



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

SAMR

8 SEP 2015

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Managing Army Civilian Training, Education and Development System (ACTEDS) Interns as a Strategic Asset

1. References:

a. Memorandum, SAMR-CQ, dated 21 April 2011, subject: Civilian Career Program Management Guidance.

b. Army Regulation 690-950, Civilian Personnel Career Management, Chapter 3, Career Intern Program, dated 31 December 2001.

2. The ACTEDS intern program, authorized by 5 Code of Federal Regulations (CFR) Part 410, provides an important succession planning resource for future Army functional experts as well as functional and enterprise leaders. This program is a significant enabler for achieving the vision of a capabilities-based Civilian workforce and a critical component of Army's Strategic Human Capital Planning initiatives. In order to ensure that Department of the Army continues to manage ACTEDS Interns as a strategic resource, it is imperative that efficient and effective management strategies are implemented. The procedures described in this memorandum and the enclosures are intended to ensure that the ACTEDS Intern program continues to be an effective means to attract, acquire, develop, and retain an essential pipeline of well-trained, capable, and diverse Civilian personnel in more than 150 occupational fields spanning all of the Army's 31 career programs.

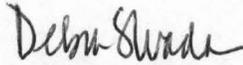
3. With few exceptions, ACTEDS Interns enter the program at the GS-5 or GS-7 level (or equivalent). A Master Intern Training Plan (MITP) established by their Career Program (CP) defines the comprehensive on-the-job and formal training requirements. These requirements confer eligibility for non-competitive promotion to the journeyman (full-performance) level, generally GS-9 or GS-11 (or equivalent), upon satisfactory completion of the program. As a strategic resource, ACTEDS Interns sign a mobility agreement as a condition of their employment.

4. The ASA(M&RA), HQDA and Command G-1, and Functional Chief Representatives (FCR) play key roles in the overall execution of this program. The enclosures lay out how ACTEDS Intern requirements are developed and approved, selections are made, placement occurs, and the roles and responsibilities of these offices. We must work closely to fully execute this program over the POM, and within resources.

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5. As ACTEDS Interns are Army employees, the placement of ACTEDS intern graduates in commands across the Army will not be subject to any hiring freezes or hiring restrictions, as these internal placements will not add to the overall Civilian strength of the Department of the Army.
6. This memorandum and the procedures described in enclosures supplement the policies and procedures set forth in the AR 690-950 (reference b). Any deviations from these procedures require AG1- CP and ASA (M&RA) approval before implementation. These procedures will be incorporated into the next revision of AR 690-950.



DEBRA S. WADA
Assistant Secretary of the Army
(Manpower & Reserve Affairs)

Encls

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OPERATING PROCEDURES FOR MANAGING ACTEDS INTERNS AS A STRATEGIC ASSET

FORECASTING AND ALLOCATING ACTEDS INTERNS

1. The Assistant G-1 for Civilian Personnel (AG1-CP) will receive annual output from the Civilian Forecasting System (CIVFORS), Intern Forecasting Module (IFM). Such data will allow the projection of the number of intern positions required, by Command, Career Program (CP), and occupational series for the next fiscal year. AG1-CP will provide preliminary intern allocation projections based on analysis of this model data to each Functional Chief Representative (FCR). AG1-CP will further advise the FCR on known trends or budget restrictions that may influence intern requirements. This information will concurrently be provided to Command G-1s, who will collaborate with FCRs to identify needed adjustments to the preliminary intern allocation.

2. FCRs will work with their functional counterparts at the Command level, who must then coordinate recommended adjustments with their Command G-1s. Each Command G-1 will provide FCRs with their recommendations for adjustments to the preliminary intern allocation. Recommended intern allocation adjustments will be based on documented current and forecasted future staffing needs and the Command's capability to train the interns. After coordinating with the Command G-1s, the FCRs will consolidate requirements and provide AG1-CP a revised estimate of the number of ACTEDS intern allocations required by their CP, indicating the planned distribution by Command, location, and projected month of entry.

3. AG1-CP will evaluate CP revised estimates of consolidated requirements, taking into consideration ACTEDS funding constraints, and develop ICW ASA(M&RA) a recommended Army-wide allocation, which will be presented to the ACTEDS Intern Executive Resource Board (AIERB).

