

## **CP20 - Quality Assurance Specialist (Ammunition Surveillance)**

### **Chapter 1 - ACTEDS Plan for Quality Assurance Specialist**

#### **1-1 Introduction**

The Army Civilian Training, Education and Development System (ACTEDS) is a Department of the Army (DA) program. Its main purpose is to provide Army employees and supervisors with a roadmap for career development throughout the employee's civilian career. ACTEDS is a systematic, competency-based approach to provide technical and managerial employees the right kinds of training at the right points in their careers. It blends formal training, on-the-job training (OJT), developmental assignments, and self-development activities. Requirements in this ACTEDS plan are tailored to the QASAS CP but also include prescribed civilian leader development. This ACTEDS Plan will be applied to all careerists without regard to political preference, race, color, religion, national origin, sex, marital status, handicapping condition, age, or sexual orientation.

Ammunition is a complex commodity that is unique from any other. Due to its inherent hazards and critical importance to the National Defense, personnel required to manage the ammunition stockpile must be highly motivated and knowledgeable of ammunition's special properties, characteristics, and requirements. This plan describes the QASAS CP requirements and the training, education, and development requirements for QASAS personnel. It is intended to provide a structured, comprehensive Career program for QASAS personnel who perform ammunition surveillance functions which enhance the quality, reliability, safety, and efficiency of the ammunition mission in support of Army readiness.

#### **1-2. Objectives**

The QASAS ACTEDS Plan objectives are to:

- Facilitate the maintenance of an inventory of highly qualified QASAS personnel able to fill ammunition positions worldwide.
- Provide a structured program for civilian career development and experience-broadening opportunities.
- Identify sources of in-depth technical and managerial training involving Class V materiel.

#### **1-3. Mission and Scope**

The QASAS CP covers all Army civilian employees and positions in the GS-1910, Quality Assurance Specialist series, performing ammunition surveillance duties relating to ammunition logistics management, including:

- The inspection, test, and evaluation of ammunition materiel to determine the current degree of serviceability and rate of deterioration.
- Safety of ammunition materiel and explosives during storage, handling, transportation, use, and disposal including safety officer functions as required.
- Transportation of ammunition materiel and explosives, including propriety of stowage, blocking, bracing, and suitability of transport equipment.
- Assurance that ammunition materiel and explosives supply disciplines are properly exercised.
- Assurance that ammunition materiel and explosives maintenance programs are conducted in a safe and proper manner.

- Advice and assistance to U.S. troop units during combat and training operations, including range operations, malfunction investigations, field storage requirements, supply/resupply rate computations, and restrictions on ammunition use.
- Chemical surety and performance of surety officer functions.
- Technical advice and assistance in the development of ammunition support doctrine and in studies undertaken to resolve ammunition logistics problems.
- Advice and assistance in developing ammunition facilities budget and manpower requirements.

#### 1-4. QASAS Strategic Vision

Provide the most highly trained, experienced and technically competent workforce to support commanders worldwide in assuring the quality and safety of the Department of Defense ammunition stockpile - from cradle to grave - during peacetime, wartime, and operations other than war.

## Chapter 2 - Career Program Management

### 2-1. Career Program Management Responsibilities

The following Army officials and committees play a major role in managing the QASAS CP:

