

# United States Army



## **Civilian Career Management Dictionary of Terms**

**Version 1.0 (March 2014)**

## PREFACE

### 1. Scope

*The United States Army, Civilian Career Management Dictionary of Terms* sets forth standard US military and US Army civilian career management terminology. These terms and definitions constitute approved Department of Defense (DoD) and Department of Army terminology.

### 2. Purpose

This publication supplements standard English-language dictionaries and standardizes terminology to improve communication and mutual understanding within Department of Army, Department of Defense and with other federal agencies.

### 3. Application

This publication applies to the Department of Army. It is the primary terminology source when preparing correspondence, to include policy, strategy, doctrine, and planning documents.

### 4. Publication Format

Terms and definitions are annotated with the source publication.

### 5. Online Availability and Update Schedule

Accessible online as a searchable database and in PDF format at the following Internet address: <http://cpol.army.mil/library/career>. The contents are updated annually to include any terminology additions, modifications, or deletions.

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# **CIVILIAN CAREER MANAGEMENT DICTIONARY OF TERMS**

**Academic Degree:** A post-secondary education including an associate's, a bachelor's, a master's, or a doctoral degree or a specialist degree resulting in a distinct education (i.e., not a certificate program). Institutions granting this type of education must meet standards and accreditation criteria from an entity recognized by the U.S. Department of Education. Courses may be classroom-based, web-based or a blend of both. (DRAFT DoDI1400.25-V410)

**Academic Degree Training (ADT):** Training or education with the stated objective of obtaining a degree from a college or university that is accredited by a regional, national, or international accrediting body recognized by the U.S. Department of Education, and listed in its Database of Accredited Post-Secondary Institutions and Programs. The academic degree must be related to the performance of the employee's official duties; part of a planned, systematic and coordinated program of professional development; endorsed by the Army; and support organizational goals with results that are measurable in terms of individual and organizational performance. (AR 350-1). The Assistant Secretary of the Army (M&RA) has sole authority for approving ADT, regardless of the funding source. (Memorandum, HQDA G-3/5/7, 17 Sep 09, Subject: Academic Degree Training (ADT))

**Accreditation:** A disciplined approach to ensuring standardization across the Army in assuring that training institutions meet accepted standards, and are in accordance with higher headquarters guidance. It is the result of an evaluative process that certifies an institution meets the required percentage of TRADOC Accreditation standards with a focus on quality current and relevant training and education that meets the needs of the Army. (AR 350-1). It is also the voluntary process of evaluating institutions or programs to guarantee acceptable levels of quality, including recognition by the U.S. Secretary of Education. (DRAFT DoDI 1400.25-V410)

**Army Civilian Personnel System (ACPERS):** ACPERS supports the Army's civilian personnel manning mission in both mobilization and peacetime by providing the automated capability to meet management and administrative information needs. It supports Army civilian personnel offices by processing people into the work force, training people, moving people within the work force, and reorganizing the work force profile to support mission changes. (Ref: FM 100-17)

**Activity Career Program Manager (ACPM):** Provide technical advice and assistance to the commander; and Civilian Personnel Advisory Center (CPAC)/ Civilian Personnel Operations Center (CPOC); and serve as a resource to supervisors in furnishing CP information to civilian careerists and interns. (AR 690-950, 31 Dec 2001)

**Army Career Tracker (ACT):** The Army's leader development tool that integrates training, education and experiential learning into one personalized and easy-to-use interface. ACT provides users with a more efficient and effective way to monitor their career development while allowing leaders to track and advise subordinates on

personalized leadership development. (ADCS G-3/5/7, Training and Leader Development)

**Army Civilian Senior Leader Management Office (CSLMO):** The HQDA Staff Office that advises the Secretary of the Army (SA) and other senior leaders on all matters relating to the recruitment, utilization, and lifecycle management of the Executive and Senior Professional (ESP) civilian workforce. Also serves as the executive secretary to, and provides administrative support for the Secretary of the Army's (SA) Executive Resources Board (ERB). ([http://www.asamra.army.mil/org\\_cslmo\\_bio.cfm](http://www.asamra.army.mil/org_cslmo_bio.cfm))

**Army Civilian Training, Education and Development System (ACTEDS):** A requirements-based system that ensures planned development of civilians through a blending of progressive and sequential work assignments, formal training, educational courses, and self-development for individuals as they progress from entry level to key positions. ACTEDS provides an orderly, systematic approach to technical, professional, and leadership training, education, and development similar to the military system. ACTEDS is applicable to all civilian occupations covered by CPs and career fields alike. (AR 690-950, 31 Dec 2001)

**Army Civilian Training, Education, and Development System (ACTEDS) Plans:** Information about career management training, education, and development by the CP FCs and personnel proponents. The plans provide specific guidance on Army-wide training, education, and development requirements from the intern or trainee to the executive level. These requirements are based on the results of job analyses, which identify the competencies (knowledge, skills, and abilities (KSA)) that individuals need to do their jobs. In addition to formal training, each ACTEDS plan recommends developmental assignments to broaden careerists' perspectives and to expand the depth and breadth of knowledge needed for movement into higher level positions. These assignments may be in other specialty areas, in related occupations, at different organizational levels, or at different geographical sites. (AR 690-950, 31 Dec 2001)

**Army Civilian Training Education and Development System (ACTEDS) Funded Training:** Commonly referred to as Army Central Training Funds, these funds, managed by HQDA G-37/TRV, support leader development and functional training designed to build a competent Civilian workforce. (AR 350-1)

**Army Command (ACOM):** An Army force, designated by the Secretary of the Army (SA), performing multiple Army Service Title 10 USC functions across multiple disciplines. Responsibilities are those established by the SA. (AR 10-87)

**Army Leader:** Anyone who by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking, and shape decisions for the greater good of the organization. (FM 6-22)

**Army Leader Development Forum (ALDF):** CG, TRADOC chaired forum for the Army Leader Development Program (ALDP) composed of senior commanders and staff principles both military and Army Civilians and representing active and reserve components. (DA PAM 350-58)

**Army Leader Development Program (ALDP):** CG, TRADOC lead activity which executes Army leader development. The ALDP is the Army's program for managing HQDA-approved leader development initiatives. The ALDP is the sole management process for program execution, approval, and incorporation of new initiatives, and recommendations for prioritization of resources. (DA PAM 350-58)

