



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

DAPE-CPC

23 Feb 16

MEMORANDUM FOR Office of the Chief of Public Affairs, Career Program 22 (SAPA-ZB), 1500 Army Pentagon, Washington, DC 20310-1500

SUBJECT: Career Program 22 (CP 22) Public Affairs & Communication Media Civilian Training, Education and Development System (ACTEDS) Plan

1. The enclosure, CP 22 Public Affairs & Communication Media ACTEDS Plan, is approved with administrative changes only.
2. A Career Program Proponency Office is encouraged to review its ACTEDS plan annually. This review generates one of the following three outcomes—
 - a. Status quo. No changes and notification of same to the Assistant G-1 for Civilian Personnel Civilian Career Proponency Division.
 - b. Administrative. The plan requires administrative changes to correct typographical errors, grammatical inconsistencies, and/or to modify course titles. Administrative changes do not require AG1-CP approval. However, a copy of the administratively corrected ACTEDS plan is required by DASA (CP) for official publication.
 - c. Substantive. An ACTEDS plan with substantive or significant changes. A substantive review is required at least once every 5 years.
3. The point of contact for this action is Angela M. Richardson at (703) 806-4737 or career-program-proponency@mail.mil.

Encl

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1029650469
Barbara C. Guy

BARBARA C. GUY
Chief, Civilian Career Proponency Division



16 October 2015
CP-22
ACTEDS Plan

This Army Civilian Training, Education and Development System Plan provides information pertaining to career management training, education, and development for the lifecycle workforce management for the Public Affairs and Communication Media Career Program (CP-22).
Rapid Action Revision (RAR) Issue Date: 16 October 2015

CP-22 ACTEDS PLAN

PURPOSE: Army Civilian Training Education and Development System (ACTEDS) Plans provide information pertaining to career management training, education and development for life-cycle workforce management, specific to each Career Program.

UPDATE: This Rapid Action Revision (RAR) dated 16 October 2015 updates Career Program 22 ACTEDS Plan approved June 2013. Updates reflect additional information pertaining to –

- Updating CP-22 competencies for series 1035 per Office of the Secretary of Defense (OSD) Public Affairs (PA) job analysis conducted by OSD PA and Career Program 22 (CP-22) SMEs (See Annex A).
- Minor administrative changes to the Master Intern Training Plan (See Annex C).
- Adding more details about courses to the Competitive Professional Development (CPD) course overview (See Annex E).
- Minor administrative changes to the training application process (See Annex F).
- Updated demographic numbers on CP-22 careerists. (See Section 1 C).

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SECTION I: INTRODUCTION

A. GENERAL: The purpose of the Army Civilian Training, Education, and Development System (ACTEDS), is to provide for the systematic training and development of Army career civilians. The CP-22 Public Affairs and Communication Media ACTEDS Plan is a living document that outlines sequential and progressive training for functional specialties and in leadership, supervision and managerial development. It also provides general information and guidance on management of the Public Affairs and Communication Media Career Program, including, career progression ladders, core functional competencies, Master Training Plans, mobility and continued service requirements.

****Last Update:** 15 October 2014. **Revisions:** Revised or new information will be posted on the appropriate website to maintain the accuracy and currency of the information contained in this document. Users are invited to send comments and suggestions for improvement using Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Public Affairs and Communications Career Program 22 mailbox at: Bobbie J. Galford, Deputy Senior Civilian Advisor to the CPA and Career Program Manager, bobbie.j.galford.civ@mail.mil and Andricka Thomas, Deputy Career Program Manager, andricka.t.thomas.civ@mail.mil.

B. METHODOLOGY: The methodology used to develop the CP-22 ACTEDS plan included a comprehensive review and revision by a small panel of senior Public Affairs civilian personnel. The CP-22 Advisory Board convened to develop job series 1035, 1082 and 1087 competencies. The CP-22 competencies are based on the results of job analyses, which identify the knowledge, skills, and abilities (KSAs) individuals need to do their jobs. Later, the CP-22 Advisory Board reviewed, provided input, and made changes to the ACTEDS plan. Once changes by the CP-22 Advisory Board were incorporated as appropriate, the updated draft was provided to the Principal Deputy Chief of Public Affairs for review and approval. Additionally, the Army G-1(Career Program) (AG-1(CP)) ACTEDS plan template served as the construct for development of this ACTEDS plan.

ACTEDS is a competency-based system that provides a recommended plan for the 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. ACTEDS is applicable to all civilian occupations. Information about career management training, education, and development is provided in the individual CP ACTEDS plans. These plans provide specific guidance on Army-wide training, education, and development requirements from the intern or trainee level to the executive level. 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. The determination of additional individual or mission training, education, and development needs is the responsibility of commanders.

ACTEDS plans contain:

- ✓ Positions for which individuals will be developed as defined in the roadmap.
- ✓ Career maps and ladders showing recommended progression paths to key managerial or key technical positions.
- ✓ Competencies required for each occupation per the Competency Management System process.

C. CAREER PROGRAM OVERVIEW: Training, education, and development are vital parts of career management. Training, education, and developmental assignments can improve job performance and build qualifications needed to be competitive for career advancement. The mission of CP-22 is to plan and manage career education, training, and development for Army career civilians whom serve as Public Affairs and Communication Media professionals across the Army. The goal of CP-22 is to provide recommended road maps to enhance careerists' success with training and development opportunities to assist employees in the achievement of career goals while meeting the needs of the Army for qualified, trained professionals.

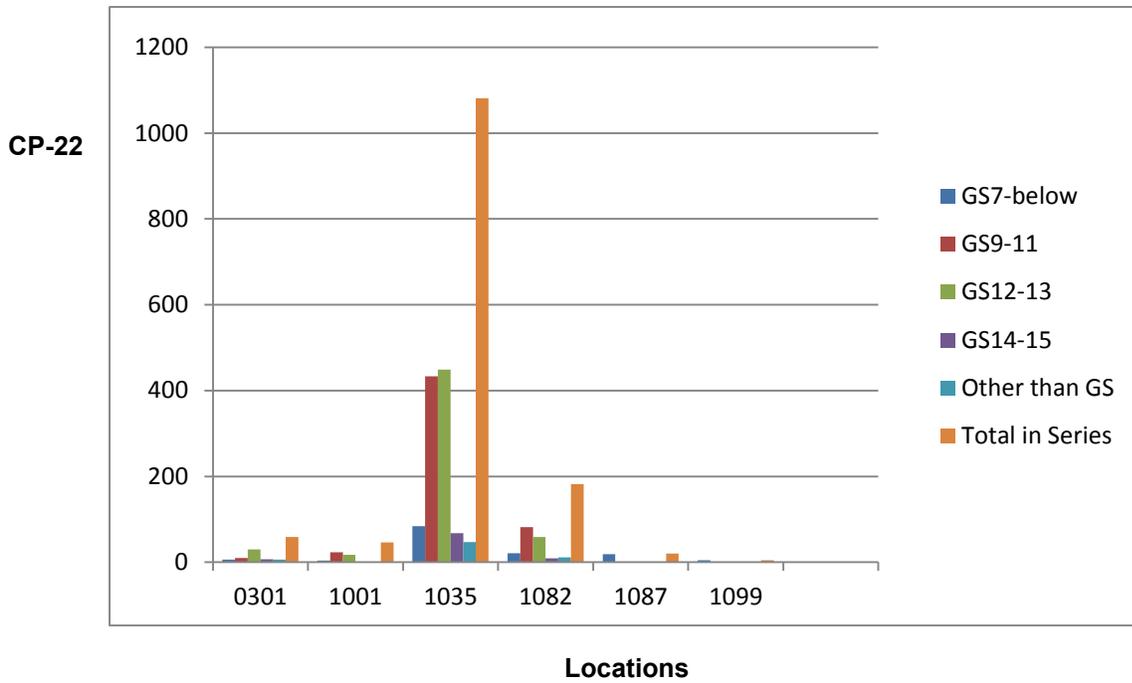
a. Functional Specialties:

Occupational Series	Position Title
0301*	Program Administration (Strategic Communications Only)
1001*	Arts and Information
1035	Public Affairs
1082	Writer - Editor
1087	Editorial Assistant
1099*	Arts and Information Student Trainee

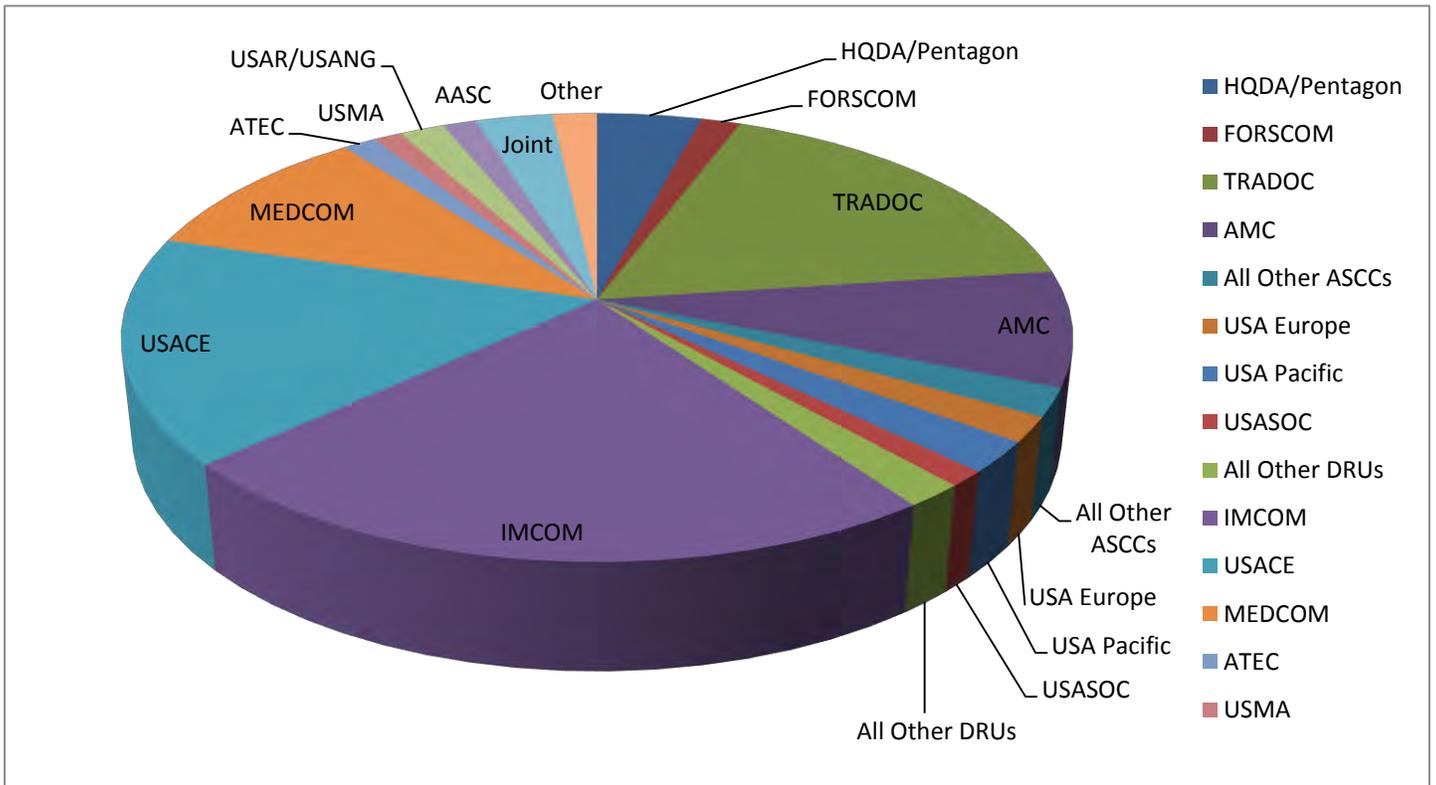
*These occupational series are shared with other Career Programs. To learn more about other career programs and locate a point of contact, visit <http://cpol.army.mil/library/train/acted/>.

- b. Population:** As of Oct. 16, 2015, there were approximately **1,350** careerists in CP-22.