- **Functional Chief (FC).** The FC for the QASAS CP is the Commanding General, U.S. Army Materiel Command (CG, AMC). The FC provides overall Career program leadership.
- **Functional Chief Representative (FCR).** The QASAS CP FCR is the Deputy to the Commanding General, Joint Munitions Command, Rock Island, IL. The FCR provides broad program operating policy guidance and direction. He oversees career program management through semiannual in-process reviews and by serving as the Chairman of the QASAS CP Management Committee.
- **Ammunition Civilian Career Management Office (ACCMO).** The ACCMO, located at DAC, is responsible for central administration of all career program management activities. This includes development and implementation of career program initiatives and translation of FCR guidance and direction into specific program actions.
- **Major Army Command (MACOM) Career Program Managers.** MACOM Commanders and major subordinate command commanders select QASAS MACOM CP Managers. They are the senior QASAS employees in the MACOMs MSCs.
- **Activity Career Program Managers.** Commanders of an activity/installation with ammunition surveillance functions designate career program managers for their respective activities/installations.
- **DA QASAS Career Program Management Committee.** This group consists of senior QASAS assembled to assess the overall effectiveness of the career program and to assist the FCR in developing career program policy and future direction. The committee includes top level QASAS personnel representing Army MACOMs and selected MSCs. The management committee normally meets following the annual screening panel or as deemed necessary by the FCR. The ACCMO is responsible for scheduling, and administering the committee. Minutes of committee are published and taskings tracked by the ACCMO.

- **DA QASAS Career Program Training Committee.** The training committee assures the adequacy and currency of the QASAS ACTEDS plan. It is also responsible for approving recommendations from the ACCMO on the equivalency of courses not identified in the Master Training Plan (MTP). The committee consists of QASAS representatives from HQDA, various MACOMs, selected MSCs, and other ammunition activities. The training committee meets as required, but not less than annually, at the direction of the ACCMO or the FCR. Results are reported to the QASAS CP Management Committee, which provides guidance and decisions for implementation. Member's activities are responsible for providing funding for their attendance.

## 2-2. Career Program Management Procedures

- Under the staff supervision of the FCR, the ACCMO at DAC, administers the QASAS CP on a centralized basis. The ACCMO maintains individual files for all careerists, identifying current position, past work experience, performance appraisal, security clearance, medical examination results, and formal training needed and completed.
- All positions are filled by directed placement. All careerists must participate in mandatory mobility as a condition of employment and reemployment rights are with the QASAS CP. The need for QASAS positions by grade level is determined by local commanders and furnished to the ACCMO. The ACCMO then selects the QASAS best suited to fill a particular position.
- The QASAS CP-20 uses a career appraisal system to develop lists of best qualified candidates for promotion. Annually, in conjunction with the annual performance evaluations, supervisors complete the QASAS career appraisal form for each QASAS employee supervised. The appraisal form includes assessments of general personal characteristics, technical merit, and managerial skills. The career appraisal forms are forwarded to the ACCMO, along with the annual performance appraisals (DA Form 7222). The ACCMO convenes a career screening panel, comprised of careerists from surveillance organizations worldwide, to rate and rank careerists for promotion based on the career appraisal form and other available information, such as training, awards, and experience. The best qualified rosters for promotion at each grade are prepared based on results of the screening panels. These rosters are used to promote QASAS employees throughout the year. The ACCMO maintains an approved standing operating procedure for the screening panel. The Career Screening Panel develops a roster of best qualified candidates for promotion after each panel meeting. Each QASAS receives a letter stating which roster they appear on throughout that rating year.

## 2-3. Special Provisions

- Availability of the careerist for assignment in various duty locations, including Outside the Continental United States (OCONUS) commands, not only enhances employee development and progression, but enables the career program to be truly responsive to worldwide staffing requirements. In concert with this concept, this career program functions through a mandatory-rotation, directed-placement system. All careerists are required, as a condition of employment, to agree to and sign a mandatory mobility/ directed-rotation agreement. The provisions of PL 86-585 (10 U.S.C. 1586), concerning statutory reemployment rights for careerists who accept reassignment from a competitive service position within the Continental United States (CONUS) to a position OCONUS (including Alaska and Hawaii), apply to employees in this career program.
- The OCONUS tours are established in accordance with the Joint Travel Regulations. Tour extensions are only granted when approved by the command and the ACCMO Career Program Manager (CPM). OCONUS extensions beyond five years will only be approved in rare instances and with command justification. The QASAS CP has established the following goals for the length of CONUS tours:

- GS-11: Three years
- GS-12: Four years
- GS-13 and above: Five/Six years

However, CONUS tour lengths will continue to be dependent on needs of the career program to support the Army's worldwide mission.