**Army Leader Development Strategy (ALDS):** Articulates the characteristics desired in our Army leaders and provides guidance for the career-long development of Army leaders through education, training, and experience. The ALDS describes leader development imperatives that will lead to developing agile, adaptive, and broad-minded leaders for the 21st Century. (DA PAM 350-58)

**Army Profession:** Army Profession is a unique vocation of experts certified in the design, generation, support, and ethical application of land power, serving under civilian authority and entrusted to defend the Constitution and the rights and interests of the American people. (ADRP 1)

**Army Professional:** Uniformed and Civilian, an expert certified within the profession and bonded with comrades in a shared identity and culture of sacrifice and service to the Nation; one who stewards the future of the Profession while adhering to the highest standards of the Army's ethic. (ADRP 1)

**Army Service Component Command (ASCC):** An Army force, designated by the SA, comprised primarily of operational organizations serving as the Army component of a combatant command or sub unified command. (AR 10-87)

**Army Training Requirements and Resource System (ATRRS):** ATRRS is the Department of the Army Management Information System of Record for managing student input to training. The on-line system integrates manpower requirements for individual training with the processes by which the training base is resourced and training programs are executed. This automation support tool establishes training requirements, determines training programs, manages class schedules, allocates class quotas, makes seat reservations, and records student attendance. It supports numerous Department of the Army processes which include the Structure Manning Decision Review (SMDR). The product of the SMDR is the Army Program for Individual Training (ARPRINT), the mission and resourcing document for the training base. (<https://www.atrrs.army.mil/atrrs2.aspx>)

**Assistant G-1 for Civilian Personnel (AG-1 (CP)):** Headquarters Army, G-1 staff element responsible for setting long-range, strategic direction and policy governing the management and utilization of Department of the Army (DA) Civilian employees.

<https://www.g1intranet.army.mil/cp.asp>

**Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)):** The principal advisor to the SA for manpower, human capital management, training, leader development, readiness and reserve affairs. Has overall supervision for Civilian Personnel Management and for Civilian personnel policy and programs. (Army General Order 2012-01)

**Authorization, Agreement and Certification of Training (Standard Form 182):** OPM approved form used to request, approve, authorize, certify and/or document training instances, regardless of the funding source. (AR 350-1)

**Career Development (CD):** A method of obtaining additional knowledge, skills and abilities within a Career Program through training, assignment or self-development. (AR 690-950)

**Career Development Program:** Structured plans, processes, and activities directing and supporting the systematic organizational, occupational, and individual growth of employees in designated Career Programs. It entails progression through a series of training, education, and professional development programs and assignments involving broader knowledge, improved skills, and/or greater responsibility. (DRAFT DoDI 1400.25-V410)

**Career Ladder:** A graphic depiction of the levels of grade progression within the Career Program. The Career Ladders describe the grade levels, by position titles and organizational level within each function and across functions where applicable. (AG-1 CP)

**Career Management:** The assessment and execution of the mission based development of employees throughout the life-cycle from recruitment through separation. (AG-1(CP))

**Career Map (Career Path):** Information that provides employees general professional guidance on career progression. (AG-1(CP))

**Career Program (CP):** Occupational series aligned into consolidated groupings based on common technical functions, associated command missions, position knowledge, skills and abilities. (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Career Program Manager (CPM):** Personnel that support the FC and FCR in the execution of Career Program management responsibilities. Career Program Managers

are employed in various organizational levels: Career Program Proponency Offices; Army Commands (Command Career Program Managers-(CCPM); and Activities (Activity Career Program Managers- (ACPM). (AG-1(CP)

**Command Career Program Manager (CCPM):** The Functional Chief Representative (FCR) counterpart at the Army Command. Advises Command Headquarters and field activities on career management from a functional perspective. (AR 690-950, 31 Dec 2001)

**Career Program Policy Committee (CPPC):** A continuing, intra-component, Army-level committee that: (a) Develops recommendations for changes in Army Career Program policies and procedures; (b) Prepares recommendations for the AG-1(CP) to determine ACTEDS resource allocations for Interns and Fellows and to the HQDA, G-3/5/7 for Competitive Professional Development, (c) Makes determination on recommendations from any subcommittee operating within mission of the CPPC; and, (d) Makes determinations and develops solutions to enterprise-level issues and develops practices appropriate for Army wide execution. (Army Policy Memorandum: SAMR-CQ Memo, SUBJECT: Civilian Career Program Management Guidance, 21 April 2011)

**Career Program Proponency Office (CPPO):** Staff office to support and assist the FCR with career management responsibilities. Personnel proponents are also responsible for developing, monitoring, and assessing equal opportunity and affirmative actions of their respective career fields. (SAMR-CQ Memo, SUBJECT: Civilian Career Program Management Guidance, 21 April 2011)

**Career Program Population:** All Army Civilian employees aligned to a Functional Community/Career Program (CP) to include Appropriated Fund (AF), Nonappropriated Fund (NAF), Direct Hire Foreign Nationals (DHFN) and Wage Grade (WG) populations. Excluded from the Army, CP populations are National Guard Technicians, and also Indirect-hire Foreign Nationals who are employees of their states and host nations, respectively. (AG-1(CP)

**Certificate Program:** A non-degree program established or purchased by an agency to provide structured training or education course(s). A certificate program awards a certificate after a course of study has been completed and does not generally require previous work experience or exhibited skill level for participation. The certificate documents completion of the training or education. (DRAFT DoDI 1400.25-V410)

**Certification:** A formal written confirmation by a proponent organization or certifying agency that an individual or team can perform assigned critical tasks to a prescribed standard. The team or individual must demonstrate its ability to perform the critical tasks to the prescribed standard before certification is issued. It is also the recognition or credential given to individuals who have met predetermined qualifications set by an

agency of government, industry, or a profession. (DRAFT DoDI 1400.25-V410 and AR 350-1)

**Change Management:** Building energy and engagement around change by using a systematic, structured approach to transition from the present to the desired state in individuals, teams, and organizations. (AG-1(CP))

