



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1
300 ARMY PENTAGON
WASHINGTON DC 20310-0300

26 MAY 2013

DAPE-CPZ

MEMORANDUM FOR Dr. Brenda G. Miller, Director, Senior Safety Advisor of Army Safety/Career Program 12 Functional Chief, U.S. Army Combat Readiness Center, 5th Avenue, Building 4905, Fort Rucker, AL 36362-5363

SUBJECT: Approval of Career Program (CP) 12 ACTEDS Plan

1. References:

a. Enclosure 1 to memorandum, SAMR-CQ, dated 21 April 2011, subject: Civilian Career Program Management Guidance, Life-cycle Career Management for Army Civilians Roles and Responsibilities (Enclosure 1).

b. Army Civilian Training and Education Development System (ACTEDS) Plan, Career Program 12 (Enclosure 2).

2. The ACTEDS Plan for the Safety and Occupational Health Career Program (CP 12) is approved. This approval is effective from the date of this correspondence, until changes are directed by the Functional Chief or Functional Chief Representative.

4. All requests for ACTEDS Plan updates or revisions must be coordinated and approved by the Office of the Assistant G-1 for Civilian Personnel (AG-1CP) prior to implementation. Individual course and training plan updates, for careerists and interns that are submitted for Army Civilian Training Catalog reference purposes do not require approval by the Office of the AG-1CP. Those changes should be submitted to ADCS, G-3/5/7 (DAMO-TRV) for review and publication.

6. The Office, AG-1CP point of contact for this action is Ms. Barbara C. Guy, Chief, Career Management Requirements Branch. Ms. Guy can be reached at (703) 806-4723 or email Barbara.c.guy.civ@mail.mil.

2 Encls

1. Encl 1 to 21 Apr 11 SAMR Memo
2. CP 12 ACTEDS Plan


JAY D. ARONOWITZ
Assistant G-1 for Civilian Personnel



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

SAMR-CQ

21 APR 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Civilian Career Program Management Guidance

1. The Department of Army is committed to implementing the Civilian Workforce Transformation (CWT) initiatives described in Annex Q of the Army Campaign Plan. CWT reflects our long-term investment in the Civilian Corps and our commitment to developing and acquiring Civilian employees to meet the future needs of the Army. One key step toward achieving the Army Campaign Plan objective is to expand career program coverage to encompass all Civilian employees. Therefore, I am directing the Deputy Chief of Staff, G-1, (G-1) as the proponent for Civilian career management, to incorporate the policy changes described in this memorandum into AR 690-950 as soon as practicable.

2. Pending the necessary revisions to AR 690-950, I hereby authorize the G-1, existing and newly designated career program functional officials, and the rest of the Army, as appropriate, to begin implementation of the following interim career management guidance.

a. The roles and responsibilities of Functional Chiefs and Functional Chief Representatives (FC/FCRs) are revised as outlined in the guidance at Enclosure 1. This guidance replaces the provisions of the existing AR 690-950 to the extent previous guidance existed. To the extent there is any conflict between this guidance and federal statutes and regulations establishing specific education and training standards (e.g. Acquisition Workforce), the provisions of the law have clear precedence over this guidance. To the extent this guidance may be implemented in consonance with such laws and regulations it is to be implemented.

b. The number of Civilian career programs has been increased to 31. All previously existing career programs are retained. Seven new career programs are hereby established (General Administration and Management, Medical, Inspector General, Legal, Foreign Affairs / Strategic Planning, Historian / Museum Curator, and Aviation. See Enclosure 2 for a matrix of current and new Civilian Career Programs and their designated FC/FCRs.

c. An updated glossary of key Civilian career management terms is provided at Enclosure 3.

SAMR-CQ

SUBJECT: Civilian Career Program Management Guidance

3. Work has already begun to map all Civilian positions to a career program and this work will continue. Our progress toward full implementation of these objectives will depend on numerous budget decisions that are queued up in the current budget cycle. We look forward to your continued support and participation in the important work of delivering the human capital capabilities our Army needs to accomplish its mission.



THOMAS R. LAMONT
Assistant Secretary of the Army
(Manpower and Reserve Affairs)

3 Encls

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SAMR-CQ

SUBJECT: Civilian Career Program Management Guidance

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Functional Chiefs

Functional Chief Representatives

Life-Cycle Career Management for Army Civilians
Roles and Responsibilities

Responsibilities

1. Secretary of the Army

The Secretary of the Army is responsible for civilian personnel management, including career management and human capital planning, within the Army.

2. Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA))

The ASA (M&RA) will—

- a. Approve career management policy.
- b. Conduct evaluations of career management administration and procedural compliance. This function is performed by the Civilian Personnel Evaluation Agency (CPEA) of the Office of the Assistant G-1 for Civilian Personnel.
- c. Supervise the establishment, management, and evaluation of Career Programs (CPs).
- d. Appoint Functional Chiefs (FCs) for all CPs.
- e. Appoint Component Functional Community Managers (CFCMs) for Department of Defense (DoD) Mission Critical Occupations (MCOs) designated by the Office of the Secretary of Defense, and for Army-unique MCOs.
- f. Provide State of the Agency Brief to include CP Management Directive (MD) 715 Analysis to Assistant G-1 for Civilian Personnel (AG-1(CP)) and Functional Chiefs (FCs).
- g. Set the strategic direction for Life-Cycle Career Management of Army Civilian employees (LCCM).
- h. Collaborate with the Career Program Policy Committee (CPPC) in development of career management policy.

3. Assistant G-1 for Civilian Personnel (AG-1(CP))

Through the Deputy Chief of Staff, G-1, and on behalf of the ASA (M&RA), the AG-1(CP) will--

- a. Serve as the Army's principal advisor on policy related to civilian career management. Develop the policies, program goals and objectives.
- b. Identify and validate the training and development requirements for LCCM in coordination with FCRs and develop and distribute applicable tools for identifying requirements. The vehicle for documenting **skill and competency gap** based requirements for CPs participating in the Army competency pilot projects will be Army's Competency Management System (CMS). Skill and competency gap based training requirements will be forwarded to G-3/5/7 along with the results from delivered training for closing gaps for use in planning future training.
- c. Develop Army-wide career management policies, procedures, and program requirements with FC assistance and coordination. Monitor compliance with and evaluate effectiveness of career management policy, procedures, leadership, and administration.

d. Convene periodic meetings of the Career Program Policy Committee (CPPC) to discuss and resolve career management issues, review proposals for program changes, and review program effectiveness. Serve as chairperson of the CPPC.

e. In conjunction with Career Program Proponency Offices and FCRs, estimate annual career management central resource requirements (Interns and Fellows), and develop programming and budget data to support those requirements. Manage and monitor the use of Army Civilian Training, Education and Development System (ACTEDS) central resources (excluding training funds allocated to the DCS, G-3/5/7).

f. Conduct analytical assessments of enterprise-wide trends for strategic human capital planning to include workforce demographics, projected accession and retention requirements along with workforce issue areas that need to be addressed to maintain readiness and balance.

g. Provide training on strategic human capital planning and planning tools, e.g., WASS/CIVFORS, to facilitate the development of strategic assessment and planning capabilities.

h. Project ACTEDS annual intern requirements based on input from the FCs and FCRs and the Army Commands (ACOMs), Army Service Component Commands (ASCCs), and Direct Reporting Units (DRUs) and through the use of a mathematical forecasting model. Allocate ACTEDS resources annually to support central ACTEDS intern requirements and related travel, training, education and development costs.

i. In coordination with FCRs and the Civilian Human Resource Agency (CHRA), direct the placement of surplus ACTEDS centrally funded interns and fellows in appropriate vacancies Army-wide

j. In coordination with ADCS G-3/5/7, approve ACTEDS plans submitted by FCs. ACTEDS plans will include Career Maps that link education, training, assignments, and self-development to skills and competencies. AG-1(CP) will provide format guidance to ensure system compatibility and appropriate level of standardization.

4. Assistant Deputy Chief of Staff, G-3/5/7

The ADCS, G-3/5/7 will—

a. Identify effective and efficient delivery of training to meet training requirements for the Army Civilian Corps.

b. Establish training policy and training procedures for civilians in military and civilian institutions. Manage the enterprise-level requirements to meet the short and long-term Army and DoD training management objectives.

c. Validate civilian functional training requirements identified by AG1-(CP), Functional Chief/Functional Chief Representatives, Army Commands (ACOMs), Army Service Component Commands (ASCCs) and Direct Reporting Units (DRUs). Develop programming and budget data for the Planning, Programming, Budgeting System (PPBS).

d. Allocate HQDA ACTEDS training funds for Competitive Professional Development (CPD) based on validated training requirements. Manage the execution of those funds.

e. Validate eligibility of CP and Command nominations for competitive training. Prioritize training allocations for constrained courses during the year of execution and during the program objective memorandum (POM) years.

f. Serve as a member of the CPPC

g. Report competitive training to OSD, OPM and other key stakeholders as required

5. Career Program Policy Committee (CPPC)

The CPPC is a continuing, intra-component (Army Departmental) committee. The CPPC:

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; to the HQ DA G-3 for Competitive Professional Development.

c. Makes determination on recommendations from any subcommittee operating within mission of the CPPC.

d. Makes determinations and develops solutions to enterprise-level issues and develops practices appropriate for Army-wide execution.