4. The AIERB will be comprised of Command G-1s at the Senior Executive Service (SES) level or their designated representatives and FCRs. The AIERB will be chaired by the Deputy Assistant Secretary of the Army (Civilian Personnel) (DASA (CP)). The DASA(CP) may invite co-chairs and/or delegate this responsibility. The AIERB will ensure the proposed ACTEDS intern allocations meet the strategic requirements of the Army; resolve disputes between FCRs and Commands concerning proposed ACTEDS intern allocations; and recommend the final ACTEDS resource allocation for interns to the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) for approval.

5. FCRs will fully execute their ACTEDS intern allocation on behalf of Commands and, in coordination with Commands, will initiate recruitment actions by providing information to the ACTEDS Recruitment Cell (ARC) following procedures described in enclosure 2. Based on program requirements, AG1-CP, in coordination with FCRs, will propose to the ASA(M&RA) options to reallocate ACTEDS intern authorizations that are not timely

ASA M&RA Memorandum, SAMR, Enclosure 1
Forecasting and Allocating ACTEDS Interns

filled by other CPs.

OPERATING PROCEDURES FOR MANAGING ACTEDS INTERNS AS A STRATEGIC ASSET

COORDINATING SELECTION OF ACTEDS INTERNS

1. Civilian Human Resources Agency (CHRA) North Central Region ACTEDS Recruitment Cell (ARC) located in Rock Island, IL, is responsible for centrally recruiting ACTEDS interns worldwide and for extending job offers to selectees.

2. AG1-CP will provide the ARC a monthly accession plan (target) for the Fiscal Year for on-boarding purposes, which will ensure the program is fully executed and within budget. This plan will be coordinated with Functional Career Representatives (FCRs) and Command G-1s.

3. Prior to initiating action to recruit ACTEDS interns, the ARC will coordinate with Career Program (CP) Functional Career Representatives (FCRs) to determine desired recruitment sources for ACTEDS intern positions.

a. Pathways Sources:

1) When the desired recruitment source is recent graduates, the Pathways Recent Graduate is the appropriate recruitment strategy. Eligible applicants for the Pathways Recent Graduate hiring authority are those who have completed, within the previous two years, a qualifying associates, bachelors, masters, professional, doctorate, vocational or technical degree, or a certificate from a qualifying educational institution. .
**Please note, when filling positions using the Pathways authorities, the full performance level of the position must be annotated on the vacancy announcement. Additional policy and procedural guidance on Pathways can be found on Civilian Human Resources Agency's (CHRA) website (<http://www.chra.army.mil>).

2) When the desired recruitment source is current students, the Pathways Intern hiring authority is most appropriate. The Pathways Intern hiring authority provides students in high schools, colleges, trade schools and other qualifying educational institutions with paid opportunities to work in agencies and explore Federal careers while completing their education. This work may be part time. . **Please note, when filling positions using the Pathways authorities, the full performance level of the position must be annotated on the vacancy announcement. Additional policy and procedural guidance on Pathways can be found on Civilian Human Resources Agency's (CHRA) website (<http://www.chra.army.mil>).

b. Other than Pathways Sources. Such sources include internal merit promotion. FCRs will submit Requests for Personnel Action (RPA) to the ARC for ACTEDS intern vacancies they desire to fill from the identified source. Upon receipt of RPA information, the ARC will prepare the vacancy announcement(s).

ASA M&RA Memorandum, SAMR, Enclosure 2
Coordinating Selection of ACTEDS Interns

4. The FCR, in coordination with Commands, will be encouraged to provide recruiters to attend job fairs or other scheduled campus outreach events in order to assist the ARC in developing a supply of candidates.

5. In coordination with these campus outreach initiatives, FCRs will submit (RPA) to the ARC for ACTEDS intern vacancies associated with targeted outreach locations. Upon receipt of RPA information, the ARC will prepare the vacancy announcement(s) in accordance with established procedures and policy, setting the start and end dates of the announcement to coincide with and reflect the anticipated results of the job fair or other campus outreach initiative.

6. The ARC will clear special placement programs, review transcripts, verify appointment eligibility, and issue referrals of eligible candidates to the FCR that initiated the RPA. The ARC will clear the DoD Priority Placement Program (PPP) and DoD Reemployment Priority List (RPL) as required for each RPA for initial hiring into the ACTEDS intern program. Because the ACTEDS intern program is a formal training program, there is no requirement to again clear the PPP and RPL for promotions and placements up to the specified full performance level for the ACTEDS intern position.