**Civilian Competency-based Development System (CCDS):** The Army's foundational system for deriving competency based training requirements, competency-driven career planning and employee development plans. (AG-1((CP))

**Civilian Creed:** The Civilian Creed refers to the professional attitudes and beliefs that characterize the Department of the Army Civilian (DAC). (DA PAM 350-58)

**Civilian Education System (CES):** The Civilian Education System (CES) is the foundation of the Army's leader development program for all Army Civilians, providing progressive and sequential education course opportunities that employees can take throughout their career. It is centrally funded by HQDA G-37/Training Directorate for most permanent Army Civilians, including but not limited to general schedule (GS), Nonappropriated fund (NAF), local national (LN), and wage grade (WG) employees. CES leadership courses, or designated equivalent courses, are required for all Army Civilians. Employees should include attendance at the CES course for which they are eligible in their Individual Development Plans (IDP). More information on CES courses, as well as instructions on how to enroll can be found on the Civilian Training and Leader Development website at <http://www.t3ac.army.mil/Pages/Homepage.aspx>

**Civilian Employee:** A direct hire U.S. employee who is appointed either temporarily or permanently to a position with the Department of the Army or other DoD Component. (AR 690-11)

**Civilian Expeditionary Workforce (CEW):** A subset of the DoD Civilian workforce that is organized, trained, cleared and ready in a manner that facilitates the use of their capabilities either in a temporary reassignment and/or duty status or to stay in place overseas to support the DoD mission. The CEW is composed of the existing category of Emergency-Essential (E-E) positions and new categories of positions, Noncombat Essential (NCE), Capability-Based Volunteers (CBVs), and former Army employee volunteers. (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Civilian Human Capital:** Civilian employees at all grade levels in all jobs, occupations, and Career Programs, including both white collar and blue collar positions that provide an inventory of knowledge, skills, abilities, experience, capabilities and competencies that drive productive labor within an organization's workforce. (DRAFT DoDI 1400.25-V410)

**Civilian Human Resources Agency (CHRA):** Organization within the Army G-1, responsible for providing Department of the Army Civilian Human Resources operations support (CHRA oversees the operations of the Civilian Personnel Advisory Centers). (<http://www.chra.army.mil/global/aboutus.asp>)

**Civilian Labor Force (CLF):** Data derived from the decennial census reflecting persons, 16 years of age or older who were employed or seeking employment, excluding those in the Armed Services. (<http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>)

**Civilian Personnel Advisory Center (CPAC):** The installation CPAC services or is collocated with the proponent office and provides proponents access to and assistance with interpretation of civilian personnel management regulations, laws and other reference materials. (AR 600-3)

**Civilian Personnel Directors/Human Resources Board of Directors:** Principal advisors to the Commanders on career management. (AR 690-950)

**Civilian Training Council of Colonels (CIV TNG COC):** An Army leadership body that supports the Training General Officer Steering Committee (TGOSC), and focuses its emphasis on the Civilian training programs and initiatives within the Army. The CIV TNG COC screens, reviews, refines, and monitors Civilian training issues; recommends priorities for Civilian training requirements; identifies policies affecting the implementation of Civilian training that require revision or development; and forwards appropriate Civilian training issues with recommendations to the TGOSC. (ADCS, G37/TRV)

**Civilian Workforce Transformation (CWT):** Established by the ASA (M&RA), CWT is chartered to look at existing Civilian workforce programs and offer recommendations and modifications to realize the Army's vision of a Civilian workforce management program able to attract and retain top talent and prepare the Civilian workforce to succeed in leadership positions throughout the Army. All of CWT's efforts are focused on ensuring the Civilian cohort is a trained and ready professional workforce with increased capabilities to execute the Army's current and future missions. (<http://www.asamra.army.mil/cwt/about.cfm>)

**Climate:** The state of morale and level of satisfaction of members of an organization. (DA PAM 350-58)

**Coaching:** The guidance of another person's development in new or existing skills during the practice of those skills. (FM-622)

**Code of Federal Regulations (CFR):** A codification of the general and permanent rules published in the Federal Register by the Executive departments and agencies of the Federal Government. (Title 5)

**Community of Interest (COI):** An approach for developing agreements necessary for meaningful information exchange on a community basis. COIs consist of collaborative groups of users who have a shared vocabulary to exchange information in pursuit of their shared goals, interests, missions, or business processes. This group may include end users, program managers, application developers, subject matter experts, and Combatant Command, Service, and Agency representatives, and information technology portfolio representatives. (DRAFT DoDI 1400.25-V410.)

**Competency:** An (observable) measurable pattern of knowledge, skills, abilities, and other characteristics that individuals need in order to successfully perform their work. (DoDI 1400.25, Volume 250)

**Competency-Based Activities:** Training, education and professional development activities that have been approved by an employee's supervisor, organization or command or the Army as contributing to a strategy designed to support the closure of identified competency gaps. Activities may be HQDA centrally or command locally funded. (AG-1(CP))

**Competency Based Career Development Program:** A program that focuses on the development of competencies so that employees acquire the critical skills and knowledge needed to perform their jobs and advance in their careers. Competencies define the clusters of knowledge and skills collectively needed for successful job performance and are directly related to achieving the agency's mission and goals. Through competency-based career development programs, agencies ensure they cultivate the skills and knowledge needed by the workforce to carry out mission requirements. (<http://www.opm.gov/policy-data-oversight/human-capital-management/reference-materials/#url=Glossary>)

**Competency-Based Management System (CMS):** A system that is administratively managed by the AG-1(CP), and is the central repository of position and employee competencies. CMS supports Army career management workforce planning and Defense Enterprise Civilian Competency Management Framework implementation, in accordance with NDAA 2010 requirements. The CMS tool is assessable at: (<https://cms.cpol.army.mil>) (AG-1(CP))

**Competency Gap:** The difference between the projected or actual availability of mission-critical competencies and the projected or actual demand for such competencies. Identification of current or future gaps typically addresses the size, composition, and competency proficiency levels of the workforce. (<http://www.opm.gov/policy-data-oversight/human-capital-management/reference-materials/#url=Glossary>)

**Competency Model:** A framework that describes the full range of competencies required to be successful in a particular occupation. (AG-1(CP))