- All OCONUS tours should be separated by at least one full tour in CONUS to assure that currency of knowledge and career development is maintained and enhanced. Reassignments directly between OCONUS theaters are not made except under the most unusual conditions. Reassignments within and between countries within an OCONUS theater may be made by the MACOM with the approval of the ACCMO, who will assure that worldwide career program requirements are considered.
- Careerists may be required during their career to deploy to an overseas location in support of military operations. These assignments are often on a voluntary basis, but may be directed due to emergency requirements. Such assignments are usually for 180 days or less and the careerists are under the direct command of the local military commander.
- QASAS CP positions are, whenever possible, filled with the careerist who is considered best suited for the specific vacancy. Other considerations may include time in present position, promotional or developmental opportunities, and personal desires. Careerists should maintain their preferences for assignment (up to eight choices) in a current status with the ACCMO.
- Only those individuals whose general behavior, emotional stability, reliability, and overall suitability are in consonance with that specified in AR 50-6, Chemical Surety Program, may enter the Career program. Retention of a security clearance is considered a condition of employment to remain in the QASAS CP.
- Individuals who have resigned from the career program and are seeking reinstatement are required to reenter at or below the level of departure. Decisions on acceptance of individuals for reentry into the career program will be made by the ACCMO.
- Limited or restricted mobility is considered and applied as prescribed in AR 690-950 and DA Pam 690-950-20. Compassionate reassignment or deferment of reassignment may be allowed only as prescribed in AR 690-950.
- Certain QASAS positions are designated as Emergency Essential (EE). Careerists may be assigned to one of these EE designated positions during their career. These careerists will be expected to deploy with soldiers to support Army combat missions. This may require special Individual Readiness Training that is designed to meet the requirements of the deployment, and meant to prepare the careerist for a specific deployment action. Volunteers may also be asked by the CP to deploy into combat areas. All such assignments and deployments are coordinated with the ACCMO, local commanders and based on the needs of the US Army.
- Extreme care is used to assure that nepotism does not occur. Individuals are not assigned to a location where they will rate or directly supervise family members. Careerists who are members of the Career Screening Panel will not be allowed to review records of a careerist in any grade who is a relative, as described in 5 U.S.C. 3100.
- Married couples in the QASAS CP are treated as separate individuals. When both members of a married couple are members of the QASAS CP, all reasonable attempts will be made to assign them where they can maintain a single domicile. These assignments will in no way result in discrimination against other careerists. Individuals

married to other QASAS employees are subject to hardship tours on the same basis as all other careerists.

- Every effort is made, consistent with mission requirements and individual careerists' qualifications, to reassign careerists to the installation nearest their home of record for their final CONUS tour prior to retirement. Only one "retirement assignment" is allowed, and it will not exceed the normal tour length duration. If the careerist does not then desire to retire, he/she is subject to reassignment as otherwise specified herein.
- When personal circumstances support the need and adequate justification exists, careerists may request placement to a lower grade position (a simple desire to relocate or not relocate is not considered adequate justification). To receive favorable consideration, the careerist must be well qualified for, and it must be reasonable to assume that he/she will perform well in, the specific position to which voluntary downgrade is intended. Re-promotion of careerists who have received voluntary downgrades is subject to the same requirements as all other careerists at their present grade level.
- Careerists who refuse to accept assignment/reassignment, without justifiable cause as determined by the ACCMO as defined in AR 690-950, will be separated from the QASAS CP-20.
- Careerists receive worldwide assignments and promotions without regard to race, sex, religion, age, or any other bias. Careerists may, however, without fear of reprisal, refuse assignments to any foreign country that discriminates externally against any particular group as an official or defacto policy.

### **Chapter 3 - Career Planning and Progression**

This plan serves as a roadmap for employees to progress into positions of increasing responsibility. In this way management is assured of having an adequate pool of highly qualified QASAS personnel.