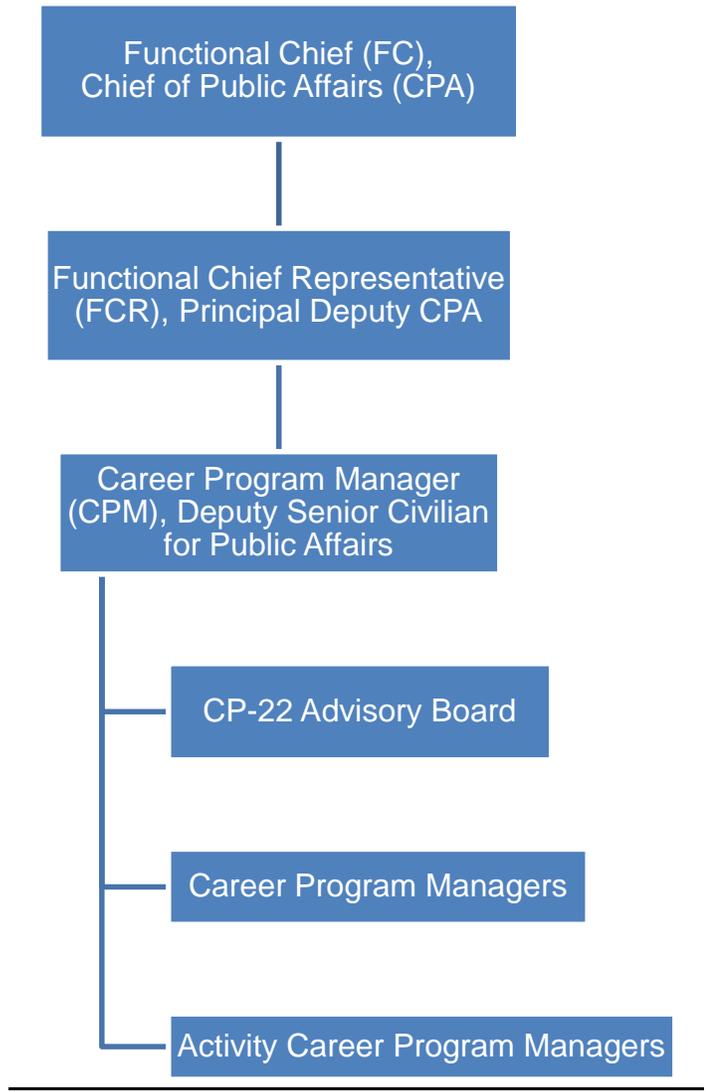
CP-22 Careerists At-a-Glance



(Note: ASCCs, DRUs and other commands with less than 1% of the population were combined.)



- c. **Affirmative Action Statement:** Selection of employees for training programs in this plan will be made without regard to political preference, race, color, religion, national origin, sex, marital status, disability, age, or sexual orientation.
- d. **Career Program Management Structure:** CP-22 has established a career program management structure in accordance with the guidelines prescribed by the Assistant Secretary of the Army (Manpower and Reserve Affairs) in *Life Cycle Career Management for Army Civilians Roles and Responsibilities*. CP-22 management, which is task-organized as follows, has responsibility for all career program strategic human capital planning and execution.



- i. Functional Chief (FC): The Functional Chief (FC) is the senior career program official. FC responsibilities include identifying and addressing strategic workforce issues in the life-cycle management of civilians in their occupational field. The FC has 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 to meet 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. The Functional Chief of Career Program 22 is the Chief, Public Affairs (CPA). The CPA is the senior program official at the enterprise level. FC responsibilities include identifying strategic workforce issues and ensuring the readiness of CP-22's occupational series in support of Army missions. The FC maintains communications with commanders to obtain mission priorities and develop annual strategic plans that respond to the changing needs of the Army. The CP-22 FC is the Chief of Public Affairs, ATTN: SAPA-ZA, 1500 Army Pentagon, Room 1E484, Washington, D.C., 20310-1500; Phone: (703) 695-5135.
- ii. Functional Chief Representative (FCR): The FCR is a senior civilian, designated by the Functional Chief (FC) to serve as the principal advisor in matters pertaining to Career Program management. The FCR for CP-22 is the Senior Civilian Advisor/Principal Deputy to the Chief of Public Affairs. The CP-22 FCR is: Senior Civilian Advisor to the Chief of Public Affairs, ATTN: SAPA-SC, 1500 Army Pentagon, Room 1E484, Washington, D.C., 20310-1500; Phone: 703-697-4269 or 703-614-0371.

Duties of the FCR include the following:

- a. Assist Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs (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 Career Program Policy Committee (CPPC). Note: Employing organization shall provide travel and per diem funding to attend meetings.
- d. Support and monitor Affirmative Employment Program (AEP) progress.
- e. Foster broad-based employee representation and ensure all qualified candidates are equitably considered for promotions to Senior Executive Service (SES) "feeder" positions and grades.
- f. Monitor effectiveness of career management through: Annual enterprise-level workforce assessments of the Career Program that include the documentation and publication of Career

Program Strategic Plans in six key areas of the life-cycle: 1- Structure; 2- Acquire; 3- Train; 4- Sustain; 5- Develop, and, 6- Transition.

- g. 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.
- h. Assist commanders with identification of appropriate strategies for the development of their employees.
- i. Ensure adherence to all applicable federal statutory and regulatory requirements in the establishment of specific education and training standards as appropriate.

iii. Career Program Manager (CPM): The Career Program Manager advises the FC/FCR on matters related to CP-22. The CPM manages the Competitive Professional Development (CPD) and CP-22 Pathways Intern and Recent Graduates Programs. The CPM's contact information is: CP-22 Career Program Manager, Office of the Chief of Public Affairs, ATTN: SAPA-ZB, 1500 Army Pentagon, Room 1E470, Washington, D.C., 20310-1500; Phone: (703) 697-4269 or (703) 614-0371.

Duties for the CPM include:

- a. Chair Career Program planning boards and select functional participants for planning boards.
- b. Review/analyze Career Program demographics and workforce evaluations as provided by Army Commands, Army Service Component Commands, Direct Reporting Units and Civilian Personnel Evaluation Agency evaluation surveys, on-site visits, planning board reports. Ensure timely and effective staffing actions.
- c. Facilitate the identification of requirements based training and development needs by engaging command Career Program Managers (CPMs), supervisors, and senior leaders, in articulating the capabilities needed to meet current and future missions. Maintain, update, and otherwise modify Career Program Plans, including Career Maps, previously approved by Army G-1(Career Program) (AG-1(CP)), within guidelines which will be established and published in the Department of the Army Pamphlet (DA PAM) that accompanies Army Regulation (AR) 690-950.
- d. Establish ACTEDS requirements and develop ACTEDS Training plans, (including Master Intern Training Plan). Coordinate with AG-1(CP) approval before publication. Ensure that ACTEDS subject matter content is current and applicable for Army-wide implementation.
- e. Participate in projecting annual ACTEDS centrally-funded intern needs to support the programming and budgeting of ACTEDS Pathways Recent Graduate central resources.

- f. Review and evaluate annual requests for ACTEDS centrally-funded intern resources and submit to AG-1(CP) for resourcing.
 - g. 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.
 - h. Competitively select and/or review command recommended nominations for training assignments.
 - i. Manage and monitor intern recruitment, selection, and hiring processes; design and approve the Master Intern Training Plan; and maintain the intern website (www.army.mil/internship).
 - j. The CPM advises ACOMs, ASCCs, DRUs and field operating activities (FOAs) on CP-22 plans, policies and procedures and communicates with CP-22 professionals on developmental opportunities and eligibility requirements.
 - k. The CPM is also directly responsible for administering the CP-22 training budget, Intern, and Competitive Professional Development programs. The CPM maintains CP-22 career maps, ACTEDS Plan and CP-22 Army Career Tracker landing page.
- iv. CP-22 Advisory Board: The CP-22 Public Affairs Advisory Board consists of the Career Program Manager, Army Public Affairs Center deputy director, and senior civilian CP-22 functional representatives from Army Materiel Command, Forces Command, Installation Management Command, Medical Command, Training and Doctrine Command, U.S. Army Corps of Engineers and U.S. Army Special Operations Command. The board also includes a recent graduate of the CP-22 Pathways Recent Graduate Program.
- v. ACOM Career Program Managers: ACOM Career Program Managers (ACOM CPMs) execute the CP-22 program at the ACOMs, ASCCs, DRUs, installations and activities and occupy the senior civilian public affairs position within the command or activity. CPM responsibilities include:
- a. Advise ACOM headquarters and field activities on career management from a functional standpoint.
 - b. Solicit nominations from installations for CPD.
 - c. Provide technical assistance to ACOM commanders in reviewing, rank-ordering, and endorsing nominations for CPD.
 - d. Analyze ACTEDS intern and CPD requirements to support the development of budget data.
 - e. Recommend and monitor annual intern resource needs.
 - f. Assist the ACOM civilian personnel director in the identification of intern training sites.
 - g. Assess the quality of intern intake and training and ensure any needed corrective action is taken.
 - h. Assist commanders in obtaining necessary resources to administer and support ACTEDS career program requirements throughout the ACOM.
 - i. Monitor the performance of ACTEDS training conducted in ACOM facilities.

- j. Monitor Equal Employment Opportunity (EEO) progress within CP 22 and perform the necessary follow-up to ensure full support of EEO goals.
 - k. Serve, when required, as Activity Career Program Manager for ACOM headquarters.
 - l. Advise and assist the FCR in matters related to career management.
 - m. Ensure CPD recruitment actions follow Army and CP 22 policies.
 - n. Assist the FC, FCR and CPM in supporting career program objectives.
- vi. Command / Activity Career Program Managers: Command or Activity Career Program Managers (ACPM), appointed by the command, are usually senior Public Affairs Officers (PAOs) in a Command or installation who give technical advice and assistance to the commander and human resource specialists concerning CP-22 matters. In addition, they:
- a. Provide advice and information to the command's careerists and interns.
 - b. Approve intern Individual Development Plans (IDPs).
 - c. Monitor intern training within the command to ensure IDPs meet CP-22 Master Intern Training Plan (MITP) objectives.
 - d. Monitor the management, training and performance of interns.
 - e. Assist the FCR and CPM in supporting career program objectives.

e. Mobility:

- i. **Functional Mobility:** Multi-dimensional and multi-disciplined experience is an essential factor in individual professional development. CP-22 emphasizes multi-disciplinary experience, particularly for those personnel aspiring to progress to managerial and executive positions. Careerists should consider accepting positions in different functions to broaden their competencies.
- ii. **Geographic Mobility:** Geographic mobility is often required to obtain the diverse experience required of GS-14, GS-15 or Senior Executive Service positions. Supervisors should encourage careerists to exercise mobility opportunities so that competencies can be developed at a variety of organizational levels consistent with the individual's career goals and the needs of the Army. Careerists should consider accepting assignments in different geographical areas and/or at different organizational levels as an effective way to broaden their competencies.
- iii. **Training/Developmental Assignments:** Assignments exceeding 120 days require completion of a "Continued Service Agreement." The obligated service period in the Department of the Army may not be less than three (3) times the length of training.

SECTION II: OBJECTIVES

A. Short-Term Objectives:

- Provide careerists and their supervisors with a single-source reference to assist in determining appropriate training and development both to enhance on-the-job

performance and to prepare the careerist for positions of greater responsibility and scope.

- Assist resource management and civilian personnel representatives in allocating and prioritizing resources for civilian training and development by providing references to core competency based training alignment.
- Provide careerists with information on the Department of the Army Civilian Leader Development core courses.
- Publicize career program philosophy and guidance on career progression, education, mobility, and other career development issues.
- Revise/update, as appropriate, information on course schedules and content.
- Expand the master training plan to include more information on developmental assignments, mandatory and recommended courses and sources of training.

B. Long-Term Objectives:

- Establish and maintain standards of excellence for the Career Program.
- Develop CP-22 strategies for implementing succession planning.
- Identify CP competencies, measure gaps, define gap closure strategies and assess closure strategy success and future workforce requirements.
- Develop and document strategic plans that define the CP-22 mission, vision, goals and articulate strategies to achieve them in environments of consistent change.