**Competency Tiers:** The Army's three (3) tiers of grouped competencies: Tier 1 - Core competencies that are generally required of all employees of an occupational series. They are based on ratings of importance by the employees and their supervisors, and are typically the most highly rated competencies (i.e., those rated 3 and above on a scale of 5). Tier 2 - Competencies that are important for functional (Specialty) areas within an Occupational Series and are not included in Tier 1. Required of all employees of a given specialty ("parenthetical") within an Occupational Series. Tier 3 - Competencies that were not included in Tiers 1 or 2, but are required of an employee in a specific position. These competencies may be identified by individual managers or hiring officials as specific to that particular *position* (not person). (AG-1(CP))

**Competency Title:** The label used to identify a competency. For a Technical Competency, the Competency Title consists of a descriptor that associates it to the technical area of interest and a word that describes the type of work required (e.g., analysis, collection, investigation, reporting, etc.). Although brief, the title must be descriptive enough so that a reader with little or no familiarity with the subject matter can easily understand the nature of the work. The Competency Title is not synonymous to, and should not be confused with, a job or position title. (AG-1(CP))

**Competitive Professional Development (CPD):** Competitive, functionally tailored, significant developmental opportunities that occur in academic (university) programs, Training-With-Industry (TWI), Short-Term Training, and/or planned developmental assignments that have been documented in the respective ACTEDS plans. (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Competitive Professional Development (CPD) Program:** A planned, systematic, and coordinated program of professional development that supports the Army's organizational goals and mission. It encompasses functionally tailored developmental opportunities that occur in academic environments, business/industrial settings, or in other strategically planned career enhancing developmental assignments that have been identified in an approved Career Program, Master Training Plan (MTP) or Individual Development Plan (IDP). Training instances may be short- or long-term and funded from various sources. (AR 350-1)

**Component Functional Community Manager (CFCM) and Component Functional Community Manager Representative (CFCMR):** Senior functional leader, responsible for supporting the execution of DoDI 1400.25, Volume 250 in his or her respective DoD Component career field by working with the Office of the Secretary of Defense (OSD) and command leadership, manpower representatives, senior function leaders at the OSD level, and HR consultants. (DoDI 1400.25-V250, November 18, 2008)

**Content Validity:** Evidence of the validity of a test or other selection procedure by a content validity study. For (employee) selection, it should consist of data showing that

the content of the selection procedure is representative of important job performance aspects for which the candidates are to be evaluated. (Uniform Guidelines on Employee Selection Procedures, Section 5-B).

**Continued Service Agreement:** A contract between the employee and Army/DoD Component, signed prior to the commencement of training, education, and professional development activities, requiring the employee to either continue Federal service as determined by the DoD Component or repay training expenses incurred. (DRAFT DoDI 1400.25-V410). In accordance with Title 5 U.S.C, Section 4108, 5 C.F.R, Section 410.309(c), and AR 690-400, Chapter 410, before assignment to training, Civilian employees, regardless of grade and category (e.g., APF, NAF, Wage Grade, LN), selected for nongovernment training in excess of 80 hours, or long-term training or developmental programs in excess of 120 calendar days (Government or Nongovernment) must sign an agreement to continue to serve in the Department of Defense (DoD) for a period equal to at least three times the length of the training course or program. The obligation period may be longer based on associated training costs. See page 4-5 of the Standard Form 182, Authorization Agreement and Certification of Training. (DCS, G-3/5/7/TRV)

**Core Competencies:** Technical areas of knowledge, skills, and abilities, as well as other characteristics (nontechnical competencies such as interpersonal skills) that cross all specialties that are required by the majority of the positions in an occupational series or career program for the successful execution of critical tasks associated with the duties and responsibilities of positions. (AG-1(CP))

**Culture:** The set of long-held values, beliefs, expectations, and practices shared by a group that signifies what is important and influences how an organization operates. (DA PAM 350-58)

**Defense Civilian Intelligence Personnel System (DCIPS):** A Title 10 Excepted Service Intelligence Community (IC) personnel system that is founded in Army policies that support employee performance, career development opportunities, awards and recognition. (<http://www.dami.army.pentagon.mil/site/dcips/About.aspx>)

**Department of Defense Instruction on Civilian Personnel Management System:** Establishes uniform Department of Defense (DoD) wide procedures, provides guidelines and model programs, delegates authority, and assigns responsibilities regarding Civilian personnel management within the DoD. (DoDI 1400.25, Vol. 250, November 18, 2008)

**Department of Defense Instruction on Civilian Personnel Management System: Civilian Leader Development:** Provides overall Civilian leader training, education and professional development policies to Department of Defense Components and individual organizations. (DRAFT DoDI 1400.25, Volume 412)

**Department of Defense Instruction on Civilian Personnel Management System: Training, Education, and Professional Development:** Establishes policy, assigns responsibilities, and establishes procedures for programs, administration, and evaluation of activities for Civilian employees. It also establishes information requirements, in accordance with DoDI 8910.01 and DoDI 8910.1-M. (DRAFT, DoDI 1400.25, Volume 410, dated 16 Oct 2012)

**Deputy Chief of Staff, G-3/5/7:** The HQDA staff proponent responsible to exercise supervision for defining concepts, strategies, resources, policies, and programs for Army training, education, and leader development. The DCS, G-3/5/7 approves Army Military and Civilian training and education programs and serves as the Army staff proponent for all HQDA mandatory training requirements. (AR 350-1)

**Development:** Engagement in a set of learning experiences designed to achieve specific goals and long-term objectives. Learning experiences often occur in the workplace, and include coaching, mentoring, job rotation, developmental assignments, on-the-job training, and self-study courses. (DRAFT DoDI 1400.25-V410)

**Developmental Assignments:** Training assignments which provide activities as a way to enhance competencies by giving employees an opportunity to perform duties in other occupational, functional, or organizational elements to enhance the employee's understanding of other operations, systems, and relationships.