#### **3-1. Key Positions**

Key positions within the QASAS CP are defined as operating and staff positions, at grades GS-13 through GS-15 having broad responsibilities and duties for managing, or which substantially impact, DA ammunition programs. Key positions are management or executive-level positions whose incumbents have a role in establishing ammunition quality and logistic policies, plans, and strategies. Chief and Team Leader positions have responsibility for oversight and direction of ammunition surveillance programs, functions, and operations.

In MACOMs, MSCs, and Agencies, the following positions are key positions:

- Senior Logistics Staff Officer - HQDA.
- Senior Logistics Staff Officer - Eighth United States Army:
- Senior QASAS - HQ, AMC (3)
- Quality Assurance and Assessment Team Leader - HQ, JMC
- Chief, Ammunition Civilian Career Management Office - Defense Ammunition Center
- Chief, Ammunition Surveillance Office- USARPAC

- Senior Technical Advisor - Defense Ammunition Center
- Chemical Logistics Staff Officer - CMA

At the installation/field operations level, the following positions are key positions:

- Chief, Quality Assurance Div
- Chief, Ammunition Surveillance
- Staff Officer/Technical Advisor
- Team Leader

These positions require intensive central management to ensure position vacancies are quickly filled with highly knowledgeable QASAS. Incumbents of key positions must have broad backgrounds in the various functions of ammunition surveillance program management.

### 3-2. Career Paths

The general pattern of progression in this Career program is depicted in **Appendix A, QASAS Career Ladder**. Individuals enter this program at the intern or entry level and progress to the specialist, intermediate, and management/executive levels based on demonstrated performance and ability. Careerists in the QASAS CP are assigned worldwide to Army depots and other CONUS and OCONUS activities. Positions covered by this Career program are distributed in typical hierarchical fashion. Advancement opportunities depend on worldwide requirements and attrition. Qualified careerists will be assigned on either a lateral (developmental) or a promotional basis. Individual career planning is essential to enable careerists to identify realistic career goals and determine training/experience requirements to achieve these goals.

### 3-3. Career Levels

As shown in **Appendix A, QASAS Typical Career Profiles**, the typical career paths for QASAS personnel consists of the following progression levels:

- **Intern Level.** This is the entry level for the QASAS CP and includes grades GS-7 and GS-9.
- **Specialist Level.** GS-11 represents the journey person level for QASAS. Careerists at these grade levels normally provide technical leadership for wage grade, military, and/or foreign national personnel.
- **Supervisor/Specialist Level (Intermediate Level).** First line supervisory positions and many non-supervisory positions are found at GS-11 and GS-12. Assignments are designed to broaden the individual's technical knowledge and skills and develop managerial and administrative capabilities.
- **Management/Executive Level.** Senior operating and staff management positions begin at GS-12 and range to GS-15. Although technical competence is expected at these grade levels, emphasis is on managerial and supervisory responsibilities. Assignments often involve duties that are primarily in the logistics area, with little involvement in quality assurance matters. At these levels, the QASAS are the activity and command representatives to the Planning Boards, Training Committees, and Screening Panels. In addition, through resource management, these managers establish organization and activity ammunition management structures to accomplish broad ammunition surveillance programs and provide training grounds supporting development of future QASAS. The management/executive level is divided into two parts:
  - Management level. In the QASAS CP, this includes management positions which are usually at the GS-12 and GS-13 level.

- o Executive level. These positions in the QASAS CP are at the GS-14/15 level.

### **3-4. QASAS Assigned as Ammunition Logistics Assistance Representatives (LARs).**

QASAS may be afforded the opportunity to advance to the GS-12 and GS-13 levels with assignments as ammunition LARs. All ammunition LAR positions are to be filled with personnel from CP-20. The ammunition LAR is the point of contact for all OSC class V issues. They remain as being available to deploy with troops and are to provide feedback to HQ, OSC on how the product is working in the field. The ammunition LAR is to assist in strategic planning and acts as a link between the field and the Commodity Command. The ammunition LAR should remain knowledgeable in internal processes and actions involving all wholesale/retail and unit authorization CALS issues. Required courses to obtain certification as an ammunition LAR are found in **Appendix H**. Certification is set on a two year completion cycle. On site and correspondence courses are available. It is recommended that interested individuals complete as many of the courses as possible prior to arriving at their assignment. Positions will remain as all other CP-20 positions and be filled through the office of the ACCMO.