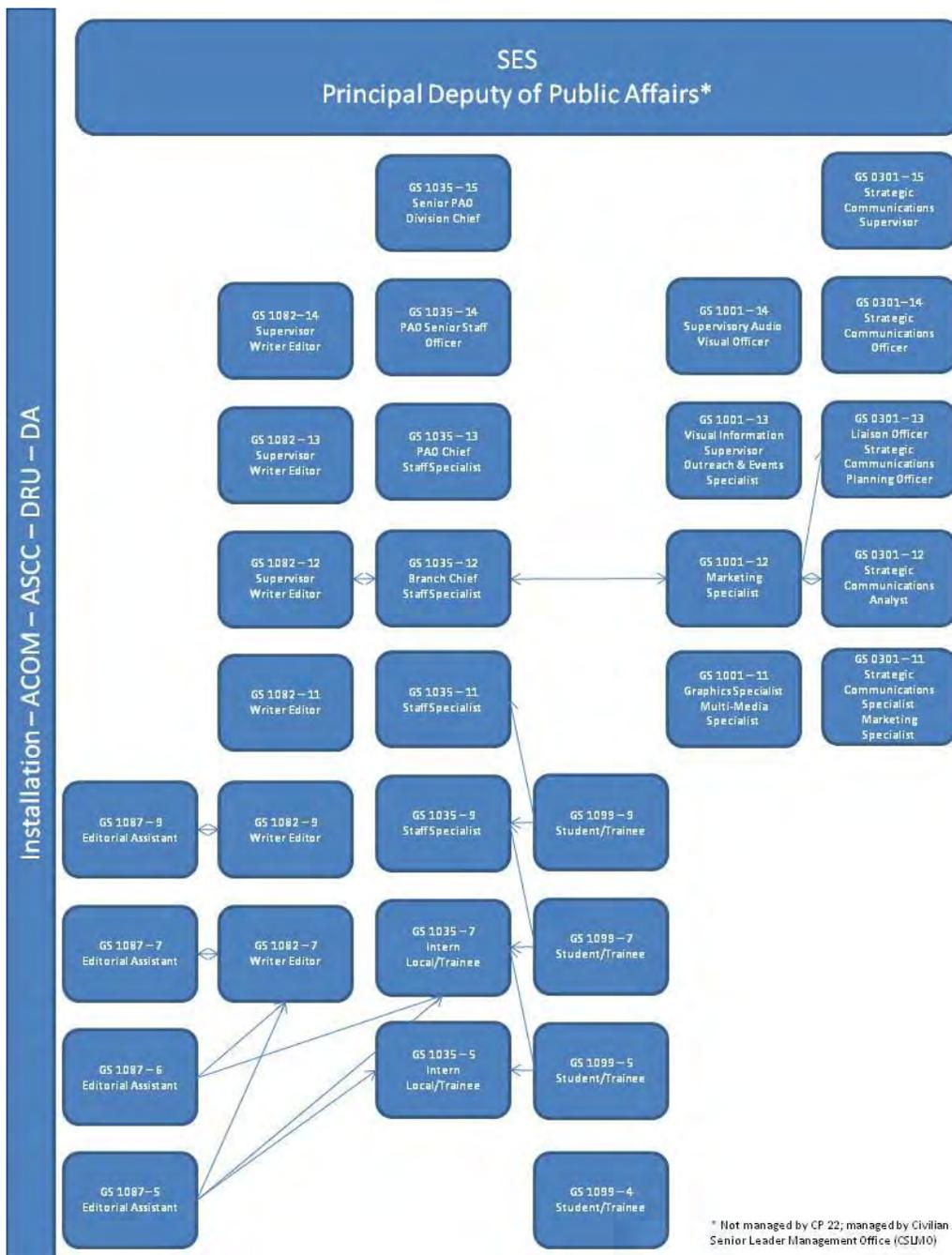
SECTION III – CAREER LADDER / CAREER MAP

A. CAREER LADDER: The CP-22 career ladder graphically depicts levels of grade progression within the Career Program, the associated position titles at each grade, and the organizational level designation of each. The career ladder provides for cross-functional career progression. The intent is to afford CP-22 professionals the opportunity to advance to higher levels of expertise and responsibility if they have the competencies and desire to do so.

The CP-22 career ladder:

- Series 0301, Miscellaneous Administration and Program Series (Strategic Communications)
- Series 1001, General Arts and Information Series
- Series 1035, Public Affairs Series
- Series 1082, Writer-Editor Series
- Series 1087, Editorial Assistant Series
- Series 1099, Information and Arts Student Trainee Series

CP-22 Career Ladder



B. CAREER MAPS: A documented source that provides employees comprehensive information on available developmental opportunities for specific career paths. The maps define progressive and sequential functional training, professional training, and developmental requirements for lateral enhancement and potential promotion opportunities.

The career ladder documents the sequential progression of each occupational series by grade within the Career Program. The career map documents the training and development at each

level of progression and provides the requisite competencies required of the position or grade level.

Each series is supported by a specific career map that can be found at Annex B.

Senior Executive Service (SES) – The CP-22 SES position is the Principal Deputy of Public Affairs.

SECTION IV – Career Program Functional Competencies

A. GENERAL: In addition to moving all germane occupational series into CP-22, another main line of effort for transforming the civilian workforce has been to undertake development of competencies (e.g. *A competency is an (observable) measurable pattern of knowledge, abilities, skills and other characteristics that individuals need in order to successfully perform their work*).

The competencies are critical to successful job performance in a given occupational series that can be used to shape the workforce with the requisite capabilities to meet current and future Army missions. This effort positions the Army for compliance with National Defense Authorization Act 2010 requirements. It also forms an empirical basis for validating investment in training and education as outlined in this ACTEDS Plan.

B. CORE FUNCTIONAL COMPETENCIES: As part of a congressional mandate, the Defense Department is transitioning to competency-based program management. The authoritative source for developing CP-22 competencies is the Federal Classification and Job Grading Systems Position Classification Standards for White Collar Work. Steps being taken to establish competency management include:

- Peer review of competency definitions;
- Competency assessments by employees and supervisors;
- Gap analysis of competency shortfalls; and
- Targeted human capital strategies to address shortfalls.

The envisioned end-state is a life-cycle construct that will enable CP-22 to improve efforts related to recruitment, hiring, and career management. This construct will drive resource planning and Program Objective Memorandum (POM) submissions. The result from the Competency Management System (CMS) enables the career program to further focus on career development priorities consistent with the above training needs. CMS enables the participation of employee/supervisory assessments of core and individual professional development competencies, is available on AKO at <https://cms.cpol.army.mil>.

CP-22 SERIES CORE COMPETENCIES

ACCOUNTABILITY: Ability to assure that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure projects within areas of specific responsibilities are completed in a timely manner and within budget. Monitors and evaluates plans, focuses on results, and measures attainment of outcomes.

ATTENTION TO DETAIL: Is thorough and conscientious when performing any and all work assignments.

COMMUNICATION AND MEDIA: Knowledge of the production, communication, and dissemination of information and ideas to inform and entertain via written, oral, and visual media. Includes electronic and printed communications media operations and their use in transmittal of messages. Transmittal includes message structuring according to subject matter and outcomes, message impact assessment, effects of message transmittal, frequency, key speakers, credible source materials, and required setting.

ENGLISH LANGUAGE: Applies clear, correct principles of English language to work products to include grammar, vocabulary, diction idioms, syntax, composition, spelling, punctuation, capitalization, abbreviations, compound words, prefixes, agreement, and sentence structure.

ORAL COMMUNICATIONS: Makes clear and convincing oral presentations to individuals or groups. Listens effectively and clarifies information as needed. Facilitates an open exchange of ideas and fosters an atmosphere of open dialogue.

PERSONAL COMMUNICATION: Knowledge, capabilities, and practices associated with effective interpersonal and group communication, communication mechanisms such as facilitations, meetings and tools, as well as the general environment for communication. Also includes gathering, comprehending and expressing thoughts and ideas in an effective and appropriate manner using the appropriate non-verbal, listening, writing, reading, facilitation, and presentation skills.

PLANNING AND EVALUATION: Determines objectives and strategies, organizes work, sets priorities, determines resource requirements, and coordinates with others as part of the organization to accomplish goals. Monitors and evaluates the progress and outcomes of operational plans; and anticipates potential threats or opportunities.

WRITTEN COMMUNICATION: Expresses acts and ideas in writing in a clear, convincing, organized manner. Includes application of sound principles of editing; English language and composition; writing techniques for print and electronic media; and principles and techniques of speechwriting. Encompasses generalized, specialized, and administrative writing.

SECTION V - Master Training Plan:

A. GENERAL: The CP-22 career maps (located in Army Career Tracker) are guides for CP-22 career development planning. The career development approach is a building block methodology that emphasizes acquiring basic job skills and understanding the Army at entry-level, pursuing technical training and continuing education at mid-career level, and achieving generalist/management qualification in the senior grades. Career development is achieved through self-development, institutional training, and on-the-job training (OJT) / experiential learning. The main areas of concentration for career development are:

- Leadership skills,

- Functional competence,
- Professional enrichment, and
- Academic preparation.

The results of the Competency Management System (CMS) further emphasize career development priorities with training needs. A Master Training Plan summary is shown in the following chart.

Master Training Plan Overview
(Notional)

GS 05	GS 07	GS 09	GS 11	GS 12	GS 13	GS 14	GS 15
CIVILIAN EDUCATION SYSTEM (CES)							
Foundation Course							
Basic Course							
Intermediate Course							
Advanced Course							
Continuing Education for Senior Leaders Course							
Action Officer Development Course							
Supervisor Development Course							
Manager Development Course							
Enterprise Talent Management Program							
SENIOR ENTERPRISE TALENT MANAGEMENT (SETM)							
SETM-TDY Developmental Assignment							
Senior Service College							
Defense Executive Leadership Development Program							
Defense Senior Leader Development Program							
Defense Civilian Emerging Leader Program							
SELF-DEVELOPMENT							
Continuing Education — Army Courses							
Experiential Learning on the Job — Installation/Deployed/DRU/ASCC/ACOM/DA							
FUNCTIONAL TRAINING							
Intern Program							
Career Program Technical Training/Certification							
Career Program Management Training/Certification							
COMPETITIVE PROFESSIONAL DEVELOPMENT (CPD)							
Developmental Assignment — University Training — Training With Industry — Army Congressional Fellowship							
GS 05	GS 07	GS 09	GS 11	GS 12	GS 13	GS 14	GS 15

B. OVERVIEW OF MASTER TRAINING PLAN ELEMENTS: The various aspects of career development addressed in the Master Training Plan (Annex B) are:

- Civilian Education System,
- Senior Enterprise Talent Management (SETM),
- Enterprise Talent Management (ETM),
- Self-Development,
- Functional Training, and
- Competitive Professional Development (CPD).

The sub-paragraphs that follow discuss the elements of the Master Training Plan as they apply to all series in CP-22. The Master Training Plan at Annex B provides specific detail for each series by grade.

a. Civilian Education System (CES). The CES is the leader development program for Army career civilians. The CES is designed to assist Army career civilians to become agile leaders who personify the Warrior Ethos in their understanding of warfighting,

statesmanship and enterprise management. CES training delivery includes both distributed learning (dL) and resident instruction. Centrally funded, CES courses are targeted to specific civilian grades/pay bands. Army career civilians are expected to complete the CES course targeted for their respective grade or have completed an equivalent military or civilian leader development course. Army career civilians may not enroll in a course that is higher than their current grade but may enroll in a course that is targeted for a lower grade. Successful completion of CES courses (commensurate to grade) is a prerequisite for other training opportunities outlined in this ACTEDS Plan. CES eligibility criteria, course registration information and waiver procedures are provided at the Civilian Human Resource Training Application System (CHRTAS) at <https://www.atrrs.army.mil/channels/chrtas/student/main.aspx>. First time users must create a student profile in order to gain access and register for CES courses.

CES courses and associated grade targets are as follows:

- Foundation Course (FC) GS 01-15
- Basic Course (BC) GS 01-09
- Intermediate Course (IC) GS 10-12
- Advanced Course (AC) GS 13-15
- Continuing Education (CESL) GS 14-15

- b. Senior Enterprise Talent Management (SETM).** SETM is the initiative undertaken by the Army to establish a systematic approach to senior civilian leader development, responding to the need to establish a conduit by which Army career civilians can prepare themselves for senior executive responsibilities at the enterprise level of the Army. Under the staff supervision of the Civilian Senior Leader Management Officer (CSLMO) of the Assistant Secretary of the Army (ASA) for Manpower and Reserve Affairs (M&RA), the SETM Program provides for identification and central management of a talent pool of selected GS-14 and GS-15 employees who are afforded the opportunity for enterprise broadening experiences, joint credentialing and executive leadership training.

