a continuing source of trained men and women to meet the future challenges of Army legal services.

Upon becoming an associate, the selectee can expect challenging work, significant responsibility, and exceptional development opportunities to serve the public while gaining valuable legal experience in the process. Associates may be assigned to work in a headquarters or field setting within any of the Army legal services organizations of the four civilian attorney qualifying authorities (QAs). Assignments may include on-the-job training, continuing formal education provided by Federal government institutions or private sector entities to strengthen legal skills; visits to Army facilities and sister agencies; and attendance at conferences and meetings with other Federal agencies and officials.

During this four-year program, the associate will expand his or her knowledge of the Federal government, acquire in-depth knowledge of the Army legal services mission and programs, develop strong legal and leadership skills, and be prepared to assume a journeyman attorney position at the end of the program.

CAP positions will be considered developmental, with the opportunity for noncompetitive grade increases after a period of successful performance. CAP associates are required to execute a 3-year mobility agreement that may terminate sooner upon placement from the ACTEDS Table of Distributions and Allowances (TDA). At the end of a successful two-year period, the associate will be placed within one of the QAs and will complete the remaining items of their individual development plan.

B. ELIGIBILITY

CAP selectees are graduating law students (or recent law graduates who are completing a judicial clerkship) who are selected for the program following a successful completion of a rigorous application and screening process. All CAP candidates must have an excellent academic record, possess leadership ability and demonstrate a strong commitment to public service.

The specific criteria for eligibility include:

- Completion of a Juris Doctor degree from an American Bar Association accredited law school, or scheduled completion of a judicial clerkship by a recent law school graduate, during the current academic year;
- Academic ranking in the upper third of the law school class;
- Demonstrated oral and written communication skills;
- Indication of academic excellence such as law review or Order of the Coif; and,
- Other relevant factors such as significant work experience, advanced degree in addition to a law degree, or technical background in relevant fields.

C. RECRUITMENT

Recruiting is a three-phase process that is centrally managed by a CAP coordinator.

1. Phase One.

- a) On-campus interview schedules are arranged with law schools and minority job fairs throughout the country.
- b) On-campus interviews are generally scheduled for September and October. Schools are selected on the basis of their academic program and minority profiles. On-campus interviews are conducted by selected attorneys in the field and headquarters. For on-campus interviews, students are asked to submit a writing sample and transcript.
- c) Field interviewers evaluate and rank candidates based on the selection criteria and forward written evaluations and recommendations for interviews to the selection committee, comprised of representatives from the four QAs.
- d) For candidates who have already graduated, a vacancy announcement is published to solicit applications directly from CAP candidates; these applications are screened by the selection committee.
- e) Candidates are asked to state their activity and geographical preference at the time of their initial application or interview.

2. Phase Two.

- a) The selection committee reviews the field recommendations (or screening results for candidates applying directly) and selects semi-finalists to participate in a second interview with one or more members of the selection committee.
- b) The second interview occurs about 2-4 weeks after the initial interview or screening.
- c) Once candidates are interviewed and evaluated, the list is provided to the servicing Civilian Personnel Operations Center (CPOC) to prepare a referral list.

3. Phase Three.

- a) The selection committee will provide the referral list to the QA's with related information regarding placement options.
- b) The QA's will jointly select and assign the associates to a legal office within one of the QA's, where the office head shall determine the associate's initial supervisor.
- c) At the point of selection, the QA's will jointly approve the professional qualifications of the associates.
- d) After graduating from the 4-year program, or upon being competitively selected for a position outside the CAP, former associates are subject to the professional qualification requirements of the gaining QA.
- e) Once selected and qualified, formal offers will be extended and the process should be completed by the close of the calendar year.

D. APPOINTMENT

Associates who are not already licensed attorneys will be appointed to an excepted service term (NTE 14 months) Law Clerk position (GS-0904-9). Upon becoming a member in good standing of the bar of a state, territory, the District of Columbia, or the Commonwealth of Puerto Rico, and after approval of professional qualifications, associates will be non-competitively converted to an attorney position (GS-0905-11) in the excepted service. Those who are already members in good standing with an applicable bar will be appointed to an attorney position at the outset.

Associates will be assigned to the ACTEDS student detachment Table of Distributions and Allowances (TDA); managed by the Deputy Chief of Staff, G-1. ACTEDS funds all costs (salary, benefits, training, travel, and per diem) incurred in employing and

training associates for a maximum of 24 months.