<http://www.civiliantraining.army.mil/professional/Pages/default.aspx>

**Direct Reporting Unit (DRU):** An Army organization comprised of one or more units with institutional or operational support functions. Designated by the SA, normally to provide broad general support to the Army in a single, unique discipline not otherwise available elsewhere in the Army. DRUs report directly to a HQDA principal and/or ACOM and operate under authorities established by the SA. (AR 10-87)

**Disability:** A physical or mental impairment that substantially limits one or more major life activities. (<http://www.eeoc.gov/federal/reports/fsp2010/appendix1.cfm>)

**Distributed Learning:** The delivery of standardized individual, collective, and self-development training to Soldiers, DA Civilians, units, and organizations at the right place and time through the use of multiple means and technology. Distributed learning may involve student-instructor interaction in real time (for example, via two-way audio/video television) and nonreal time (for example, via computer-based training). It may also involve self-paced student instruction without the benefit of access to an instructor (for example, Army Learning Management System courses). (AR 350-1)

**Diversity:** The different attributes, experiences and backgrounds of our Soldiers, Civilians and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army. (Army Diversity Roadmap)

**Doctrine:** Fundamental principles by which military forces or elements thereof guide their actions. Doctrine evolves from theory and concepts based on values, beliefs, historical perspective, experience, and research. (Army Leader Development Program, DA PAM 350-58)

**Education:** Instruction with increased knowledge, skills, and/or experience as the desired outcome for the student. This is in contrast to training, where a task or performance basis is used and specific conditions and standards are used to assess individual and unit proficiency. (AR 350-1) It is also developing an employee's general knowledge, capabilities, and character through exposure of learning theories, concepts, and information. Education is traditionally delivered by an accredited institution, and may relate to a current or future mission-related assignment. (DRAFT DoDI 1400.25-V410)

**Equal Employment Opportunity Program:** A federal program for all employees required by Federal regulations to implement Federal laws, guidelines and policies governing both Title VII of the Civil Rights Act of 1964 (Title VII), as amended 42 U.S.C. § 2000E et seq, Section 501 of the Rehabilitation Act of 1973 (Rehabilitation Act) as amended 29 U.S.C. § 791 et seq. (42 U.S.C. § 2000E et seq, 29 U.S.C. § 791 et seq)

**Ethnicity and Race Identification (ERI) Categories:**

**American Indian or Alaska Native** - All persons having origins in any of the original peoples of North and South America (including Central America) and who maintain cultural identification through tribal affiliation or community recognition

<http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>

**Asian** - All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent including for example Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam

<http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>

**Black or African American (Not of Hispanic Origin)** – All persons having origins in any of the Black racial groups of Africa

<http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>

**Hispanic or Latino** – All persons of Cuban, Mexican, Puerto Rican, South or Central American or other Spanish culture origin, regardless of race

<http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>

**Native Hawaiian or Other Pacific Islander** – All persons having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands

<http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>

**White (Not of Hispanic Origin)** – All persons having origins in any of the original peoples of Europe, the Middle East, or North Africa

<http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>

**Persons of Two or More Races** – All persons who identify with two or more of the above race categories <http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>

**Executive:** A supervisor or manager who manages a Federal agency or any subdivision thereof (including the lowest recognized organizational unit with a continuing function) and customarily and regularly directs the work of subordinate employees. (5 CFR 551.205)

**Functional Chiefs (FCs):** The Senior Career Program Official (General Officer or SES level) , whose responsibilities include identifying strategic workforce issues that need to be addressed in the life-cycle management of Civilians within their Career Program. They have enterprise-level responsibility for ensuring the readiness of employees in occupational series and CPs, in support of Army missions. (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Functional Chief Representatives (FCR):** An Army Senior Civilian, designated by the Functional Chief (FC), to serve as the principle advisor on Career Program Management issues. (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Functional Competencies:** Technical specialty areas knowledge, skills, abilities and other characteristics (nontechnical, e.g., interpersonal skills) that are required by the majority of the positions in an occupational series or career program for the successful execution of critical tasks associated with the duties and responsibilities of positions. (AG-1(CP))

**Functional Mobility:** Multi-dimensional career development achieved by diverse experiences within one or more functional communities. (AG-1(CP))

**Functional/Technical Training:** Training that provides study in scientific, professional, technical, mechanical, trade, clerical, fiscal, administrative, or other fields which will improve individual and organizational performance and assist in achieving the Army's mission and performance goals. It includes Competitive Professional Development (CPD) programs, as well as functional/technical training within TRADOC and other military schools. (DCS, G-3/5/7/TRV)

**Gap Closure Plan (Strategy):** The plan (strategy) to eliminate competency gaps through recruitment of new personnel and/or the development and training of current employees. (AG-1(CP))

**Generating Force:** Army organizations whose primary mission is to generate and sustain the operational Army units by performing functions specified and implied by law; also possess operational useful capabilities for employment by or in direct support of Joint Force Commanders. (AR 525-29)

**Geographic Mobility:** Diversity of experience acquired by employment at various geographic locations or organizational levels (e.g., Headquarters; Command; Installation, Overseas). (AG-1(CP))

**GoArmyEd:** GoArmyEd is the Army's virtual gateway to request Tuition Assistance (TA), ACTEDS Funding, and approval of training applications and SF 182 online. This system is a dynamic online portal that automates many of the paper-based processes historically conducted by Army Education Counselors, Career Program Managers, and Training Managers. It is a one-stop location for managing education, training, and professional development, as well as managing and resourcing training requests. (DCS, G-3/5/7/TRV)

**Government Employees Training Act (GETA) (1958):** Created the framework for agencies to plan, develop, establish, implement, evaluate and fund training and development programs designed to improve the quality and performance of the workforce. GETA was codified into Title 5 United States Code Chapter 41. It has been amended many times by the Federal Workforce Restructuring Act of 1994. Additional information on Civilian training laws and policies is located at:

<http://www.opm.gov/hrd/lead/policy/eo11348.asp>

**Human Capital (HC):** An inventory of skills, experience, knowledge capabilities that drive productive labor within an organization's workforce. (DoDI 1400.25-V250, November 18, 2008)

**Human Capital Assessment & Accountability Framework (HCAAF):** The Human Capital Assessment and Accountability Framework (HCAAF) identifies five human capital systems that together provide a consistent, comprehensive representation of human capital management for the Federal Government. The HCAAF fuses human capital management to the merit system principles; a cornerstone of the American civil service and other civil service laws, rules, and regulations. Establishment of the HCAAF and its related standards and metrics, provided in this document, fulfills OPM's mandate under the Chief Human Capital Officers Act of 2002 (CHCO Act), as codified at 5 U.S.C. 1103(c) and implemented under subpart B of 5 CFR part 250, to design systems and set standards, including appropriate metrics, for assessing the management of human capital by Federal agencies.