The SETM Program has four modules:

- Enterprise Placement Program (EPP)
- Assignment to short-term, project-based Temporary Duty (TDY)
- Senior Service College (SSC) attendance
- Participation in the Defense Senior Leader Development Program (DSLDP)
- Army Senior Civilian Fellowship (ASCF)

All Army career civilians in grades GS-14 and GS-15 are eligible to apply for the SETM Program. Applicants must obtain the endorsement of their command, be favorably screened by the CP-22 FCR and have successfully completed the CES Advanced Course. Final selection is made by a Civilian Executive Board (CEB) of Senior Executive Service (SES) and General Officer (GO) members. Further information on the SETM Program is provided at <https://www.csldo.army.mil/CTMO/CTMOIndex.aspx>.

- c. Enterprise Talent Management (ETM).** ETM program is the means by which the Army prepares its GS-13s and GS-12s (who meet the prerequisites) to gain professional senior-level educational, developmental learning, and experiential opportunities to assume duty positions of greater responsibility across the department. As a result of a policy signed April 10, 2015 by Secretary of the Army John McHugh, the new Army Directive 2015-24 is

inclusive of the SETM and the ETM. The ETM program is targeted for GS-12s and GS-13s and has four modules:

- i. ETM Command and General Staff Officer College: This module is designed to expand participants' knowledge of the operational and tactical Army in preparation for the challenges faced in a complex global environment.
- ii. ETM Executive Leader Development Program: A 10-week program covering 10 months of learning and training experiences that require mental and physical agility.
- iii. ETM Temporary Duty: Participants will fill a 90-day or less developmental assignment on a special project as a member of a working group, tiger team or will fill a critical-need detail.
- iv. ETM Shadowing Experience: The Shadowing module is designed to provide applicants with up to 20 duty days of structured leadership and shadowing experience with a senior GS-15s or Senior Executive Service civilian.

For more information about the application process, visit the [SETM Automated System website](#).

- d. Self-Development.** Self-development is the essential complement to formal training and education. Self-development relies on individual Army career civilians to embrace and commit to continuous learning as a professional ethic. Continuous learning takes place at home station in the form of on-the-job training (OJT), command-sponsored training and course work at local schools, colleges and universities. Army E-Learning is another avenue for self-development. Resource links for self-development are provided in the career maps at Annex G.

Army Career Tracker is the automated tool that supports individual career planning. ACT provides a single portal for access to career maps and training and education data. It affords employees and their supervisors the capability to personalize and manage electronic Individual Development Plans (IDPs). An interfaced system of a Civilian Competency-based Development System (CCDS) with ACT is planned to enable employees to focus the development of IDPs that address employees' needs for closing competency gaps for prioritizing gap closure strategies that may include training along with other approaches.

- e. CP-22 Functional Training.** Functional training in this ACTEDS Plan refers to the job-related, competency-based opportunities managed by CP-22. The training is budgeted and paid for by the Army and involves a competitive selection process. Selection is based on fund availability and a "best qualified" review of applications. Application and training procedures adhere to Army policy as specified in AR 350-1, Army Training and Leader Development; Army Civilian Training Interim Policy Guidance Update to AR 350-1, 15 June 2012 and the ACTEDS Training Catalog at <http://cpol.army.mil/library/train/catalog>. Additional information on the submission process is provided at Annex D.
- i. Core Offerings.** CP-22 core offerings are those training opportunities that support development in core competencies (see Section IV). They are fundamental to preparing

CP-22 professionals to do their jobs and are categorized in the Master Training Plan (Annex B) in order of importance:

- Priority One (Mandatory),
- Priority Two (Essential if funding is available), and
- Priority Three (Recommended as career enhancing).

ii. Pathways Student Intern and Recent Graduate Programs. The CP-22 Pathways Program is a multi-disciplinary, entry-level (GS-07) course of study encompassing Public Affairs experiences designed to attract and develop high potential employees for the Public Affairs and Communication Media program. As illustrated in the Master Intern Training Plan (MITP) at Annex C, the program spans 17 months providing a mix of resident (temporary duty) instructions and on-the-job training:

- Twelve months for primary series OJT (home station rotation);
- Ten weeks of resident instruction at the Defense Information School; and
- Three months of OJT in OCPA.

Trainees (also called Recent Graduates) are selected in accordance with applicable federal hiring statutes, regulations and policies. Placement is determined at the time of acceptance into the program. Gaining units agree to hire/place interns in advance of their completion of the program. For more information, visit <http://cpol.army.mko/library/permis/794.html>.

f. Competitive Professional Development (CPD). CPD is functionally-tailored, significant developmental opportunities that occur in academic, industry and/or developmental assignment settings. CPD is the companion piece to functional training, conforming to Army requirements for CP-22 professionals to keep abreast of changes and innovations in their occupational specialties and learn new skills that will contribute to performance excellence in current and future positions.

CPD includes short and long-term training opportunities. Short-term training is 120 calendar days or less. Examples are professional workshops, seminars, and continuing education classes with a demonstrated training purpose such as those delineated in the career maps (Annex B). Long-term training is continuous, full-time training lasting more than 120 calendar days at either government or non-government facilities.

i. Developmental Assignments. Developmental assignments are detail assignments of 90-120 days (or less) undertaken to provide professional enrichment through experiential learning not readily available at home station (for example, hands-on exposure to Department of the Army-level issues. Possible assignments include details to the Office of the Chief of Public Affairs (OCPA), an Army Command (ACOM), an Army Service Component Command (ASCC), or another federal agency. To apply, Army career civilians submit a statement of interest to their CP-22 Career Program Manager indicating the desired assignment including reasons for seeking the detail and career goals to be met by the detail engagement. The CP-22 CPM can assist applicants in identifying suitable opportunities. Funding for developmental assignments covers travel and per diem as authorized in the Joint Federal Travel Regulation (JFTR), Volume 2.

- ii. Training with Industry.** TWI offers CP-22 professionals a private sector experience working in a non-government setting in job-related fields such as public relations, communications, publishing, strategic communications, congressional relations, social media, television and broadcasting and similar fields. Applicants can design their TWI program, choosing a CONUS-based corporation or non-profit organization for a period of 90 days or less. The CP-22 CPM can assist applicants. Starting dates are negotiable. TWI opportunities are subject to available funding.
- iii. University Training.** CP-22 may also provide the Army career civilian employee financial assistance to pursue a degree producing program at an accredited college or university. Referred to as academic degree training (ADT), the program of study must be in a discipline that is job related, adds to job proficiency and/or supports a planned career path, either technical, managerial or both. The academic institution must be within commuting distance of the applicant's home station. Examples of ADT are highlighted in the career maps at Annex B. University Training opportunities are subject to available funding.

The ASA (MR&A) is the approving authority for ADT requests. Approvals are subject to the availability of funding. CP-22 will not reimburse salaries or benefits to backfill behind employees selected to participate in CPD programs.

Ph.D. programs are not included in the CP-22 Master Training Plan (Annex B) and, therefore, are not centrally-funded. Such academic initiative is considered to be a self-development endeavor.

ANNEX A - CP-22 SERIES COMPETENCIES

NOTE: Currently competencies for Series 0301, 1001 and 1099 are under evaluation and will not be included in this annex.

1035 Series – Public Affairs

Communications Planning: Gather data and provide relevant information that supports development of communications plans. Research and analyze background, current issues, lessons learned, and media to establish a planning baseline. Determine background information (e.g., issue statements, questions and answers, talking points, key messages, and position papers) to support communications engagements. Seek input from leadership or subject-matter-experts. Identify an appropriate spokesperson or information source to support communication engagements. Develop a communication plan to support communication engagement. Coordinate and gain approval for the communication plan. Identify and develop metrics to evaluate communication outreach and effectiveness.

Message Delivery: Determine the medium for audiences, publics, and stakeholders and disseminate information. Provide spokesperson/subject-matter-experts for communications engagements. Serve as spokesperson. Respond to media or public queries. Establish or maintain relationships with representatives of media, publics, and stakeholders. Execute media engagements to publicize an organization's mission and/or initiatives. Coordinate and/or approve information for public release. Disseminate information to support communications goals and objectives.

Public Affairs Policies and Procedures: Develop, implement and review public affairs policies, guidance, and procedures. Develop and implement public affairs policies, guidance, and procedures to generate awareness, inform, and educate. Review public affairs policies, guidance, and procedures to ensure currency, relevance, and compliance. Assess relevant issues that may require changes to public affairs policies and procedures. Coordinate the staffing, adjudication, and approval of public affairs policies and procedures.

Message Development: Develop messages for audiences, publics, and stakeholders. Create and distribute public affairs communication content and products (e.g., articles, brochures, photos, press releases, online content, etc.) for a wide range of audiences, publics, and stakeholders. Provide public affairs communication content and products (e.g., speeches, presentations) to prepare speakers for engagements, controversial issues, and crises. Outline and develop the communications goals, objectives and key messages to be conveyed to audiences, publics, and stakeholders. Research and assess the audiences, publics, and stakeholders and subject-matter-experts to develop potential questions and answers. Verify references (e.g., quotes, information sources) to ensure security, accuracy, policy, and propriety. Review and/or edit content (e.g., publications, websites, and social media) for internal and external audiences. Review and edit content for plain language to ensure clear and concise communication. Create, use, and maintain public affairs-related imagery (e.g., still, video, and graphics) to support communications goals and objectives.

Communication Counsel: Advise leadership and agency personnel on public affairs communication and guidance. Advise leadership and subject-matter-experts in public affairs communication planning, policy, and engagements. Prepare, train, and coach agency personnel to engage with audiences, publics, and stakeholders. Advise leaders and subject-matter-experts on crisis communication and provide background materials, key message, and talking points. Provide a reference and interpretation for laws, regulations, and guidance relevant to public affairs operations. Provide media and audiences

assessments to identify trends or issues and offer communication advice. Collect and analyze feedback, metrics, or other information to evaluate communication outreach and effectiveness.

Technical Proficiency: Knowledge, ability, and skill in the functional area of Public Affairs. This includes: Procedural requirements for responding to questions emanating from various sources: foreign and domestic press, general publics, government officials and community leaders, coordinating, and level of release requirements for identified issues. Also includes the characteristics and requirements of query responses provided in the form of releases, announcements and position papers.

- Ability to provide a reference source for laws, regulations, and guidance relevant to Public Affairs operations, includes Public Laws, Privacy Act, and Freedom of Information Act.
- Skill in strategic analysis for dissemination of public affairs or advertising materials. Includes audience analysis, resource utilization strategies and their limitation and effects in the dissemination of Public Affairs or advertising materials. For example, effectiveness of social media versus traditional media for providing information to soldiers in the field.
- Knowledge of laws regulations, and guidance in advertising and sales promotion and Public Affairs activities specific to recruiting.
- Ability to design a marketing strategy. Exhibit proficiency in the development and use of various types of marketing media including conference, advertisement through broadcasting, telecasting, publications, and displays. Proficiently uses marketing media products such as billboards, transit flyers, matchbook covers. Exhibits proficiency in strategy planning; sampling, and piloting methods used in analysis of market audience characteristics, opinions and attitudes, multimedia effects, and evaluation methods.
- Skill in developing and using methods and techniques for establishing and operating a speakers' bureau. Includes fundamentals of communication such as audience analysis and methods used for identifying subject matter experts, collecting historical data on speaker effectiveness, and speaker evaluation.
- Knowledge of the newspaper production process. Includes design and layout printing, reproduction, and distribution.
- Knowledge of selected reference sources for planning and execution of Public Affairs activities (AR 360-1, The Army Public Affairs Program) and implementing regulations and directives.
- Knowledge of selected reference sources for planning and executing marketing, outreach, and public affairs activities specific to recruiting (e.g., USAREC Reg. 601-208, The Army Brand and Marketing Program, and USAREC Reg. 601-2, Army Promotional Recruiting Support Programs).
- Knowledge of contracting. Includes statements of work, specific costing, contract regulations, procedures, and restrictions.

1082 – Writer / Editor

Attention to Detail: Is thorough and conscientious when performing any and all work assignments.

Computer Basics for Writing and Editing: Ability to operate desktop and laptop computers to write, analyze, edit and communicate information using various electronic media. Ability to write, rewrite and edit for internal and external use online. Ability to use desktop publishing programs to layout and design print products (e.g., newspapers, pamphlets, and brochures). Ability to create spreadsheets for producing graphs and charts. Ability to use internet search engines to conduct research on the web.