Associates must be reassigned to a permanent position on local mission rolls not later than expiration of the 24-month ACTEDS funding limitation. After 18-months in the program, the CAP program coordinator will solicit associate preferences for placement and will simultaneously evaluate future openings within Army legal services. The program coordinator will devise a placement plan for review and approval by the QA's. Once approved, the associate will be noncompetitively placed in the position and the majority of the employment costs will be assumed by the gaining office. ACTEDS funds training expenses related to completion of the remaining 24-months of the Master Associate Training Program, explained below.

E. MASTER ASSOCIATE TRAINING PLAN (MATP)

This Master Associate Training Plan (MATP) describes the universal requirements for associate training and development. The MATP is analogous to the Master Intern Training Plan as set forth in AR 690-950; however, it recognizes the unique requirements of attorneys in the excepted service.

Within the allocated resources, ACTEDS can be used to fund training as stated in the MATP. The plan will be divided into two 24-month periods. The first period is intended to develop the basic foundation needed to be an Army attorney. This initial period will be heavily focused on rotational assignments, training, and experiences that both orient the associates to the Army and begin their integration into the Army legal services. General functional skills training and basic leader development will be the focus of this first period. A minimum of two rotational assignments (typically lasting NLT 90-days) and 80 hours of formal training per year is required for each associate during the initial two-year period.

The second period is more heavily focused on developing a specific legal practice area and it may more heavily rely upon local development from within the legal office, with less of an emphasis upon rotational assignments and off-site training.

The MATP provides a "roadmap" to be used by associates and supervisors when preparing an Associate Individual Development Plan (AIDP), explained below. Specifically, the MATP will include:

- a) A graphic representation showing the associate promotion ladder and related salary increases.
- b) Information for development of an associate individual development plan.

- c) A list of required and recommended courses and on-the-job training and the knowledge, skills, and abilities (KSA) being developed by the training.

**F. ANNUAL
ASSOCIATE
INDIVIDUAL
DEVELOPMENT PLAN**

The associate's supervisor of record and the associate will prepare an Associate Individual Development Plan (AIDP) within 30 days of the associate's initial entrance on duty. The AIDP is a training and development guide that also sets goals and plans for use of training resources and is consistent with the goals of the MATP. It also allows the associate to establish contacts and become familiar with various components of the Army legal services system. The AIDP is a planning document to be revised annually. Due to the associate's unique professional development requirements, the shorter period AIDP is required versus the 3yIDP outlined above.

The AIDP should implement the MATP by including planned rotational assignments and the learning objectives for each rotation, short- and long-range goals, and training activities, including participation in CAP training conferences. The AIDP must be reviewed and signed by the associate, his or her supervisor, and mentor. The learning objectives outlined should include the core competencies of the Army civilian attorney. Ideally, the associate should be exposed to all core legal competencies through rotational assignments, on-the-job training, and formal training.

**G. ASSIGNMENTS/
ROTATIONS**

Associates should be assigned projects that challenge them and take advantage of their capabilities. Associates need to be developed in-house both technically and managerially, and should learn the skills and duties of permanent staff, when feasible, especially for the specialized legal competency to be developed during the MATP's second period. Although highly desirable, some rotations may not always afford associates the full range of responsibilities given a permanent employee. However, participants can still assume a significant amount of responsibility for a project of more limited scope.

Supervisors should also ensure that associates' work assignments include a mix of both programmatic duties and leadership and management-related experiences. Developmental experiences related to management might include involvement in developing budgets or work plans, participation on an organizational task force, or leading a small workgroup. Some projects should expose participants to high-level managers and provide insight into the managers' responsibilities.

Rotations are a critical element of the CAP experience. They allow associates to contribute to different programs, develop a broad understanding of the Army's mission, acquire a variety of

professional skills, and lay the foundation for future higher level and leadership responsibilities. Rotations must be carefully planned. Ideally, rotations should have the following characteristics:

- Durations of generally no less than three months and involve different types of work assignments.
- Include interaction with as many different parts of the Army legal services as possible.
- Focus on developing specific professional skills or fulfilling particular legal competencies.
- Complement the associate's existing knowledge or professional interests.
- Allow associates to gain different perspectives on serving as an Army civilian attorney by performing different assignments in the assigned office or by rotating to another legal office within the Army.
- Allow associates based in a field office to rotate to a headquarters location and vice-versa.