7. The sponsoring CP FCR will coordinate and conduct centralized ACTEDS intern selection panels/deliberations with the Commands. AG1-CP must be notified of any deviations from this centralized strategy.

a. Panels must include Command representatives and functional subject matter experts (SMEs).

b. The FCR, in coordination with Commands, will notify the ARC and AG1-CP (the AG1-CP Civilian Career Proponency Division) of each selection.

8. The ARC will extend job offers, coordinate entrance on duty (EOD) dates, and secure other required documentation. EOD dates will be set consistent with the ASA (M&RA)-approved plan, to the extent practicable. Major adjustments from the plan will be coordinated through DASA (CP). The ARC will inform the applicable CP FCR, the AG1-CP, and the employing Command of the start date for each ACTEDS intern.

9. When required for initial appointment into the ACTEDS intern program, the employing organization will submit permanent change of station (PCS) orders to AG1-CP for funding. Once approved, the orders will be returned to the FCR and the ACTEDS intern. PCS orders must be submitted to AG1-CP at least 30 days before the ACTEDS intern's EOD. If PCS orders are not processed at least 30 days prior to the intern EOD, the Command G-1 must notify AG1-CP and the ARC to request an extension of EOD.

10. ACTEDS funding is limited to one (1) PCS move per intern, either at the beginning

ASA M&RA Memorandum, SAMR, Enclosure 2
Coordinating Selection of ACTEDS Interns

or at the end of the two-year funding limitation. This rule does not apply to graduating ACTEDS interns that require placement assistance outside of their training command. FCRs, as "Selecting Officials," will advise interns of PCS entitlements accordingly.

11. The FCR will, in coordination with the host Command, track each ACTEDS intern's progress through the MITP and coordinate timely placement action, in advance of graduation, in accordance with procedures described in Enclosure 3.

OPERATING PROCEDURES FOR MANAGING ACTEDS INTERNS AS A STRATEGIC ASSET

PLACEMENT OF ACTEDS INTERN PROGRAM GRADUATES

1. Consistent with the terms of the mobility agreement signed prior to entrance on duty ACTEDS interns will, upon successful completion of their Master Intern Training Plan (MITP), be placed in a permanent position deemed to best fulfill the priority mission needs of the Army.

2. Career Program (CP) Functional Chief Representatives (FCRs) are responsible for monitoring each ACTEDS intern's progress through the MITP and coordinating timely permanent placement action for graduates. The goal is for FCRs to identify a permanent placement for each graduating ACTEDS intern approximately 90 days prior to graduation from the MITP program. The following procedures are designed to achieve this objective:

a. Approximately six to nine months prior to anticipated completion of the MITP, the FCR will obtain a current resume from each prospective ACTEDS intern graduate within the CP. The FCR will also obtain a statement of the ACTEDS intern's placement preferences and limitations, with the understanding that preferences will be considered but will not be determinative.

b. The FCR will inform Commands of impending graduations, make prospective ACTEDS interns' graduate resumes available, and solicit bids for placement of prospective intern graduates from Commands.

c. Commands seeking to fill vacant journeyman level positions should be encouraged to seek candidates from the ACTEDS Intern Program. Commands will submit bids for placement of prospective ACTEDS intern graduates to the FCR as the first step in the process to fill their journeyman vacancies. The FCR will, in coordination with Commands, evaluate bids and make final intern placement decisions, typically not later than 90 days prior to completion of the MITP.

d. When required for permanent placement, the employing Command G1/HRs will submit permanent change of station (PCS) orders to AG1-CP for funding. Once AG1-CP has approved the PCS order, it will be returned to the Command G1/HRs and the ACTEDS intern. PCS orders must be submitted to AG1-CP at least 30 days before the effective date of the ACTEDS intern's permanent placement in order to ensure timely funding.

3. If the FCR is unable to identify appropriate placement within 90 days of intern graduation, the FCR will request assistance from AG1-CP. AG1-CP will contact the Civilian Human Resource Agency (CHRA) to freeze vacancies of like series and grades for placement of graduating ACTEDS interns. If a placement position is confirmed,

ASA M&RA Memorandum, SAMR, Enclosure 3
Placement of ACTEDS Intern Program Graduates

CHRA will notify the AG-1CP, who will coordinate the selection decision with the FCR and gaining/losing commands. AG-1CP may, in coordination with FCRs and the CHRA, direct the placement of surplus ACTEDS centrally funded interns in appropriate vacancies Army-wide.