## **Chapter 4 - Training and Development**

**4-1. Master Training Plan.** A MTP has been developed to assure a common base of necessary and appropriate training which achieves some measure of uniformity in the qualifications of ammunition surveillance personnel on a worldwide basis and to outline the training courses which are necessary for successful performance at successive levels of responsibility. This MTP contains the initial Master Intern Training Plan (MITP) along with subsequent training required and recommended to maintain knowledge of current trends within the field, as well as upward mobility to leadership and managerial positions.

### **4-2. QASAS Interns**

Training for the QASAS CP begins with an Internship conducted at the Defense Ammunition Center, McAlester, OK. This is mandatory training and other training cannot be used as a substitute. The QASAS MITP is contained in Appendix B through E. These appendices contain; mandatory courses (Appendix B), knowledge, skills and abilities (KSA's) that are required to be mastered during Phase I (Appendix C); and competencies required at the completion of the OJT segment of the Intern training (Appendix E).

**Intern Training.** QASAS intern training consists of two phases:

- Phase I is 12 months in length and consists of formal training conducted at DAC.
- Phase II is 12 months in length and consists of specialized OJT at an operating quality assurance surveillance organization.

### **4-3. Master Intern Training Plan (MITP)**

The MITP provides a detailed training plan for Army employees in the QASAS Intern Program, to include courses, course descriptions and knowledge, skills, and abilities (KSAs) mastered during the Intern training. The training plan is designed to prepare interns for GS-11 target level performance. Interns enter the program at the GS-1910-7 level, and those interns who successfully complete the program qualify for noncompetitive promotion to GS-1910-11 positions.

Army-wide application of the QASAS training program requires that training sites (DAC for Phase I and various locations Army-wide for Phase II training) use a standardized approach. This ensures that intern graduates are capable of performing the QASAS function at the journeyman level at any Army installation worldwide. OJT sites provide intern training in all KSAs for assigned missions and ongoing operations.

Intern performance is appraised annually using the Total Army Personnel Appraisal System (TAPES). The rating period starts at the intern's entrance on duty (EOD) date. QASAS interns are further appraised as follows:

- A satisfactory level of performance for phase I training is based on test results and instructor evaluations of classroom and practical exercise performance. Examinations and instructors' evaluations are geared toward determining satisfactory achievement of the learning objectives for each course during the training.
- Upon successful completion of training phase, the intern shows proficiency in policies, procedures, and principles on the material covered in the courses. Such proficiency is shown by the intern passing each course with an overall 75 percent or higher average. A minimum grade of 75 percent is required on all exams. Interns are given one opportunity to retake a failed exam and must obtain a 75 percent grade on the retake. If they fail the second time, they will be removed from the program and may be separated from Federal service. Interns may retake only 2 examinations throughout the program. If they fail a third exam, they will be removed from the program and may be separated from Federal service. Counseling and assistance is always available to Interns. Cheating is always unacceptable.
- During the Chemical Surety Material course, each intern must be able to achieve proper seal with a protective mask; demonstrate absence of claustrophobia while in protective gear; show no allergic reaction to butyl rubber; show the skill to inspect and determine serviceability of a protective mask, properly fit the mask, and properly don the protective mask. During this phase, the intern will receive detailed and specific instructions and guidance from a supervisor or instructor.
- In phase II, the intern receives instructions and guidance from a supervisor or journeyman specialist.
- Completion of phase II comprehensive learning objectives and OJT evaluations are provided by the Intern's direct supervisor and reviewed by DAC, Training Directorate, Educational Services Division.
- At the end of phase II, the intern is able to perform satisfactorily as a journeyman QASAS in a quality assurance surveillance organization.