The regulation at 5 CFR 250.203, establishes requirements for an agency to maintain a current human capital plan and submit to OPM an annual human capital accountability report. The requirements in the regulation are by design congruent with the planning and reporting requirements contained in OMB Circular A-11 and title 31 U.S.C. The HCAAF outlines an ongoing process of human capital management in every Federal agency; planning and goal-setting, implementation, and evaluating results using five systems:

1. Strategic Alignment (Planning and Goal-Setting)
2. Leadership and Knowledge Management (Implementation)
3. Results-Oriented Performance Culture (Implementation)
4. Talent Management (Implementation)
5. Accountability (Evaluating Results)

<http://www.opm.gov/policy-data-oversight/human-capital-management/referencematerials/practitioner%E2%80%99s-guide/systemsstandardsmetrics.pdf>)

**Human Resources (HR) Advisor:** This role focuses on the advisory portion of the position as well as the development of the strategic focus while still performing traditional HR service delivery activities.

<https://dodhrinfo.cpms.osd.mil/Pages/Home1.aspx>)

**Human Resources Development (HRD):** The professional discipline devoted to design, advancement, and implementation of comprehensive strategies to establish a strong employee base. HRD helps employees mature their competencies and skills for current and future work assignments. (DRAFT DoDI 1400.25-V410)

**HR Specialist:** At its base is the largest group of HR technical specialists who perform the technical and operational functions. This role is tactical/transactional and focuses on the skills needed to perform the traditional HR service delivery activities.

<https://dodhrinfo.cpms.osd.mil/Pages/Home1.aspx>)

**HRD Strategic Partner:** At the corporate level, the HR professionals are more frequently asked to provide HR-relevant advice to senior managers in the various DoD Components. This role focuses on the strategic aspects of the position supporting the workforce and the organization. It is driven by the legislated mandate of the Human Capital Management requirements, the Business Acumen Core Executive Qualification of the Senior Executive Service (SES), and the DoD Leader Development Framework that added “Enterprise-wide Perspective” to the SES core competencies.

<https://dodhrinfo.cpms.osd.mil/Pages/Home1.aspx>)

**Importance Level of Position Competencies:** The relative significance or weight that a given competency has in the successful execution of critical tasks in a position. (AG-1(CP))

**Inclusion:** A process that cultivates a work environment that connects employees and organization, encourages collaboration, flexibility and fairness, and leverages diversity so that all are enabled to participate and contribute to their full potential (Army Diversity Roadmap)

**Individual Developmental Plan (IDP):** A documented plan developed with supervisor and employee collaboration that identifies individual development needs and outlines specific short and long-term goals and associated training or development needs. The intent of an IDP is to promote career development and continued personal growth.

(Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Institutional Training:** Training, either individual or collective, that takes place in Army service schools, Army training centers, or other Total Army School System (TASS) locations. (AR 350-1)

**Intern:** An employee who has met all entrance requirements for an entry-level position in an established career program. The employee accepts an obligation to complete a highly structured training program and occupies a position with known potential for noncompetitive promotion to the target level. The intern may be centrally or locally funded. (AR 690-950)

**Job Analysis:** The process of identifying and defining, at an appropriate level of detail, what the basic duties and responsibilities of a job require in terms of both job tasks and employee competencies needed to perform those duties and responsibilities. The competencies derived from the job analysis must be relevant or demonstrate a linkage to the tasks or duties of the job. There are various well-developed, systematic approaches to job analysis. (DoDI 1400.25-V250, November 18, 2008)

**Key Assignments/Positions:** Positions that represent windows of opportunities to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development. (DRAFT DoDI 1400.25-V410)

**Leader Development:** The deliberate, continuous, sequential and progressive process, grounded in Army values that grows Soldiers and Civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the life-long synthesis of the knowledge, skills, abilities and experiences gained through the development of institutional, operational and self-development. (Army Leader Development Program, DA PAM 350-58)

**Leader Development Program:** A program designed to train leaders. It incorporates formal and informal training; progressive and sequential duty assignments; and assessment, counseling, coaching and feedback to maximize a leader's potential. (DA PAM 350-58)

**Leadership:** The process of influencing people by providing purpose, direction, and motivation, while operating to accomplish the mission and improve the organization. (FM-6-22)

**Leadership and Knowledge Management System:** A system that ensures continuity of leadership by identifying and addressing potential gaps in effective leadership and implements and maintains programs that capture organizational knowledge and promote learning. (ADCS G-3/5/7)

**Leadership Competency Model:** A model that describes the sets of skills and abilities required for individuals to guide the workforce. In the Federal sector, OPM's 1998

Leadership Competency Model (comprised of 27 competencies grouped by five broad dimensions) is the accepted model. It reflects the qualifications necessary to succeed in the Government-wide Senior Executive Service and is also used by agencies in selecting managers and supervisors. (ADCS G-3/5/7)

**Learning:** Cognitive and/or physical process where a person assimilates information, and temporarily or permanently acquires or improves knowledge, skills, abilities, behaviors, and/or attitudes. (DRAFT DoDI 1400.25-410)

**Learning Objectives, Terminal (TLO):** Specifies what students should know or be able to do at the end of the course that they didn't know or couldn't do before. (AG-1(CP))

**Life-Cycle Career Management (LCM):** The progression in a continuum of manageable steps and processes that involve six basic areas of an employee's life cycle career that includes Structure, Acquire, Develop, Distribute, Sustain and Transition. (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Lifelong Learning:** Individual lifelong choice to actively and overtly pursue knowledge, the comprehension of ideas, and the expansion of depth in any area to progress beyond a known state of development and competency. (FM 6-22)

**Long-Term Training (LTT):** Training to which an employee is assigned for more than 120 consecutive days, on a full-time basis. The assignment may be at either a government or nongovernment facility and may include both formal and training programs and strategically planned career assignments. LTT enables employees to stay abreast of changes and innovations in their occupational fields, learn and/or develop/improve competencies needed in current positions and meet emerging Army requirements. Attendance at an LTT event must have a demonstrated training purpose and must be documented in each respective Career Program, MTP or IDP. (AR 350-1)