4. If no position is identified as a result of freezing vacancies, AG1-CP will request approval from the Deputy Assistant Secretary of the Army (Civilian Personnel) (DASA (CP)) to continue to carry the ACTEDS intern on the centralized ACTEDS intern account for up to 120 days beyond the completion of the MITP in accordance with applicable guidance in the regulation, in order to afford limited additional time to place the graduated intern.

5. The above process will be accomplished in accordance with the terms of applicable collective bargaining agreements and statutory labor relations obligations.

MANAGING ACTEDS INTERNS AS A STRATEGIC ASSET

ROLES AND RESPONSIBILITIES

1. Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)). ASA (M&RA) will consider the recommendation of the ACTEDS Intern Executive Resource Board (AIERB) and annually approve the final ACTEDS intern allocation in accord with operating procedures described in Enclosure 1.

2. Deputy Assistant Secretary of the Army (Civilian Personnel) (DASA (CP))
DASA (CP) will:

a. Chair the AIERB in accordance with operating procedures described in Enclosure 1. Coordinate review and approval of the AIERB recommended final ACTEDS intern allocation by the ASA (M&RA).

b. Review requests by AG1-CP to retain an ACTEDS intern on the centralized ACTEDS intern account beyond the completion of the MITP.

c. Recommend changes to the policy and procedures for managing ACTEDS interns as a strategic asset.

d. Provide oversight of the intern program, such as monitoring program execution and efficacy of the policy in providing a strategic recruitment tool.

3. Assistant G-1 for Civilian Personnel (AG1-CP). AG1-CP is responsible for overall program management of the ACTEDS intern Program. Through the Deputy Chief of Staff, G-1, and on behalf of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)), AG1-CP will:

a. Determine and issue annual preliminary and proposed ACTEDS intern allocations for each Career Program (CP) in accord with operating procedures described in Enclosure 1.

b. Serve as member of the ACTEDS Intern Executive Resource Board (AIERB). Provide an executive secretary for the AIERB. Prepare AIERB recommendations to be coordinated and approved by ASA (M&RA) in accordance with operating procedures described in Enclosure 1..

c. In coordination with Functional Chief Representatives (FCRs), recommend to the ASA (M&RA) reallocation of ACTEDS intern authorizations that are not timely executed by CPs, based on program requirements.

d. Allocate ACTEDS resources to support costs of salary and related travel, training,

ASA M&RA Memorandum, SAMR, Enclosure 4
Roles and Responsibilities

education and development for ACTEDS interns and for ACTEDS intern program administrative costs.

e. Review and approve permanent change of station (PCS) orders when necessary for initial entry on duty and/or permanent placement of ACTEDS interns.

f. When necessary, and in coordination with FCRs and the Civilian Human Resource Agency (CHRA), direct the placement of surplus ACTEDS centrally funded interns in appropriate vacancies Army-wide in accordance with operating procedures described in Enclosure 3.

g. Request approval from the DASA (CP) when needed to continue to carry an ACTEDS intern on the centralized ACTEDS intern account for up to 120 days beyond the completion of the MITP or up to 24 months, whichever comes first, when necessary to afford limited additional time to place the graduated intern, in accordance with Enclosure 3.

h. Monitor execution and management of the ACTEDS intern program and take corrective actions, as needed.

i. Evaluate the effectiveness of the ACTEDS intern program, including its impact as a succession source for future functional and enterprise leadership positions.

j. Evaluate and approve, reject or staff for approval any requested deviation from procedures described in this policy and its enclosures. Coordinate policy changes needed to improve the ACTEDS intern program with the Career Program Policy Committee (CPPC) prior to gaining ASA(M&RA) approval for the policy change.

k. Plan, program, and budget funds for additional ACTEDS Intern allocations through the Planning, Programming, Budget and Execution process, based on forecasts of numbers of interns necessary for succession planning purposes.