Each Intern supervisor will furnish DAC, Educational Services Division with an evaluation of the phase II training. Completed intern OJT evaluation reports for each assigned intern are submitted within 30 days of the end of each the training phase to DAC, Educational Services Division, McAlester, OK.

The intern is allowed to spend 13 percent of Phase I and 9 percent of phase II in nonacademic pursuits. Nonacademic time will include director's time, legal holidays, and annual and sick leave.

#### **4-4. Competencies**

Ammunition, due to its nature and designed purpose, is inherently dangerous. All ammunition, whether it is conventional, missile, or toxic chemical material, or nuclear weapons, represents various types of hazards: explosive, toxicological, or radioactive. This fact dictates that each QASAS must possess special competencies and continue throughout their career to broaden their knowledge base. This is vital as careerists continue to advance where new competencies are required. The complexity and uniqueness of the ammunition mission is also due to the stringent security and safety procedures and guidelines that must be followed. Also, factors such as advanced and unexpected deterioration rates, environmental considerations, and political considerations make it imperative that the QASAS be as competent as possible.

The competencies for QASAS for progression from GS-9 through GS-15 are found in **Appendices E and F** are divided into two areas:

- **Technical Competencies** - The QASAS technical competencies are presented in a table that contains the grade level/range at which the competency is first needed, the learning methodology or source for developing the competency.

- **Supervisor/Management Competencies** The QASAS leadership competencies contain the Army's Core Leadership Competencies and are necessary as the careerist advances to the managerial and executive positions. They are typically appropriate for individuals from GS 11-14. Although individuals at the GS-11 and GS-12 levels may not directly apply many of these competencies, awareness and familiarization with them are recommended for all QASAS. The sources for these competencies are a combination of work experience and self study. The various courses listed under paragraph 4-4 will also provide a formal and structured opportunity for the careerist to master these competencies.

#### 4-5. Civilian Leadership Core Curriculum

U.S. Army Civilian Personnel requires certain leadership training to be completed at various stages throughout a career. This training requirement is described in **Appendix G**. This universal training is provided to all employees who have similar duties and responsibilities and are not specific to the QASAS CP. These Universal training requirements provide standardized competencies across the occupational area to all individuals who have similar duties and responsibilities. Universal requirements are prioritized in the ACTEDS plan to assist commanders in planning and programming for ACTEDS funding. Universal training priorities are as follows:

- **Priority I** - Mandatory training that is typically a condition of employment, must be successfully completed within a specified time period, and meets one or more of the following criteria: (1) employee must have for acceptable performance; (2) training is essential for mission accomplishment; (3) training is mandated by higher authority (law or DOD) or is required for certification, health, or safety reasons; (4) training is mandated by the Assistant Secretary of the Army (Manpower and Reserve Affairs) as an ACTEDS leader development core course; or (5) is essential, functional intern training.
- **Priority II** - Training must be needed for effective performance and to improve the quality of mission accomplishment. It is recommended that training mandated or specified in an approved training plan for enhancement of performance resulting in the improvement in the quality of mission accomplishment should be completed within a specified time period. Currently, there are no known equivalent courses for MTP courses identified as Universal Priority I and II. Should an equivalent course be requested, the ACCMO will review course content and the competencies acquired, compare the competencies with the competencies as taught in the required course, and make a recommendation to the QASAS CP Training Committee on whether the course is considered equivalent. The QASAS CP Training Committee makes the final decision on equivalency.
- **Priority III** - This training is recommended for all individuals to improve or enhance knowledge, skills, and abilities needed on the job.

## Chapter 5 - Competitive Development Opportunities and Additional Sources for Training and Development

**5-1. Competitive Professional Development Opportunities** Competitive Professional Development provides the careerist with valuable information and experience that will enhance his/her chances for advancement. CPD includes development for which individuals are competitively selected. Competitive Professional Development includes Army-wide competitive programs and programs specifically designed for QASAS personnel. The types of Competitive Professional Development opportunities in each category are listed below.