6. Functional Chiefs (FCs) and Functional Chief Representatives (FCRs)

FC responsibilities include identifying strategic workforce issues that need to be addressed in the life-cycle management of civilians in their occupational field. FCs have enterprise level responsibility for ensuring the readiness of their occupational field in support of Army missions. As part of their enterprise level responsibilities, the FCs will establish and maintain communications with commanders within their functional area of responsibility or their designated representatives across the Army to gather mission priorities and develop annual strategic plans that are responsive to the changing needs of the Army. To execute enterprise level responsibilities, the FC of each civilian Career Program will appoint a senior official (normally a civilian), in the occupational field to be the FCR. Duties of the FCR include the following:

a. Assist OASA (M&RA) in the preparation of CP instructions and procedures.

b. FCs and FCRs will receive the State of the Agency Brief to include a CP Management Directive 715 analysis in aggregate and respond accordingly.

c. Serve as a member of the CPPC (employing organization shall provide travel and per diem funding to attend meetings).

d. Chair CP planning boards and select functional participants for planning boards.

e. Support and monitor affirmative employment program (AEP) progress.

f. Foster broad-based employee representation and ensure all qualified candidates are equitably considered for promotions to SES "feeder" positions and grades.

g. Monitor effectiveness of career management through—

(1) Annual enterprise level workforce assessments of their Career Program that include the documentation and publication of Career Program Strategic Plans in 6 key areas of the life-cycle: 1 – Structure; 2- Acquire; 3 -Train; 4 –Sustain; 5- Develop, and, 6 – Transition.

(2) Reviews of analysis of Career Program demographics, workforce evaluations as provided by AC, ASCC, DRU and CPEA evaluation surveys, On-site visits, Planning Board reports, and the timeliness and effectiveness of staffing actions.

h. Engage and collaborate with Commands and Supervisors to ensure the Career Program maintains a well-qualified, motivated and well-balanced civilian workforce, capable of supporting Army missions.

i. Facilitate the identification of requirements based training and development needs by engaging Career Program Managers (CPMs), Supervisors, and Senior Leaders, in articulating the capabilities needed to meet current and future missions.

j. FCRs have positional authority to maintain, update, and otherwise modify Career Program Plans, including Career Maps, previously approved by AG-1(CP), within guidelines which will be established and published in the DA PAM that accompanies AR 690-950.

k. Establish ACTEDS requirements and develop ACTEDS Training plans, (including Master Intern Training Plan). Coordinate with ADCS G-3/5/7 and obtain AG-1(CP) approval before publication. Ensure that ACTEDS subject matter content is current and applicable for Army-wide implementation.

l. Participate in projecting annual ACTEDS centrally funded intern needs to support the programming and budgeting of ACTEDS intern central resources.

m. Review and evaluate annual requests for ACTEDS centrally funded intern resources and submit to AG-1(CP) for resourcing.

n. Review and evaluate annual competitive and functional training requirements for ACTEDS centrally funded CPD resources and submit to HQ DA G-3/5/7 for resourcing.

o. Competitively select and/or review command recommended nominations for training assignments.

p. Assist commanders with identification of appropriate strategies for the development of their employees.

q. Ensure adherence to all applicable federal statutory and regulatory requirements in the establishment of specific education and training standards as appropriate. (i.e., Army Acquisition workforce is governed by the 1990 Defense Acquisition Workforce Improvement Act (DAWIA)).

7. Component Function Community Manager (CFCM) and Component Functional Community Manager Representative (CFCMR) Responsibilities

a. The CFCMs/CFCMRs are the component-wide proponents for Mission Critical Occupations (MCOs) within the Army. Many FCs are also designated as CFCMs, and many FCRs are also CFCMRs, with additional responsibilities as described below. MCOs may be refreshed annually and designated proponents of MCOs updated as required.

b. CFCMs will select a senior official (normally a civilian) in the occupational field to be the CFCMR. The CFCM and CFCMR will work with their counterparts in the DoD to monitor and track the implementation of DoDI 1400.25, Volume 250 in their respective communities against mission requirements. In executing these responsibilities, the CFCMs shall ensure integration of skill and competency-based Strategic Human Capital Planning into the full spectrum of life-cycle management of employees within their functional communities, and in so doing, shall confer with ACOM, ASCC and DRU leaders, manpower authorities, and human resources consultants. CFCMs will monitor and oversee implementation of the following:

- (1) Analyzing current and projected mission requirements (both expeditionary and non-expeditionary), environmental influences, attrition and retirement trends, and workload forecasts to identify current and future community manpower requirements.
- (2) Conducting inventory analysis of the numbers in the community against projected manpower needs to identify workforce gaps.
- (3) Assessing the skills and competencies of the community members against those needed for mission performance to identify skill and competency gaps.
- (4) Developing and implementing strategies to address the identified workforce and skill and competency gaps, to include development of career maps.
- (5) Assessing the effectiveness of the strategies in reducing gaps.
- (6) Assessing functional training requirements and developing other strategies to ensure closure of identified skill and competency gaps.
- (7) Monitoring the application of skill and competency-based workforce requirements to the management and readiness of the community expeditionary workforce capability, commensurate with community expeditionary requirements.
- (8) Reviewing and providing input to annual reporting requirements.

8. Commanders

a. Maintain a competent and ready civilian workforce that is resourced to meet mission requirements.

b. Communicate to the FC/FCRs on an annual basis their requirements for the life-cycle management of civilians needed to deliver an adaptive and flexible civilian workforce.

c. Identify workload driven occupational manpower and capabilities needed to meet current and future missions.

d. Help identify enterprise level solutions in mission critical areas, advise on policies, provide feedback and support the strategic goals of the Army in civilian human capital planning.

e. Attend FC/FCR meetings to discuss strategic challenges in their occupational career field.

9. Career Program Planning Boards

a. These Boards support Career Program management by providing senior leadership input and oversight of civilian workforce planning and management initiatives. Career Program Planning Board membership is composed of:

- (1) The FC, FCR, or other designated representative as Chairperson.
- (2) One representative from ASA (M&RA).
- (3) Senior personnel from Headquarters, DA Staff, ACOMs, ASCCs, DRUs or installations.

b. These Boards will advise and assist FCs/FCRs in—

- (1) Forecasting and planning for staffing needs.
- (2) Reviewing proposals to change the CP, CP policy, or the ACTEDS Plan.
- (3) Ensuring relevancy of job-related skills and competencies used in evaluating individuals for referral.
- (4) Ensuring that ACTEDS training requirements are prioritized in accordance with Career Program workforce training needs.
- (5) Recommending modifications to the ACTEDS Training Plans, career ladders, and/or other elements of the CP ACTEDS Plan.

10. Career Program Proponency Offices

Career Program Proponency Offices support and assist the FCR with career management responsibilities. The staff or designated Career Program Manager(s):

a. Advise ACOMs, ASCCs, DRUs, and field operating activities (FOAs) on career management from a functional standpoint. Inform Activity Career Program Managers (ACPM) of the regulatory, administrative, and procedural requirements of each CP.

b. Ensure equitable dissemination of information to all applicable occupational series concerning career program training and developmental opportunities, career development and career program functional requirements.

c. Analyze ACTEDS centrally funded intern and competitive professional development requirements to support the development of budget requests. Recommend annual ACTEDS centrally funded intern resource needs and monitor program execution.

d. Coordinate with ACOMs/ASCCs/DRUs and FOAs to identify ACTEDS intern assignments. Conduct workforce analysis to determine optimal locations based on organizational demographics, employee turnover rates, and functional skill and competency gap analysis.

e. Monitor the effectiveness of the management and administration of the intern program to include assisting in the placement of surplus graduate interns.

f. Determine annual CP competitive professional development requirements and submit to HQDA G-3/5/7 for validation and resourcing.

g. Centrally manage execution of ACTEDS Competitive Professional Development (CPD) program; review and process applications for FCR endorsement. Prioritize training requirements and associated resourcing based on analysis of current workforce educational levels and skill and competency gaps.

h. Conduct Return on Investment (ROI) analysis at the conclusion of all ACTEDS funded training. Supervisory and student input is required. Analysis is to be

summarized and reported within six (6) months of the completion of training. Monitor diversity goals and trends with the CP and collaborate with the Office of Diversity and Leadership Office for assistance.

i. Ensure CP information is coordinated with the ACPMs and sent to subordinate activities through Civilian Personnel Advisory Center (CPAC) channels.

j. Furnish advice and policy guidance to ACPMs on life-cycle management of the Career Program, including recruitment, retention and career development initiatives and goals.

k. Create and maintain career maps that link developmental strategies, e.g., education, training, assignments, self-development, mentoring, to knowledge, skills, abilities and/or competencies that support the professional development of all CP members. Obtain AG-1(CP) approval before publication.

l. Advise and assist the FCR in matters related to career management.