**Major Occupations:** Agency occupations that are mission related and heavily populated relative to other occupations within the agency

(<http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>)

**Management Directive 110:** An Equal Employment Opportunity Commission (EEOC) Directive which provides policies, procedures and guidance relating to the processing of employment discrimination complaints governed by the Commission's regulations in 29 CFR Part 1614 (<http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>)

**Management Directive 715:** An EEOC Directive which provides policy guidance and standards for establishing and maintaining effective affirmative programs of equal employment opportunity under Section 717 of Title VII (Part A) and effective affirmative action programs under Section 501 of the Rehabilitation Act (Part B). The Directive also

sets forth general reporting requirements (Part C).  
(<http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>)

**Management Directive 715 Report (MD 715 Report):** The document which agencies use to annually report the status of its activities undertaken pursuant to its EEO program under Title VII of the Civil Rights Act of 1964 and its activities undertaken pursuant to its affirmative action obligations under the Rehabilitation Act of 1973  
(<http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>)

**Mandatory Training:** Required for all Civilian employees based on statute, regulation, or other prescribed policy. (DRAFT DoDI 1400.25-V410)

**Master Intern Training Plan (MITP):** A detailed training plan issued by HQDA showing competitive, centrally managed and centrally funded, on-the-job training and formal courses that will prepare career interns for target-level CP positions DA-wide. (DA PAM 690-950)

**Mentor:** A more experienced or senior employee who accepts responsibility for assisting an associate by guiding the associate's career, advising on career opportunities, and evaluating the associate's progress towards goals and objectives. Mentors may participate in formal, semi-formal or informal mentoring relationships with associates. (DA PAM 690-46)

**Mentoring:** A formal or informal relationship between senior and junior employees for the purpose of supporting learning and development. A mentor holds a higher position and is usually outside the employee's chain of supervision. Informal mentor/protégé relationships often develop in the workplace or in a professional group. When agencies establish formal mentoring programs, they assign mentors to proteges and provide formal orientation to them about their roles. Agencies typically target groups of people for mentoring who would most benefit from the mentoring process and identify mentors who are able to provide guidance effectively. Mentoring techniques include coaching, role modeling, career development advice, etc., to foster the protégé's individual growth and career development

**Mentorship:** The voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect. (Army Leadership, FM 6-22)

**Metrics:** Measurements that provide a basis for comparison. Strategic human capital management requires a reliable and valid set of metrics that provides an accurate baseline against which individual agency progress can be assessed  
(<http://www.opm.gov/glossary/metrics/11348.asp>)

**Mission Critical Occupation (MCO):** Occupational series designated by DoD and Department of the Army as essential to current and future military and organizational

mission accomplishment. Civilian Career Program Management Guidance, 21 Apr 2011 ASA M&RA)

**Mobility Program:** A formal program, as a part of a DoD Component workforce development strategy, that provides for planned change of permanent duty station of Civilian personnel within the same or another DoD Component that may involve relocation without reduction in grade. (DRAFT DoDI 1400.25-V410)

**Multisource Assessment:** A formal measure of peer, subordinate, and self-impressions of specified qualities of a single individual. Also called a multirater assessment, a 360 degree assessment or 360 appraisal (360 applies when all sources of ratings are collected). (FM 6-22)

**Nontechnical Competency:** Observable and measurable soft skills that are exhibited by individuals as behaviors in the execution of their duties such as critical thinking, interpersonal skills, problem solving. (AG-1(CP))

**Office of the Secretary of the Army (OSA):** One of the three military departments reporting to the Department of Defense, and is the principal staff element of the SA in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities. (AR 10-87)

**Office of the Secretary of Defense (OSD):** The principal staff element of the Secretary of Defense in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities.  
(<http://www.defense.gov/osd/>)

**OPM Pathways/Intern Program:** An accession program that 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. Replaced the Student Career Experience Program (SCEP) and Student Temporary Employment Program (STEP).  
(<http://www.opm.gov/hiringreform/pathways/>)

**OPM Pathways/Presidential Management Fellow Program (PMF):** An accession program for people who have obtained an advanced degree (e.g., graduate or professional degree) within the preceding two years prior to appointment.  
(<http://www.opm.gov/hiringreform/pathways/>)

**OPM Pathways/Recent Graduates Program:** An accession program for people who have recently graduated from qualifying educational institutions or programs (2 years from the date the graduate completed an academic course of study). Veterans precluded from applying due to military service obligations will have up to six years after degree or certificate completion. (<http://www.opm.gov/hiringreform/pathways/>)

**Participation Rate:** The extent to which members of a specific demographic group are represented in an agency's work force  
(<http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>)

**Performance Indicator:** A particular value or characteristic used to measure output or outcome. (AG-1(CP))

**Policy:** A plan, procedure, or principal designated to influence and determine decisions and actions. Policy is derived from doctrine. Doctrine describes how things should be while policy states how things are based on real-world constraints. (DA PAM 350-58)

**Program Evaluation:** An assessment through objective measurement and systematic analysis of the results, impact, or effects of a program or policy; the manner and extent to which Federal programs achieve intended objectives. Program evaluations also are frequently used to measure "unintended results" (good or bad) which were not explicitly included in the original statement of objectives or were unforeseen in the implementation design. The POM shows programmed needs 6 years hence (i.e., in FY 2008, POM 2010-2015 was submitted). (DoD 7000.14-R)  
(<https://dap.dau.mil/glossary/Pages/Default.aspx>)

**Reportable Disability:** Any self-identified disability reported by an employee to the employing agency

**Requirements-based Training:** Training and development defined within one of these competency-based categories - (1) Performance Enhancement - To close competency gaps to improve job performance, (2) Meet New Position Requirements - Driven by new or changes in mission that require the development of new competencies required by the job, (3) Career Progression - Match Army's requirements with employee career goals, to develop competencies to facilitate career progression, and/or, (4) Mandatory/Foundational - Meet professional/technical requirements/credentialing of positions and/or Army's standards/guidance. (AG-1(CP))