**Army-Wide Competitive Professional Development.** The Army-wide competitive programs include:

- Senior Service Colleges
- Sustaining Base Leadership and Management Program (SBLM)

- Defense Leadership and Management Program (DLAMP)

**QASAS Career Program Competitive Professional Development.** QASAS CP Competitive Professional Development opportunities consist of developmental assignments, university training, short-term training, and training-with-industry.

For complete, up-to-date information on Competitive Professional Development opportunities and how to apply, refer to the annual *Army Civilian Training, Education, and Development System Training Catalog* on ASA (M&RA)'s home page on the World Wide Web at <http://cpol.army.mil/library/train/catalog/>.

Throughout the year, ACCMO organizes *Senior Level Seminars*. These seminars are presented at various locations and provide Senior QASAS with information of DA trends within the fields of ammunition and explosives. Attendance is determined on availability of funds and applicability of information as it pertains to specific assignments and commodities. These seminars may also include International Organization for Standardization (ISO) 9001 training when and if applicable.

*Instructors* - QASAS may be assigned at some time during their career to a position at the DAC Training Directorate as *Instructors or computer programmers* developing computer-based training products. To be an effective member of the Training Directorate, individuals should have such characteristics to provide dynamic, energetic, substantive, and effective training to a myriad of audiences as well as the capability to develop effective presentations that meet the needs of the audience.

It is desirable that the educational background for an assignment to the Training Directorate include a bachelor's degree or higher. Individuals selected for reassignment to the Training Directorate who do not have such a degree will be encouraged to pursue a degree upon reassignment to the Training Directorate. Job related courses, that enhance instructor's performance, and employee's individual development plan will be funded by career professional development program. The Chief, Education Services, will assist employees in exploring appropriate college programs, as part of an overall development program.

Further, a certification program has been developed and implemented to provide a foundation for subject matter experts to develop these competencies, as well as to learn the strategies and methodologies required creating a powerful and beneficial learning environment. Specifically, the following competencies are required:

- Planning and implementing effective presentations;
- Develop questioning and group process skills;
- Write clear, concise objectives which relate directly to course material, exam and exercises;
- Design facilities needed for a productive learning environment;
- Understand adult learning styles and apply to development of course material;
- Assess effectiveness of training;
- Create a motivating and directed learning environment responsive to learner needs.

*Certification of Instructors/Programmers:* All personnel assigned as instructors in the DAC Training Directorate are required to participate in a formal training and certification program. The program consists of three phases and is administered and monitored by the Associate Director for Training. The Associate Director will assure availability of instructors to participate in the program and will provide access to collaborative organizations and formal training to fulfill all phases of the requirements. Training commences upon the arrival at DAC and continues until all requirements have been met. The training and certification process will be completed within a two-year time frame. The Associate Director must approve extensions beyond the two-year time frame and any deviations from the formal training and certification program.

**5-2. Developmental Assignments** Developmental assignments are used to cross-train employees. Since the QASAS CP operates under a management concept utilizing mandatory mobility/directed placement as a means of filling positions worldwide, the need for developmental assignments are considered minimal. However, developmental assignments of 30 days to six months are available.

An activity desiring a QASAS to be assigned to a developmental position or an individual that wishes a

developmental assignment must submit a request to the ACCMO. Upon receipt of the request, the ACCMO evaluates the impact on the program and individual and provides a decision to the requester.