Rotations should be at all organizational levels (installation/operational level, intermediate command level, and HQDA/HQ Qualifying Authority level). For many associates, several rotational assignments will be appropriate. Overall, the number and time allotted for rotations for each associate is expected to vary.

H. CAP CONFERENCES & PROGRAM ACTIVITIES

Associates are expected to attend CAP-sponsored orientation and training conferences and participate in other CAP-sponsored activities. These programs are an important component of CAP participant training and generally include essential program information on specific legal topics and issues of importance to the Army and the Department of Defense. These activities are intended to broaden the associate's knowledge of the federal government and the Army legal services system and develop a network with other CAP participants.

I. PERFORMANCE EVALUATION

1. Performance Period. Associates will follow the Army's standard General Schedule senior system appraisal period of 1 July through 30 June each year. The supervisor of record is responsible for completing the interim and annual review, with appropriate input from those supervising any developmental assignments not resulting in a change of rater.

2. *Aligning Performance Expectations and Training Requirements with Organizational Strategic Goals.*

Performance objectives for associates will incorporate and focus the goals of the MATP, the AIDP and any on-the-job training experiences planned for the appraisal period. When communicating performance objectives to associates, supervisors will fully explain the relationship between the performance objectives and training requirements to achieving organizational goals and objectives and, ultimately, mission accomplishment.

3. *Unsuccessful Performance.* If the associate is in a probationary period, serious consideration must be given to the appropriateness of the associate's continued government employment. If the associate is not in a probationary period, serious consideration must be given to determine if the employee should be allowed to remain in the CAP. Performance deficiencies should be addressed in a collaborative manner between the employee, supervisor, and mentor. The CAP coordinator must be notified of all proposed adverse actions.

J. ROLES

Each participant contributes greatly to the overall development of the program, both individually and in concert with other participants. Communication and coordination enhance the CAP experience, and the agencies involved in the program. The primary CAP participants are listed below, along with their significant responsibilities:

1. *Supervisors of Record.* Supervisors provide instruction, guidance, and feedback to associates. The success of each associate and the program itself is due in large part to the interaction associates have with their supervisors. A CAP supervisor is responsible for:

- a) Meeting with the associate to establish the office's expectations and conditions for evaluating performance and achieving developmental objectives;
- b) Completing the associate's performance evaluation;
- c) Assisting the associate in the development of an AIDP which allows for a reasonable number of rotations;
- d) Monitoring the execution of the associate's AIDP;
- e) Maintaining contact with the rotational supervisors;
- f) Assisting with administrative issues, e.g., travel, health benefits, etc.;

- g) Providing time during work hours for the associate to attend CAP activities and CAP-sponsored training conferences;
- h) Assigning the associate appropriate work;
- i) Initiating all appropriate personnel actions in a timely manner;
- j) Providing regular feedback and guidance;
- k) Maintaining a basic knowledge of the program; and,
- l) Helping associates develop and evaluate potential rotational assignments.

2. Associates. Associates are offered many different learning opportunities throughout the program. However, associates must take control of their own career development and advancement by:

- a) Developing and reviewing the goals established in the AIDP;
- b) Achieving goals and objectives established for each rotation by the associate and his/her supervisor;
- c) Participating in all CAP-sponsored career development activities;
- d) Working closely with CAP coordinators, his or her supervisors and mentor; and,
- e) Selecting rotations with both long- and short-range career goals in mind.

3. Mentor. Mentors are valuable sources of information and advice for associates. They help the associate understand the federal government, the Army, and his/her position in the agency. A mentor/ associate relationship is very personal and can contribute greatly to an associate's success. Responsibilities include:

- a) Playing a key role in the associate's career development;
- b) Providing guidance, advice and support to enhance the associate's professional development;
- c) Serving as a resource for rotational opportunities;
- d) Linking the associate into a wider network;

- e) Helping to develop and evaluate potential rotations; and,
- f) Reviewing the associate's annual AIDP.

4. Rotational Supervisor. The rotational supervisor is the manager responsible for the associate during the temporary assignments outside of his or her assignment location. These supervisors are responsible for:

- a) Ensuring that the associate is assigned a full and appropriate workload;
- b) Developing objectives to be accomplished during the assignment;
- c) Communicating the objectives to the associate prior to the beginning of the assignment; and,
- d) Evaluating the associate's performance during the rotation and providing an assessment to the supervisor of record.

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