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

ASA M&RA Memorandum, SAMR, Enclosure 4
Roles and Responsibilities

- a. Propose use of ACTEDS intern allocations to best meet the strategic requirements of the Army.
- b. Resolve disputes between FCRs and Commands based on the proposed ACTEDS intern allocation issued by AG1-CP.
- c. Recommend the final ACTEDS resource allocation for interns to the ASA(M&RA).
- d. Recommend changes to the policy and procedures for managing ACTEDS interns as a strategic asset.

5. Career Program (CP) Functional Chiefs (FCs) and Functional Chief Representatives (FCRs). Each CP is headed by a FC who, in order to execute his/her enterprise level responsibilities, will appoint a senior official (normally a Civilian), in the occupational field to be the FCR. On behalf of FCs, FCRs are responsible for enterprise management of their ACTEDS interns. To execute these responsibilities, the FCRs will:

- a. Identify to AG1-CP, a CP Intern Manager who will assist the FCR with enterprise management and oversight of the interns assigned to the CP and will be the principal point of contact for the AG1-CP ACTEDS point of contact. The identified CP Intern Manager may be one of the CPs Career Program Managers (CPMs) or another responsible member of the CP Proponency Office.
- b. Develop the Master Intern Training Plan (MITP) and ensure relevance and inclusion in ACTEDS Plan updates.
- c. Coordinate with Commands to identify and consolidate recommended revisions to the preliminary and proposed ACTEDS intern allocations and participate in the AIERB meeting to advise on the proposed ACTEDS intern allocation to best meet the strategic requirements of the Army.
- d. Initiate recruitment actions, working with the CHRA North Central Region ACTEDS Recruitment Cell (ARC) to determine desired intern recruitment sources, develop a recruitment plan, coordinate with Commands to provide recruiters if possible.
- e. Coordinate centralized selection of ACTEDS interns in accord with procedures described in Enclosure 2.
- f. Conduct CP "Intern Orientations" during the on-boarding of new interns to acculturate them to Army and Career Program employment.

ASA M&RA Memorandum, SAMR, Enclosure 4
Roles and Responsibilities

g. Maintain cognizance of the CP Intern population, monitor each intern's progress through the CP MITP, authorize training and development resources necessary to facilitate completion of the MITP, and maintain communication with Command Intern Program Managers and AG1-CP to identify and assist in reconciling personnel, performance, or training issues.

h. Coordinate the placement of graduating ACTEDS interns, in accordance with procedures described in Enclosure 3.

i. Monitor continued progress and development of graduated Interns in order to maintain longitudinal demographic data (e.g., promotions, educational status, and retention rates) that provide insight into the effectiveness of the MITP and facilitate transition into other leadership development programs (e.g., Senior Enterprise Talent Management (SETM)), when appropriate.

6. Command G-1s. Commanders of Army Commands (ACOMs), Army Service Component Commands (ASCCs), and Direct Reporting Units (DRUs) will:

a. Coordinate with FCRs to identify ACTEDS intern requirements and staff the AIERB in accordance with procedures described in Enclosure 1.

b. Coordinate with FCRs and participate in centralized recruitment and selection of ACTEDS interns in accordance with procedures described in Enclosure 2.

c. Host ACTEDS interns upon initial appointment and during their development, providing effective on-the-job training in accordance with the applicable CP MITP.

d. Evaluate performance of ACTEDS interns and coordinate with FCRs and AG1-CP to resolve personnel and performance issues.

e. Where appropriate, fill Command requirements for journey (full-performance) level positions by bidding for and placing graduating interns.

f. Initiate and submit Permanent Change of Station (PCS) orders to AG1-CP for funding.

8. Civilian Human Resources Agency (CHRA) North Central Region ACTEDS Recruitment Cell (ARC). The North Central Region ARC is responsible for centrally recruiting ACTEDS interns worldwide and for extending job offers to selectees. Defense Civilian Intelligence Personnel System (DCIPS) recruitment for all Career Programs is, however, administered by the CHRA West Region. The North Central ARC and CHRA West Regions will:

ASA M&RA Memorandum, SAMR, Enclosure 4
Roles and Responsibilities

- a. Coordinate with FCRs to determine recruitment methods and develop and execute a recruitment plan for ACTEDS interns in accordance with operating procedures described in Enclosure 2.
- b. Clear special placement programs, review transcripts, verify appointment eligibility, and issue referrals of eligible ACTEDS intern candidates to FCRs.
- c. Extend job offers, coordinate entrance on duty (EOD) dates, and secure other required documentation from entering ACTEDS interns.