Ability to manage, store and retrieve data, using a CD writer, external hard drive, cloud technology and other software applications. Ability to use printing and scanning peripherals.

Editing: Ability to review and revise manuscripts (e.g., reports, articles, pamphlets, web content, scripts or speeches) for accuracy and clarity, editing content and style to improve readability and appropriateness for intended audience and to correct factual errors and inconsistencies. Ability to proofread for grammar, punctuation, syllabification, spelling, capitalization, accepted English language, subject-verb agreement, adverb and adjective usage and agreement of pronouns errors. Ability to verifying proper names and titles, references, citations, statements, figures, illustrations, photographs, charts and tables. Ability to format tables; charts and graphics. Ability to edit following the Associated Press Stylebook and/or locally approved style guides.

Interpersonal Skills: Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations. Is tactful, compassionate and sensitive, and treats others with respect.

Writing Fundamentals: Ability to communicate clearly and concisely in writing, using correct principles of English language to include grammar, vocabulary, diction, idioms, syntax, composition, spelling, punctuation, capitalization, abbreviations, compound words, prefixes, sentence agreement and structure. Ability to organize and communicate thoughts, ideas, information and messages, tailoring language appropriately for intended audience(s). Ability to write reports, regulations, articles, newsletters, magazines, new releases, training materials, brochures, interpretive handbooks, pamphlets, speeches or scripts.

1087 – Editorial Assistant

Attention to Detail: Is thorough and conscientious when performing any and all work assignments.

Computer Basics for Writing and Editing: Ability to operate desktop and laptop computers to write, analyze, edit and communicate information using various electronic media. Ability to write, rewrite and edit for internal and external use online. Ability to use desktop publishing programs to layout and design print products (e.g., newspapers, pamphlets, and brochures). Ability to create spreadsheets for producing graphs and charts. Ability to use internet search engines to conduct research on the web. Ability to manage, store and retrieve data, using a CD writer, external hard drive, cloud technology and other software applications. Ability to use printing and scanning peripherals.

Editing: Ability to review and revise manuscripts (e.g., reports, articles, pamphlets, web content, scripts or speeches) for accuracy and clarity, editing content and style to improve readability and appropriateness for intended audience and to correct factual errors and inconsistencies. Ability to proofread for grammar, punctuation, syllabification, spelling, capitalization, accepted English language, subject-verb agreement, adverb and adjective usage and agreement of pronouns errors. Ability to verifying proper names and titles, references, citations, statements, figures, illustrations, photographs, charts and tables. Ability to format tables, charts, and graphics. Ability to edit following the Associated Press Stylebook and/or locally approved style guides.

Manuscript Formatting: Ability to determine publication format by marking copy, planning layout, preparing specifications of textual or tabular content. Ability to place tables, charts, and other graphics in final copy.

Writing Fundamentals: Ability to communicate clearly and concisely in writing, using correct principles of English language to include grammar, vocabulary, diction, idioms, syntax, composition, spelling, punctuation, capitalization, abbreviations, compound words, prefixes, sentence agreement and structure. Ability to organize and communicate thoughts, ideas, information and messages, tailoring language appropriately for intended audience(s). Ability to write reports, regulations, articles, newsletters, magazines, new releases, training materials, brochures, interpretive handbooks, pamphlets, speeches or scripts.

ANNEX B - MASTER TRAINING PLANS / CAREER MAPS

ANNEX B1 – 1035 Public Affairs Specialist



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		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
KEY ASSIGNMENT								<ul style="list-style-type: none"> Pathways Recent Grad Local Intern 	<ul style="list-style-type: none"> PA Specialist - Media Relations Officer PA Specialist - Community Relations Officer PA Specialist - Command / Internal Information Officer PA Specialist - A&PA / Recruiting Editor 	<ul style="list-style-type: none"> PA Specialist - Media Relations Officer PA Specialist - Community Relations Officer PA Specialist - Command / Internal Information Officer PA Specialist - A&PA / Recruiting Editor PA Specialist - Congressional Development 	<ul style="list-style-type: none"> PA Specialist - Media Relations Officer PA Specialist - Community Relations Officer PA Specialist - Command / Internal Information Officer PA Specialist - A&PA / Recruiting Editor PA Specialist - Congressional Development 	<ul style="list-style-type: none"> PA Branch Chief (Team Leader) PA Branch Chief (Supervisory) PA Specialist Congressional Development 	<ul style="list-style-type: none"> PA Chief - Supervisor / Supervisory PA Branch Chief (Team Leader) PA Branch Chief (Supervisory) PA Specialist - Media Relations Officer PA Specialist - Community Relations Officer PA Specialist - Command / Internal Information Officer 	<ul style="list-style-type: none"> PA Senior Staff Officer - Operations / Plans PA Senior Staff Officer - Policy PA Senior Staff Officer - Civilian Training / Development PA Senior Staff Officer - Media Relations PA Senior Staff Officer - Community Relations PA Senior Staff Officer - Executive Communications 	<ul style="list-style-type: none"> PA Senior Division Chief PA Senior Operations Chief - Operations and Plans PA Senior Division Chief - Policy Deputy Advisor to the Chief of Public Affairs 	
	LEADERSHIP COMPETENCIES	<ul style="list-style-type: none"> Conflict Management Developing Others Financial Management Human Capital Management Political Savvy Strategic Thinking Team Building Technology Application Vision Leveraging Diversity Change Management Creativity and Innovation Decision Making External Awareness Flexibility Integrity / Honesty Organizational Awareness Organizational Development Problem Solving Project Management 	<ul style="list-style-type: none"> Conflict Management Developing Others Financial Management Human Capital Management Political Savvy Strategic Thinking Team Building Technology Application Vision Leveraging Diversity Change Management Creativity and Innovation Decision Making External Awareness Flexibility Integrity / Honesty Organizational Awareness Organizational Development Problem Solving Project Management 	<ul style="list-style-type: none"> Conflict Management Developing Others Financial Management Human Capital Management Political Savvy Strategic Thinking Team Building Technology Application Vision Leveraging Diversity Change Management Creativity and Innovation Decision Making External Awareness Flexibility Integrity / Honesty Organizational Awareness Organizational Development Problem Solving Project Management Resilience 	<ul style="list-style-type: none"> Conflict Management Developing Others Financial Management Human Capital Management Political Savvy Strategic Thinking Team Building Technology Application Vision Leveraging Diversity Change Management Creativity and Innovation Decision Making External Awareness Flexibility Integrity / Honesty Organizational Awareness Organizational Development Problem Solving Project Management Resilience 	<ul style="list-style-type: none"> Conflict Management Developing Others Financial Management Human Capital Management Political Savvy Strategic Thinking Team Building Technology Application Vision Leveraging Diversity Change Management Creativity and Innovation Decision Making External Awareness Flexibility Integrity / Honesty Organizational Awareness Organizational Development Problem Solving Project Management Resilience 	<ul style="list-style-type: none"> Conflict Management Developing Others Financial Management Human Capital Management Political Savvy Strategic Thinking Team Building Technology Application Vision Leveraging Diversity Change Management Creativity and Innovation Decision Making External Awareness Flexibility Integrity / Honesty Organizational Awareness Organizational Development Problem Solving Project Management Resilience 	<ul style="list-style-type: none"> Conflict Management Developing Others Financial Management Human Capital Management Political Savvy Strategic Thinking Team Building Technology Application Vision Leveraging Diversity Change Management Creativity and Innovation Decision Making External Awareness Flexibility Integrity / Honesty Organizational Awareness Organizational Development Problem Solving Project Management Resilience Ethics 								



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		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15		
COMPETENCIES	FUNCTIONAL COMPETENCIES							<ul style="list-style-type: none"> Ethics 	<ul style="list-style-type: none"> Resilience Ethics 		<ul style="list-style-type: none"> Ethics 	<ul style="list-style-type: none"> Ethics 	<ul style="list-style-type: none"> Resilience Ethics 	<ul style="list-style-type: none"> Resilience Ethics 				
	CORE COMPETENCIES							<ul style="list-style-type: none"> Communications Planning Message Delivery Public Affairs Policies & Procedures Message Development Communication Counsel Technical Proficiency 	<ul style="list-style-type: none"> Communications Planning Message Delivery Public Affairs Policies & Procedures Message Development Communications Counsel Technical Proficiency 		<ul style="list-style-type: none"> Communications Planning Message Delivery Public Affairs Policies & Procedures Message Development Communications Counsel Technical Proficiency 	<ul style="list-style-type: none"> Communications Planning Message Delivery Public Affairs Policies & Procedures Message Development Communications Counsel Technical Proficiency 	<ul style="list-style-type: none"> Communications Planning Message Delivery Public Affairs Policies & Procedures Message Development Communications Counsel Technical Proficiency 	<ul style="list-style-type: none"> Communications Planning Message Delivery Public Affairs Policies & Procedures Message Development Communications Counsel Technical Proficiency 	<ul style="list-style-type: none"> Communications Planning Message Delivery Public Affairs Policies & Procedures Message Development Communications Counsel Technical Proficiency 			
								<ul style="list-style-type: none"> Accountability Attention to Detail Communication and Media English Language Oral Communication Personal Communication Planning and Evaluation 	<ul style="list-style-type: none"> Accountability Attention to detail English Language Oral Communication Personal Communication Written Communication Communications and Media 		<ul style="list-style-type: none"> Accountability Attention to detail English Language Oral Communication Personal Communication Written Communication Communications and Media Planning and Evaluating 	<ul style="list-style-type: none"> Accountability Attention to detail English Language Oral Communication Personal Communication Written Communication Communications and Media Planning and Evaluating 	<ul style="list-style-type: none"> Accountability Attention to detail English Language Oral Communication Personal Communication Written Communication Communications and Media 	<ul style="list-style-type: none"> Accountability Attention to detail English Language Oral Communication Personal Communication Written Communication Communications and Media 	<ul style="list-style-type: none"> Accountability Attention to detail English Language Oral Communication Personal Communication Written Communication Communications and Media 	<ul style="list-style-type: none"> Accountability Attention to detail English Language Oral Communication Personal Communication Written Communication Communications and Media Planning and Evaluating 		



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COMPETENCIES								<ul style="list-style-type: none"> Written Communication 		<ul style="list-style-type: none"> Planning and Evaluating 				<ul style="list-style-type: none"> Planning and Evaluating 	<ul style="list-style-type: none"> Planning and Evaluating 		
LEADER DEVELOPMENT								<ul style="list-style-type: none"> Foundation Course - Civilian Education System (CES) Basic Course - Civilian Education System (CES) Action Officer Development Course (AODC) Defense Civilian Emerging Leader Program (DCELP) 		<ul style="list-style-type: none"> Foundation Course - Civilian Education System (CES) Basic Course - Civilian Education System (CES) Action Officer Development Course (AODC) Manager Development Course (MDC) Defense Civilian Emerging Leader Program (DCELP) Federal Executive Institute Courses for Aspiring Leaders LEAD certification program 		<ul style="list-style-type: none"> CES Intermediate Course Foundation Course - Civilian Education System (CES) Action Officer Development Course (AODC) Manager Development Course (MDC) Supervisor Development Course (SDC) Defense Civilian Emerging Leader Program (DCELP) Federal Executive Institute Courses for Supervisors/Managers Enterprise Talent Management (ETM) 		<ul style="list-style-type: none"> CES Intermediate Course Foundation Course - Civilian Education System (CES) Supervisor Development Course (SDC) Executive Leadership Program (ELDP) Manager Development Course Action Officer Development Course (AODC) Federal Executive Institute Courses for Supervisors/Managers Enterprise Talent Management (ETM) 	<ul style="list-style-type: none"> Foundation Course - Civilian Education System (CES) Action Officer Development Course (AODC) Advanced Course - Civilian Education System (CES) Manager Development Course (MDC) Supervisor Development Course (SDC) Executive Leadership Program (ELDP) OPM Center for Leadership Development (CLD) - Supervisors / Managers Enterprise Talent Management (ETM) 	<ul style="list-style-type: none"> Foundation Course - Civilian Education System (CES) Advanced Course - Civilian Education System (CES) Supervisor Development Course (SDC) Manager Development Course (MDC) Action Officer Development Course (AODC) Continuing Education for Senior Leaders (CESL) OPM Center for Leadership Development (CLD) - Supervisors / Managers Executive Leadership Program (ELDP) Senior Enterprise Talent Management Program (SETM) - TDY Senior Enterprise Talent Management Program (SETM) - Senior Service College (SSC) Army War College Army War College (Distance Education) 	<ul style="list-style-type: none"> Foundation Course - Civilian Education System (CES) Advanced Course - Civilian Education System (CES) Supervisor Development Course (SDC) Manager Development Course (MDC) Action Officer Development Course (AODC) Continuing Education for Senior Leaders (CESL) OPM Center for Leadership Development (CLD) - SES / Executive Senior Enterprise Talent Management Program (SETM) - TDY Senior Enterprise Talent Management Program (SETM) - Enterprise Placement (EPP) Senior Enterprise Talent Management Program (SETM) - Senior Service College (SSC) Army War College Army War College (Distance Education)