**Retraining:** Development designed to prepare an individual for a different occupation, address an individual's skills obsolescence in the current position, or to prepare an individual for a different occupation in the same agency, another Government agency, or the private sector. (DRAFT DoDI 1400.25-V410)

**Rotational Assignments:** An opportunity to perform varied practical and career-enhancing experiences within or outside of an employee's current functional area. (AG-1(CP))

**Self-Assessment:** Helps you to determine how to use your talent and skills and continue to grow; identify and focus on preparation needed for a successful career; and identify and close gaps in your training and learning. ([www.hru.gov](http://www.hru.gov))

**Self-Development:** A planned, continuous, lifelong process individual leaders use to enhance their competencies and potential for progressively more complex and higher-level assignments. (FM 6-22)

**Senior Enterprise Talent Management (SETM):** The program prepares participants for positions of greater responsibility through advanced senior-level educational and developmental experiences. Included in the SETM program are opportunities in the Enterprise Placement Program, Developmental Experiences, Senior Service College, and the Defense Senior Leader Development Program.

[http://myarmybenefits.us.army.mil/Home/News\\_Front/Senior\\_Enterprise\\_Talent\\_Management\\_program\\_opens\\_for\\_Army\\_civilians.html](http://myarmybenefits.us.army.mil/Home/News_Front/Senior_Enterprise_Talent_Management_program_opens_for_Army_civilians.html)

**Series (Occupational):** A subdivision of an occupational group or job family consisting of positions similar as to specialized line of work and qualification requirements. Series are designated by a title and number such as the Accounting Series, 0510; the Secretary Series, 0318; the Microbiology Series, 0403. (Introduction to the Position Classification Standards, TS-134, July 1995)

**Short Term Training (STT):** Training of 120 calendar days or less. Training instances may include, but are not limited to, professional workshops, seminars and college/university courses. Attendance at workshops and seminars must have a demonstrated training purpose and must be documented in each respective Career Program, MTP or IDP. (AR 350-1)

**Strategic Goal or Strategic Intent:** A statement of aim or purpose included in the strategic plan. In a performance/budget annual performance plan, strategic goals should be used to group multiple program outcome goals. Each program outcome goal should relate to the strategic goals or objectives and their performance measures. (OMB Circular No. A-11 (2010))

**Strategic Human Capital Management:** The alignment of human capital strategies with agency mission, goals, and objectives through analysis, planning, investment, and management of human capital programs. Human capital planning is the method by which an agency designs a coherent framework of human capital policies, programs, and practices to achieve a shared vision integrated with the agency's strategic plan. Implementation of the strategic human capital plan is a key step in an agency's progress to build a highly effective, performance-based organization by recruiting, acquiring, motivating, and rewarding a high-performing, top quality workforce. The plan becomes the roadmap for continuous improvement and the framework for transforming the culture and operations of the agency.

<http://www.opm.gov/policy-data-oversight/human-capital-management/>

**Total Army Centralized Individual Training Solicitation (TACITS):** The process by which DoD agencies, the total Army, other services, foreign military, and Civilian agencies are requested to submit their individual training requirements by fiscal year for input into the Army Training Requirements and Resources System (ATRRS). (AR 350-1)

**Total Army Centralized Individual Training Solicitation (TACITS):** The process by which DoD agencies, the total Army, other services, foreign military, and Civilian agencies are requested to submit their individual training requirements by fiscal year for input into the Army Training Requirements and Resources System (ATRRS). (AR 350-1)

**Talent Management System:** A system that addresses competency gaps, particularly in mission-critical occupations, by implementing and maintaining programs to attract, acquire, develop, promote, and retain quality talent.  
(<http://www.opm.gov/hrd/lead/policy/eo11348.asp>)

**Targeted Disabilities:** Those disabilities that the federal government, as a matter of policy, has identified for special emphasis. The targeted disabilities (and the codes that represent them on the Office of Personnel Management's Standard Form 256 are. Hearing 18 (previously deafness (16 and 17)), vision 21 (previously blindness (23 and 25)) missing extremities 30 (previously 28 and 32 through 38), partial paralysis 69 (previously 54 through 68), complete paralysis 79 (previously 71 through 78), epilepsy 82 (previously convulsive disorders (82)), severe intellectual disability 90 (previously mental retardation (90)), psychiatric disability 91 (previously mental illness 991), and dwarfism 92 (previously distortion of limb and/or spine (92))\*  
(<http://www.eeoc.gov/federal/reports/fsp2011/appendix1.cfm>)

**Taxonomy:** The classification, categorization, or grouping of similar items or things, in this case competency. (DoDI 1400.25-V250, November 18, 2008)

**Technical Competency:** Observable and measurable knowledge, skills and abilities that are specific to a technical area such as digital network exploitation analysis, computer programming, etc. (AG-1(CP))

**Training Needs Assessment:** An identification of the gaps between the knowledge, skills, and abilities or competencies employees have and those they need to do their work effectively. A training needs assessment helps determine which employees need training and in what areas and forms the basis for agency training plans. Many sources of information exist to help agencies conduct a training needs assessment, including employee skills assessments against established competencies, Individual Development Plans, focus groups, workforce surveys, organizational performance data, etc.

**Training Priorities:** A priority that must be specified for all types of formal training. Training that is not prioritized may not be conducted. Criteria for determining the appropriate priority is outlined in AR 350-1.

[http://www.apd.army.mil/pdf/files/r350\\_1.pdf](http://www.apd.army.mil/pdf/files/r350_1.pdf)

**Uniform Guidelines for Employee Selection Procedures (1978) ( UGESPs):** A uniform set of principles adopted by the Equal Employment Opportunity Commission, Office of Personnel Management, Department of Justice, and Department of Labor to govern use of employee selection procedures in the public and private sectors consistent with applicable legal standards and recognized validation standards. Section 300.103 of title 5, Code of Federal Regulations requires that the employee selection procedures of Federal agencies must meet UGESP standards in Federal Register 38290. (DoDI 1400.25-v250, November 18, 2008)

**Workforce Planning:** The systematic process for identifying and addressing the competency gaps between the workforce of today and the human capital needs of tomorrow. (AG-1(CP))

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