The following types of developmental assignments are available to QASAS:

- Shadowing and Action Officer assignments in HQ, DA.
- Shadowing and Action Officer assignments in HQ, AMC; HQ, IOC; and the ACCMO.
- Special Projects, such as, working group/task force to modernize equipment and/or procedures. Some projects will involve TDY over 30 days and others will combine short-term TDY with work at the careerist's current duty station.
- Assignment in exercise planning and implementation with Federal Emergency Management Agency (FEMA) at a regional office.
- Various types of assignments with other Army and Defense organizations, such as:
  - Army Ammunition Manufacturing Facility for training in ISO 9002 certification.
  - U.S. Army Corps of Engineers on a developmental assignment in Ordnance and Explosives (OE) clean up.
  - Army Transportation School at Ft. Eustis in order to better understand the transportation process, loading and unloading of ammunition ships, and how they develop stowage plans.
  - Military Ocean Terminals - Sunny Point (MOTSU) & Concord on a developmental operational assignment in loading and unloading of ammunitions.
  - MOTSU or Naval Weapons Station Concord, CA for an operational assignment in loading PREPO (pre-positioned) vessels.
  - Logistics Review and Assistance Office for experience in on-site logistics reviews.
  - Class I installation for a shadowing assignment of a one-person office responsible for ammunition surveillance and explosives safety.

**University Training.** University training for QASAS includes part-time coursework at a local college/university in:

- Business and administration
- Environmental Science
- Industrial Safety
- Hazardous Materials Training
- Logistics
- Education courses on instructional design and strategies, platform skills, adult education techniques and methodologies
- Other courses related to QASAS functions.

**Training-with-Industry.** Training-with-Industry (TWI) for QASAS careerists includes:

- ISO 9000 series training.
- Training for two to four weeks with a private-sector ammunition manufacturing facility to learn production processes, demilitarization processes, and/or new technology.

**5-3. Self Development.** In addition to the training outlined in the MTP and Competitive Professional Development opportunities, employees at all levels are encouraged to undertake self-development activities -- including formal education and participation in professional/community associations. These opportunities will increase their knowledge, improve competence in their area of interest, and offset any limitations

identified in the career planning process. A self-development activity is a voluntary effort initiated and conducted by the employee. Active interest in self-development generally indicates that an employee has a strong desire to achieve planned career goals. Employees will be encouraged to take advantage of self-development opportunities at all levels. Recommended self-development activities for QASAS personnel include:

- Participation in community projects/organizations, such as:
  - Hold a leadership position in a community organization.
  - Study of regional customs, courtesies and traditions related to land reclamation at a local or state Historical Preservation Office.
- Army correspondence/distance learning courses.
- Opportunities for study at nearby colleges or universities or correspondence courses in the areas listed above under university training.
- Participation in professional associations, such as:
  - American Society for Quality (ASQ)
  - Toastmasters
  - Special projects

**5-4. Career Planning** The QASAS CP is established to ensure that sufficiently trained and qualified personnel are available to perform the Army's ammunition surveillance mission. The career program management structure provides a framework in which the careerist can develop and serves as the tool to provide information on career program activities worldwide. Career development advice and guidance are a function of career management; however, each employee must also determine his/her own needs and goals and assist in the planning to meet these desires.

Each supervisor, in consultation with the careerist, is required to develop an IDP which should reflect the careerist's training needs and future goals and is submitted as part of the careerist's annual career program appraisal. Assistance and guidance in preparing the IDP is available to Installations from the ACCMO. The IDP form is available from the ACCMO and from MACOM and activity career program managers.

**5-7. Additional Resources for Career Planning.** The following Army publications provide additional information for use in developing and implementing a career development plan:

- *Total Army Performance Evaluation System (TAPES)*, DA Pamphlet 690-400, describes TAPES and provides examples for rating officials to use in preparing evaluation reports.
- *A Supervisor's Guide to Career Development and Counseling for Career Program Employees*, DA Pamphlet 690-43, furnishes guidance and practical information to help supervisors improve their skills in performing career development counseling. Although the target audience for this pamphlet is supervisors, employees can use the pamphlet as a tool in planning their career.
- *Mentoring for Civilian Members of the Force*, DA Pamphlet 690-46, provides information to commanders and managers desiring to implement mentoring and to individuals involved in mentoring relationships.

- *Army Civilian Training, Education and Development System Training Catalog*, which is published annually and is on the CPOL website at (<http://cpol.army.mil/library/train/catalog/>), it contains information on Competitive Professional Development opportunities.

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