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															<ul style="list-style-type: none"> Eisenhower School - National Security and Resource Strategy (formerly ICAF) Defense Senior Leadership Development Program (DSLDP) National War College (Open to DSLDP Candidates only) Naval War College (Open to DSLDP Candidates only) Air War College (Open to DSLDP Candidates only) Harvard University Senior Executive Fellows Program (HUSEF) 	<ul style="list-style-type: none"> Eisenhower School - National Security and Resource Strategy (formerly ICAF) Defense Senior Leadership Development Program (DSLDP) National War College (Open to DSLDP Candidates only) Naval War College (Open to DSLDP Candidates only) Air War College (Open to DSLDP Candidates only) Senior Leader Seminar (SLS) Harvard University Senior Executive Fellows Program (HUSEF)
PROFESSIONAL DEVELOPMENT							<ul style="list-style-type: none"> Developmental Assignments 	<ul style="list-style-type: none"> Developmental Assignments Deployments - International/Civilian Expeditionary Support (ICES) 	<ul style="list-style-type: none"> Developmental Assignments Deployments - International/Civilian Expeditionary Support (ICES) 	<ul style="list-style-type: none"> Developmental Assignments Army Congressional Fellowship Deployments - International/Civilian Expeditionary Support (ICES) 	<ul style="list-style-type: none"> Developmental Assignments Army Congressional Fellowship Deployments - International/Civilian Expeditionary Support (ICES) 	<ul style="list-style-type: none"> Deployments - International/Civilian Expeditionary Support (ICES) Army Congressional Fellowship Program (AFCP) Developmental Assignment - Supervisory Developmental Assignment - Higher HQ Developmental Assignment - Broadening Experience 	<ul style="list-style-type: none"> Army Congressional Fellowship Program (AFCP) Developmental Assignment - Program / Project Management Developmental Assignment - Policy Developmental Assignment - National Security 	<ul style="list-style-type: none"> OPM Leadership for a Democratic Society Senior Manager Course in National Security (SMC) 		



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OCCUPATIONAL DEVELOPMENT	FUNCTIONAL TRAINING							<ul style="list-style-type: none"> Georgetown University Congressional Operations Georgetown University Strategic Communications in a Social Media World Georgetown University Social Media Management 	<ul style="list-style-type: none"> Georgetown University Social Media Management Georgetown University Strategic Communications Course Georgetown University Congressional Operations Seminar 	<ul style="list-style-type: none"> Georgetown University Social Media Management Georgetown University Strategic Communications Course Georgetown University Congressional Operations Seminar 	<ul style="list-style-type: none"> Georgetown University Congressional Operations Seminar Georgetown University Social Media Management Georgetown University Strategic Communications Course 	<ul style="list-style-type: none"> Georgetown University Congressional Operations Seminar Georgetown University Social Media Management Georgetown University Strategic Communications Course 	<ul style="list-style-type: none"> Congressional Operations Seminar - Georgetown University Strategic Communications Planning in a Social Media World Social Media Management 	<ul style="list-style-type: none"> Congressional Operations Seminar - Georgetown University Strategic Communications Planning in a Social Media World Training With Industry (TWI) 	<ul style="list-style-type: none"> Senior Manager Course in National Security Leadership (SMC) 	
	CORE TRAINING							<ul style="list-style-type: none"> PA Qualification Course PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) Content Management Course 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) Joint Intermediate PA Course (JIPAC) Content Management Course 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) Joint Intermediate PA Course (JIPAC) Content Management Course 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) - Resident PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) Content Management Course (CMC) Joint Intermediate PA Course (JIPAC) Joint Senior PA Course (JSPAC) 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) - Resident PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) Joint Intermediate PA Course (JIPAC) Joint Senior PA Course (JSPAC) 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) PA Qualification Course (PAQC) - Resident Joint Senior PA Course (JSPAC) 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) PA Qualification Course (PAQC) - Resident Joint Senior PA Course (JSPAC) 	
	ACADEMIC TRAINING							<ul style="list-style-type: none"> Bachelor's Degree Certificate Program 	<ul style="list-style-type: none"> Bachelor's Degree Certificate Program 	<ul style="list-style-type: none"> Bachelor's Degree College degree/course work Certificate Program 	<ul style="list-style-type: none"> Advanced degree course work College degree/course work Certificate Program 	<ul style="list-style-type: none"> Bachelor's degree Advanced degree course work Master's degree Center for Continuing and Professional Education - Georgetown University National Security Management Course - Syracuse University 	<ul style="list-style-type: none"> Bachelor's degree Advanced degree course work Master's degree Center for Continuing and Professional Education - Georgetown University National Security Management Course - Syracuse University 	<ul style="list-style-type: none"> Bachelor's degree Advanced degree course work Master's degree Center for Continuing and Professional Education - Georgetown University National Security Management Course - Syracuse University 	<ul style="list-style-type: none"> Advanced degree course work Master's degree National Security Management Course - Syracuse University Center for Continuing and Professional Education - Georgetown University 	



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MANDATORY TRAINING	CERTIFICATIONS										<ul style="list-style-type: none"> APR/APR+M IABC PRSA 	<ul style="list-style-type: none"> APR/APR+M IABC PRSA 	<ul style="list-style-type: none"> Operations Security (OPSEC) Level II Certified Public Relations/Affairs Certifications 	<ul style="list-style-type: none"> Operations Security (OPSEC) Level II Certified Public Relations/Affairs Certifications 	<ul style="list-style-type: none"> Public Relations/Affairs Certifications 	
	DOD MANDATORY TRAINING							<ul style="list-style-type: none"> Antiterrorism Constitution Day Training Ethics 	<ul style="list-style-type: none"> Antiterrorism Constitution Day Training Ethics 	<ul style="list-style-type: none"> Antiterrorism Constitution Day Training Ethics 	<ul style="list-style-type: none"> Antiterrorism Constitution Day Training Ethics 	<ul style="list-style-type: none"> Antiterrorism Constitution Day Training Ethics 	<ul style="list-style-type: none"> DoD Constitution Day Training Ethics 	<ul style="list-style-type: none"> DoD Constitution Day Training Ethics 	<ul style="list-style-type: none"> DoD Constitution Day Training Ethics 	
	US ARMY MANDATORY TRAINING							<ul style="list-style-type: none"> Army Substance Abuse Program Army Suicide Prevention Program Combatting Trafficking in Persons (CTIP) Program Composite Risk Management EEO for Non-Supervisors / Supervisors Operational Security (OPSEC) Prevention of Sexual Harassment and Sexual Harassment Response & Prevention (SHARP) Threat Awareness & Reporting Program (TARP) Cyber Awareness / Information 	<ul style="list-style-type: none"> Army Substance Abuse Program Army Suicide Prevention Program Combatting Trafficking in Persons (CTIP) Program Composite Risk Management EEO for Non-Supervisors / Supervisors Operational Security (OPSEC) Prevention of Sexual Harassment and Sexual Harassment Response & Prevention (SHARP) Threat Awareness & Reporting Program (TARP) Cyber Awareness / Information 	<ul style="list-style-type: none"> Army Substance Abuse Program Army Suicide Prevention Program Combatting Trafficking in Persons (CTIP) Program Composite Risk Management EEO for Non-Supervisors / Supervisors Operational Security (OPSEC) Prevention of Sexual Harassment and Sexual Harassment Response & Prevention (SHARP) Threat Awareness & Reporting Program (TARP) Cyber Awareness / Information 	<ul style="list-style-type: none"> Army Substance Abuse Program Army Suicide Prevention Program Combatting Trafficking in Persons (CTIP) Program Composite Risk Management EEO for Non-Supervisors / Supervisors Operational Security (OPSEC) Prevention of Sexual Harassment and Sexual Harassment Response & Prevention (SHARP) Threat Awareness & Reporting Program (TARP) Cyber Awareness / Information 	<ul style="list-style-type: none"> Level I Anti-Terrorism Awareness (Annual) Army Substance Abuse Program (ASAP) (Annual) Army Suicide Prevention Program (Annual) Combatting Trafficking In Persons (CTIP) (Annual) EEO, Anti-Harassment and No Fear Training for Non-Supervisors / Supervisors Composite Risk Management Operational Security (OPSEC) (Annual) Prevention of Sexual Harassment (POSH) (Semi-Annual) Threat Awareness and Reporting Program (TARP) (Annual) Cyber / Information Awareness (Annual) 	<ul style="list-style-type: none"> Level I Anti-Terrorism Awareness (Annual) Army Substance Abuse Program (ASAP) (Annual) Army Suicide Prevention Program (Annual) Combatting Trafficking In Persons (CTIP) (Annual) EEO, Anti-Harassment and No Fear Training for Non-Supervisors / Supervisors Composite Risk Management Operational Security (OPSEC) (Annual) Prevention of Sexual Harassment (POSH) (Semi-Annual) Threat Awareness and Reporting Program (TARP) (Annual) Cyber / Information Awareness (Annual) 	<ul style="list-style-type: none"> Level I Anti-Terrorism Awareness (Annual) Army Substance Abuse Program (ASAP) (Annual) Army Suicide Prevention Program (Annual) Combatting Trafficking In Persons (CTIP) (Annual) EEO, Anti-Harassment and No Fear Training for Non-Supervisors / Supervisors Composite Risk Management Operational Security (OPSEC) (Annual) Prevention of Sexual Harassment (POSH) (Semi-Annual) Threat Awareness and Reporting Program (TARP) (Annual) Cyber / Information Awareness (Annual) 		

ANNEX B2 - 1082 Writer – Editor



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KEY ASSIGNMENT							<ul style="list-style-type: none"> Writer / Editor Transition to PA Intern/Specialist (1035 series) 	<ul style="list-style-type: none"> Writer-Editor PA Specialist (1035 transition) 	<ul style="list-style-type: none"> Writer-Editor PA Specialist (1035 transition) 	<ul style="list-style-type: none"> Supervisor / Writer-Editor PA Specialist (1035 transition) 	<ul style="list-style-type: none"> Supervisor/Writer-Editor 	<ul style="list-style-type: none"> Supervisor / Writer-Editor 				
COMPETENCIES							LEADERSHIP COMPETENCIES	<ul style="list-style-type: none"> Conflict Management Continual Learning Critical Thinking Flexibility Integrity / Honesty Resilience Technology Management 	<ul style="list-style-type: none"> Conflict Management Continual Learning Critical Thinking Flexibility Integrity / Honesty Resilience Technology Management 	<ul style="list-style-type: none"> Conflict Management Continual Learning Critical Thinking Flexibility Integrity / Honesty Resilience Technology Management 	<ul style="list-style-type: none"> Conflict Management Continual Learning Critical Thinking Flexibility Integrity / Honesty Resilience Technology Management 	<ul style="list-style-type: none"> Conflict Management Continual Learning Critical Thinking Flexibility Integrity / Honesty Resilience Technology Management 	<ul style="list-style-type: none"> Conflict Management Continual Learning Critical Thinking Flexibility Integrity / Honesty Resilience Technology Management 	<ul style="list-style-type: none"> Conflict Management Continual Learning Critical Thinking Flexibility Integrity / Honesty Resilience Technology Management 		
							FUNCTIONAL COMPETENCIES	<ul style="list-style-type: none"> Manuscript Formatting Interpersonal Skills Creativity and Innovation (1035 Transition Competency) Problem Solving (1035 Transition Competency) Teamwork (1035 Transition Competency) Technology Application (1035 Transition Competency) Self-Management (1035 Transition Competency) Customer Service (1035 Transition Competency) External Awareness (1035 Transition Competency) Influencing and Persuading (1035 Transition Competency) Attention to Detail Computer Basics for Writing and Editing Editing Writing Fundamentals 	<ul style="list-style-type: none"> Manuscript Formatting Interpersonal Skills Creativity and Innovation (1035 Transition Competency) Problem Solving (1035 Transition Competency) Teamwork (1035 Transition Competency) Technology Application (1035 Transition Competency) Self-Management (1035 Transition Competency) Customer Service (1035 Transition Competency) External Awareness (1035 Transition Competency) Influencing and Persuading (1035 Transition Competency) Attention to Detail Computer Basics for Writing and Editing Editing Writing Fundamentals 	<ul style="list-style-type: none"> Manuscript Formatting Interpersonal Skills Creativity and Innovation (1035 Transition Competency) Problem Solving (1035 Transition Competency) Teamwork (1035 Transition Competency) Technology Application (1035 Transition Competency) Self-Management (1035 Transition Competency) Customer Service (1035 Transition Competency) External Awareness (1035 Transition Competency) Influencing and Persuading (1035 Transition Competency) Attention to Detail Computer Basics for Writing and Editing Editing Writing Fundamentals 	<ul style="list-style-type: none"> Manuscript Formatting Interpersonal Skills Creativity and Innovation (1035 Transition Competency) Problem Solving (1035 Transition Competency) Teamwork (1035 Transition Competency) Technology Application (1035 Transition Competency) Self-Management (1035 Transition Competency) Customer Service (1035 Transition Competency) External Awareness (1035 Transition Competency) Influencing and Persuading (1035 Transition Competency) Attention to Detail Computer Basics for Writing and Editing Editing Writing Fundamentals 	<ul style="list-style-type: none"> Manuscript Formatting Interpersonal Skills Attention to Detail Computer Basics for Writing and Editing Editing Writing Fundamentals 	<ul style="list-style-type: none"> Manuscript Formatting Interpersonal Skills Attention to Detail Computer Basics for Writing and Editing Editing Writing Fundamentals 			
							CORE COMPETENCIES							<ul style="list-style-type: none"> Accountability Attention to detail English Language 	<ul style="list-style-type: none"> Accountability Attention to detail English Language 	<ul style="list-style-type: none"> Accountability Attention to detail English Language



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COMPETENCIES								<ul style="list-style-type: none"> • Oral Communication • Personal Communication • Written Communication • Communications and Media • Planning and Evaluating 	<ul style="list-style-type: none"> • Oral Communication • Personal Communication • Written Communication • Communications and Media • Planning and Evaluating 	<ul style="list-style-type: none"> • Oral Communication • Personal Communication • Written Communication • Communications and Media • Planning and Evaluating 	<ul style="list-style-type: none"> • Oral Communication • Personal Communication • Written Communication • Communications and Media • Planning and Evaluating 	<ul style="list-style-type: none"> • Oral Communication • Personal Communication • Written Communication • Communications and Media • Planning and Evaluating 	<ul style="list-style-type: none"> • Oral Communication • Personal Communication • Written Communication • Communications and Media • Planning and Evaluating 	<ul style="list-style-type: none"> • Oral Communication • Personal Communication • Written Communication • Communications and Media • Planning and Evaluating 	<ul style="list-style-type: none"> • Oral Communication • Personal Communication • Written Communication • Communications and Media • Planning and Evaluating 	
	LEADER DEVELOPMENT							<ul style="list-style-type: none"> • CES Basic Course • CES Foundation Course • Action Officer Development Course • Defense Civilian Emerging Leader Program (DCELP) 	<ul style="list-style-type: none"> • Foundation Course • Basic Course • Action Officer Development Course • Manager Development Course • Defense Civilian Emerging Leader Program (DCELP) • Federal Executive Institute Courses for Aspiring Leaders LEAD certification program 	<ul style="list-style-type: none"> • CES Foundation Course • CES Intermediate Course • Action Officer Development Course • Manager Development Course • Supervisory Development Course • Defense Civilian Emerging Leader Program (DCELP) • Federal Executive Institute Courses for Aspiring Leaders LEAD certification program 	<ul style="list-style-type: none"> • CES Foundation Course • CES Intermediate Course • Action Officer Development Course • Manager Development Course • Executive Leadership Development Program (ELDP) • Supervisory Development Course • Federal Executive Institute Courses for Aspiring Leaders LEAD certification program 	<ul style="list-style-type: none"> • CES Foundation Course • CES Intermediate Course • Action Officer Development Course • Manager Development Course • Executive Leadership Development Program (ELDP) • Supervisory Development Course • Federal Executive Institute Courses for Aspiring Leaders LEAD certification program 	<ul style="list-style-type: none"> • CES Foundation Course • CES Intermediate Course • Action Officer Development Course • Manager Development Course • Executive Leadership Development Program (ELDP) • Supervisory Development Course • Federal Executive Institute Courses for Aspiring Leaders LEAD certification program 	<ul style="list-style-type: none"> • CES Advanced Course • Supervisor Development Course • Manager Development Course • Continuing Education for Senior Leaders (CESL) • Senior Enterprise Talent Management Program (SETM) - TDY • Senior Enterprise Talent Management Program (SETM) - Senior Service College (SSC) • Defense Senior Leader Development Program (DSLDP) • Executive Leadership Development Program (ELDP) • Army War College (Distance Education) • Federal Executive Institute Courses for Supervisors / Managers • Air War College (Open to DSLDP Candidates only) • Naval War College (Open to DSLDP Candidates only) • National War College (Open to DSLDP Candidates only) • Harvard University Program for Senior Executive Fellows (HUSEF) 		



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PROFESSIONAL DEVELOPMENT								<ul style="list-style-type: none"> Developmental Assignments 	<ul style="list-style-type: none"> Developmental Assignments 	<ul style="list-style-type: none"> Developmental Assignments Army Congressional Fellowship Deployments - International/Civilian Expeditionary Support (ICES) 	<ul style="list-style-type: none"> Developmental Assignments Army Congressional Fellowship Deployments - International/Civilian Expeditionary Support (ICES) 	<ul style="list-style-type: none"> Developmental Assignments Army Congressional Fellowship Deployments - International/Civilian Expeditionary Support (ICES) 	<ul style="list-style-type: none"> Developmental Assignments Army Congressional Fellowship Deployments - International/Civilian Expeditionary Support (ICES) 	<ul style="list-style-type: none"> Eisenhower School - National Security and Resources Strategy (formerly ICAF) 		
	FUNCTIONAL TRAINING											<ul style="list-style-type: none"> Georgetown University Social Media Management 	<ul style="list-style-type: none"> Georgetown University Social Media Management Georgetown University Strategic Communications Course 	<ul style="list-style-type: none"> Georgetown University Social Media Management Georgetown University Strategic Communications Course 	<ul style="list-style-type: none"> Strategic Communications Planning in a Social Media World Social Media Management Training With Industry (TWI) 	
OCCUPATIONAL DEVELOPMENT	CORE TRAINING							<ul style="list-style-type: none"> PA Qualification Course (PAQC) PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) Content Management Course (CMC) 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) - Resident PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) Content Management Course (CMC) 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) PA Qualification Course (PAQC) - Resident Content Management Course (CMC) Joint Intermediate PA Course (JIPAC) 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) PA Qualification Course (PAQC) - Resident Content Management Course (CMC) Joint Intermediate PA Course (JIPAC) 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) PA Qualification Course (PAQC) - Resident Content Management Course (CMC) Joint Intermediate PA Course (JIPAC) Joint Senior PA Course (JSPAC) 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) Content Management Course (CMC) Joint Intermediate PA Course (JIPAC) Joint Senior PA Course (JSPAC) 			
									<ul style="list-style-type: none"> Bachelor's Degree College coursework 	<ul style="list-style-type: none"> Bachelor's Degree College coursework 	<ul style="list-style-type: none"> Bachelor's Degree College/degree work Certificate Program 	<ul style="list-style-type: none"> Advanced Degree College/degree work Certificate Program 	<ul style="list-style-type: none"> Advanced degree course work College degree/course work 	<ul style="list-style-type: none"> Advanced degree course work College degree/course work 		
ACADEMIC TRAINING								<ul style="list-style-type: none"> Bachelor's Degree College coursework 	<ul style="list-style-type: none"> Bachelor's Degree College coursework 	<ul style="list-style-type: none"> Bachelor's Degree College/degree work Certificate Program 	<ul style="list-style-type: none"> Advanced Degree College/degree work Certificate Program 	<ul style="list-style-type: none"> Advanced degree course work College degree/course work 	<ul style="list-style-type: none"> Advanced degree course work College degree/course work 			



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														<ul style="list-style-type: none"> National Security Management Course - Syracuse University Center for Continuing and Professional Education - Georgetown University 	<ul style="list-style-type: none"> National Security Management Course - Syracuse University Center for Continuing and Professional Education - Georgetown University 	
CERTIFICATIONS								<ul style="list-style-type: none"> OPSEC Level I 	<ul style="list-style-type: none"> OPSEC Level I 	<ul style="list-style-type: none"> OPSEC Level II APR/APR+M IABC PRSA 	<ul style="list-style-type: none"> OPSEC Level II APR/APR+M IABC PRSA 	<ul style="list-style-type: none"> OPSEC Level II APR/APR+M IABC PRSA 	<ul style="list-style-type: none"> OPSEC Level II APR/APR+M IABC PRSA 			
MANDATORY TRAINING	DOD MANDATORY TRAINING							<ul style="list-style-type: none"> DoD Constitution Day Training Ethics 	<ul style="list-style-type: none"> DoD Constitution Day Training Ethics 	<ul style="list-style-type: none"> DoD Constitution Day Training Ethics 	<ul style="list-style-type: none"> DoD Constitution Day Training Ethics 	<ul style="list-style-type: none"> DoD Constitution Day Training Ethics 	<ul style="list-style-type: none"> DoD Constitution Day Training Ethics 	<ul style="list-style-type: none"> DoD Constitution Day Training Ethics 	<ul style="list-style-type: none"> DoD Constitution Day Training Ethics 	
	US ARMY MANDATORY TRAINING							<ul style="list-style-type: none"> Level I Anti-Terrorism Awareness (Annual) Army Substance Abuse Program (ASAP) (Annual) Army Suicide Prevention Program (Annual) Combating Trafficking In Persons (CTIP) (Annual) EEO, Anti-Harassment and No Fear Training for Non-Supervisors / Supervisors Composite Risk Management Operational Security (OPSEC) (Annual) Prevention of Sexual Harassment (POSH) (Semi-Annual) Threat Awareness and Reporting Program (TARP) (Annual) Cyber / Information Awareness (Annual) 	<ul style="list-style-type: none"> Level I Anti-Terrorism Awareness (Annual) Army Substance Abuse Program (ASAP) (Annual) Army Suicide Prevention Program (Annual) Combating Trafficking In Persons (CTIP) (Annual) EEO, Anti-Harassment and No Fear Training for Non-Supervisors / Supervisors Composite Risk Management Operational Security (OPSEC) (Annual) Prevention of Sexual Harassment (POSH) (Semi-Annual) Threat Awareness and Reporting Program (TARP) (Annual) Cyber / Information Awareness (Annual) 	<ul style="list-style-type: none"> Level I Anti-Terrorism Awareness (Annual) Army Substance Abuse Program (ASAP) (Annual) Army Suicide Prevention Program (Annual) Combating Trafficking In Persons (CTIP) (Annual) EEO, Anti-Harassment and No Fear Training for Non-Supervisors / Supervisors Composite Risk Management Operational Security (OPSEC) (Annual) Prevention of Sexual Harassment (POSH) (Semi-Annual) Threat Awareness and Reporting Program (TARP) (Annual) Cyber / Information Awareness (Annual) 	<ul style="list-style-type: none"> Level I Anti-Terrorism Awareness (Annual) Army Substance Abuse Program (ASAP) (Annual) Army Suicide Prevention Program (Annual) Combating Trafficking In Persons (CTIP) (Annual) EEO, Anti-Harassment and No Fear Training for Non-Supervisors / Supervisors Composite Risk Management Operational Security (OPSEC) (Annual) Prevention of Sexual Harassment (POSH) (Semi-Annual) Threat Awareness and Reporting Program (TARP) (Annual) Cyber / Information Awareness (Annual) 	<ul style="list-style-type: none"> Level I Anti-Terrorism Awareness (Annual) Army Substance Abuse Program (ASAP) (Annual) Army Suicide Prevention Program (Annual) Combating Trafficking In Persons (CTIP) (Annual) EEO, Anti-Harassment and No Fear Training for Non-Supervisors / Supervisors Composite Risk Management Operational Security (OPSEC) (Annual) Prevention of Sexual Harassment (POSH) (Semi-Annual) Threat Awareness and Reporting Program (TARP) (Annual) Cyber / Information Awareness (Annual) 	<ul style="list-style-type: none"> Level I Anti-Terrorism Awareness (Annual) Army Substance Abuse Program (ASAP) (Annual) Army Suicide Prevention Program (Annual) Combating Trafficking In Persons (CTIP) (Annual) EEO, Anti-Harassment and No Fear Training for Non-Supervisors / Supervisors Composite Risk Management Operational Security (OPSEC) (Annual) Prevention of Sexual Harassment (POSH) (Semi-Annual) Threat Awareness and Reporting Program (TARP) (Annual) Cyber / Information Awareness (Annual) 	<ul style="list-style-type: none"> Level I Anti-Terrorism Awareness (Annual) Army Substance Abuse Program (ASAP) (Annual) Army Suicide Prevention Program (Annual) Combating Trafficking In Persons (CTIP) (Annual) EEO, Anti-Harassment and No Fear Training for Non-Supervisors / Supervisors Composite Risk Management Operational Security (OPSEC) (Annual) Prevention of Sexual Harassment (POSH) (Semi-Annual) Threat Awareness and Reporting Program (TARP) (Annual) Cyber / Information Awareness (Annual) 		
MANDATORY TRAINING								<ul style="list-style-type: none"> Cyber / Information Awareness (Annual) 								



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KEY ASSIGNMENT						<ul style="list-style-type: none"> Writer-Editor (Transition to 1082 series) Intern (Transition to 1035 series) Editorial Assistant Editorial Clerk Editorial Technician 	<ul style="list-style-type: none"> Editorial Assistant Editorial Clerk Editorial Technician Intern (Transition to 1035 series) Writer-Editor (Transition to 1082 series) 	<ul style="list-style-type: none"> Editorial Assistant Editorial Clerk Editorial Technician Intern (Transition to 1035 series) Writer-Editor (Transition to 1082 series) 		<ul style="list-style-type: none"> Editorial Assistant Editorial Technician PA Staff Specialist (Transition to 1035 series) Writer-Editor (Transition to 1082 series) 							
	LEADERSHIP COMPETENCIES	<ul style="list-style-type: none"> Accountability Continual Learning Critical Thinking External Awareness Integrity/Honesty Interpersonal Skills Oral Communications Problem Solving Public Service Motivation Technology Management Written Communications 				<ul style="list-style-type: none"> Continual Learning Flexibility Conflict Management Critical Thinking Integrity / Honesty Resilience Technology Management 	<ul style="list-style-type: none"> Conflict Management Continual Learning Critical Thinking Flexibility Integrity / Honesty Resilience Technology Management 	<ul style="list-style-type: none"> Conflict Management Continual Learning Critical Thinking Flexibility Integrity / Honesty Resilience Technology Management 		<ul style="list-style-type: none"> Flexibility Conflict Management Continual Learning Critical Thinking Integrity / Honesty Leveraging Diversity Resilience Strategic Thinking Technology Management 							
COMPETENCIES	FUNCTIONAL COMPETENCIES	<ul style="list-style-type: none"> Briefing Techniques Computer Literacy Editing Public Speaking 				<ul style="list-style-type: none"> Attention to Detail Interpersonal Skills (1082 Transition Competency) Creativity and Innovation (1035 Transition Competency) Problem Solving (1035 Transition Competency) Teamwork (1035 Transition Competency) Technology Application (1035 Transition Competency) Self-Management (1035 Transition Competency) Customer Service (1035 Transition Competency) Computer Basics for Writing and Editing Editing Manuscript Formatting Writing Fundamentals 	<ul style="list-style-type: none"> Attention to Detail Interpersonal Skills (1082 Transition Competency) Creativity and Innovation (1035 Transition Competency) Teamwork (1035 Transition Competency) Problem Solving (1035 Transition Competency) Technology Application (1035 Transition Competency) Self-Management (1035 Transition Competency) Customer Service (1035 Transition Competency) Computer Basics for Writing and Editing Editing Manuscript Formatting Writing Fundamentals 	<ul style="list-style-type: none"> Manuscript Formatting Interpersonal Skills (1082 Transition Competency) Creativity and Innovation (1035 Transition Competency) Problem Solving (1035 Transition Competency) Teamwork (1035 Transition Competency) Technology Application (1035 Transition Competency) Self-Management (1035 Transition Competency) Customer Service (1035 Transition Competency) External Awareness (1035 Transition Competency) Influencing and Persuading (1035 Transition Competency) Attention to Detail Computer Basics for Writing and Editing Editing Writing Fundamentals 		<ul style="list-style-type: none"> Attention to Detail Interpersonal Skills (1082 Transition Competency) Creativity and Innovation (1035 Transition Competency) Problem Solving (1035 Transition Competency) Teamwork (1035 Transition Competency) Technology Application (1035 Transition Competency) Customer Service (1035 Transition Competency) External Awareness (1035 Transition Competency) Influencing and Persuading (1035 Transition Competency) Leadership (1035 Transition Competency) Technical Proficiency (1035 Transition Competency) Computer Basics for Writing and Editing Editing Manuscript Formatting Writing Fundamentals 							



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COMPETENCIES	CORE COMPETENCIES	<ul style="list-style-type: none"> Attention to Detail Communications Media Customer Service English Language Flexibility Personal Communication Planning and Evaluating Self-Management Teamwork 				<ul style="list-style-type: none"> Written Communication Accountability Attention to Detail Communications and Media English Language Oral Communication Personal Communication Planning and Evaluating 	<ul style="list-style-type: none"> Accountability Attention to Detail Communications and Media English Language Oral Communication Personal Communication Planning and Evaluating Written Communication 	<ul style="list-style-type: none"> Accountability Attention to Detail Communications and Media English Language Oral Communication Personal Communication Planning and Evaluating Written Communication 	<ul style="list-style-type: none"> Accountability Oral Communication Written Communication Attention to Detail Communications Media English Language Personal Communication Planning and Evaluating 								
	LEADER DEVELOPMENT	<ul style="list-style-type: none"> Action Officer Development Course CES Basic Course CES Foundation Course Supervisory Development Course 			<ul style="list-style-type: none"> CES Foundation Course Action Officer Development Course CES Basic Course 	<ul style="list-style-type: none"> Foundation Course - Civilian Education System (CES) Action Officer Development Course (AODC) Basic Course - Civilian Education System (CES) 	<ul style="list-style-type: none"> Foundation Course - Civilian Education System (CES) Basic Course - Civilian Education System (CES) Defense Civilian Emerging Leader Program (DCELP) Action Officer Development Course (AODC) 	<ul style="list-style-type: none"> Foundation Course - Civilian Education System (CES) Basic Course - Civilian Education System (CES) Manager Development Course (MDC) Federal Executive Institute - Aspiring Leaders LEAD Certificate Program Action Officer Development Course (AODC) Defense Civilian Emerging Leader Program (DCELP) 									
PROFESSIONAL DEVELOPMENT		<ul style="list-style-type: none"> Deployments 						<ul style="list-style-type: none"> Developmental Assignment - PA Staff Specialist Developmental Assignment - Writer-Editor 		<ul style="list-style-type: none"> Developmental Assignment - PA Staff Specialist Deployments - International/Civilian Expeditionary Support (ICES) Developmental Assignment - Writer-Editor 							
OCCUPATIONAL DEVELOPMENT	FUNCTIONAL TRAINING	<ul style="list-style-type: none"> Army Courses Recommended by Supervisor/Command Basic Public Affairs Specialist Course-ADL 															
	CORE TRAINING				<ul style="list-style-type: none"> Basic PA Specialist Course (BPASC) - Advanced Distributed Learning (ADL) Unit PA Representative Course (UPAR) [Online] 	<ul style="list-style-type: none"> Basic PA Specialist Course (BPASC) - Advanced Distributed Learning (ADL) Unit PA Representative Course (UPAR) [Online] 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) Content Management Course (CMC) 	<ul style="list-style-type: none"> PA Qualification Course (PAQC) - Advanced Distributed Learning (ADL) Content Management Course (CMC) 									



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		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
ACADEMIC TRAINING		<ul style="list-style-type: none"> Associate Degree (Desirable) Baccalaureate Degree Course Work 				<ul style="list-style-type: none"> College Coursework Associate Degree (Desirable) Baccalaureate Degree Course Work 	<ul style="list-style-type: none"> College Coursework Associate Degree (Desirable) Baccalaureate Degree Course Work 	<ul style="list-style-type: none"> Associate degree Bachelor's degree (Desirable) 		<ul style="list-style-type: none"> Advanced Degree Course Work Bachelor's degree (Desirable) 						
	MANDATORY TRAINING	DOD MANDATORY TRAINING	<ul style="list-style-type: none"> Anti-Harassment Training Antiterrorism Training Army Substance Abuse Program Army Suicide Prevention Program HQDA AR 350-1 Mandatory Training for DA Civilians Combating Trafficking in Persons (CTIP) Program Composite Risk Management Constitution Day Training Equal Opportunity Program Ethics Information Assurance Training No FEAR Act Operational Security (OPSEC) Personally Identifiable Information Awareness Training Prevention of Sexual Harassment SAEDA Sexual Harassment and Rape Prevention Program (SHARP) Threat Awareness and Reporting Program 				<ul style="list-style-type: none"> Anti-Harassment Training Antiterrorism Training AR 350-1 Mandatory Training for DA Civilians Army Substance Abuse Program Army Suicide Prevention Program HQDA Combating Trafficking in Persons (CTIP) Program Composite Risk Management Constitution Day Training Equal Opportunity Program Ethics Information Assurance Training No FEAR Act Operational Security (OPSEC) Personally Identifiable Information Awareness Training Prevention of Sexual Harassment SAEDA Sexual Harassment and Rape Prevention Program (SHARP) Threat Awareness and Reporting Program 	<ul style="list-style-type: none"> Anti-Harassment Training Antiterrorism Training AR 350-1 Mandatory Training for DA Civilians Army Substance Abuse Program Army Suicide Prevention Program HQDA Combating Trafficking in Persons (CTIP) Program Composite Risk Management Constitution Day Training Equal Opportunity Program Ethics Information Assurance Training No FEAR Act Operational Security (OPSEC) Personally Identifiable Information Awareness Training Prevention of Sexual Harassment SAEDA Sexual Harassment and Rape Prevention Program (SHARP) Threat Awareness and Reporting Program 	<ul style="list-style-type: none"> Anti-Harassment Training Antiterrorism Training AR 350-1 Mandatory Training for DA Civilians Army Substance Abuse Program Army Suicide Prevention Program HQDA Combating Trafficking in Persons (CTIP) Program Composite Risk Management Constitution Day Training Equal Opportunity Program Ethics Information Assurance Training No FEAR Act Operational Security (OPSEC) Personally Identifiable Information Awareness Training Prevention of Sexual Harassment SAEDA Sexual Harassment and Rape Prevention Program (SHARP) Threat Awareness and Reporting Program 	<ul style="list-style-type: none"> Anti-Harassment Training Antiterrorism Training AR 350-1 Mandatory Training for DA Civilians Army Substance Abuse Program Army Suicide Prevention Program HQDA Combating Trafficking in Persons (CTIP) Program Composite Risk Management Constitution Day Training Equal Opportunity Program Ethics Information Assurance Training No FEAR Act Operational Security (OPSEC) Personally Identifiable Information Awareness Training Prevention of Sexual Harassment SAEDA Sexual Harassment and Rape Prevention Program (SHARP) Threat Awareness and Reporting Program 						
US ARMY MANDATORY TRAINING		<ul style="list-style-type: none"> Locally Administered Training for Newcomers Orientation 				<ul style="list-style-type: none"> Locally Administered Training for Newcomers Orientation 	<ul style="list-style-type: none"> Locally Administered Training for Newcomers Orientation 	<ul style="list-style-type: none"> Locally Administered Training for Newcomers Orientation 	<ul style="list-style-type: none"> Locally Administered Training for Newcomers Orientation 	<ul style="list-style-type: none"> Locally Administered Training for Newcomers Orientation 						

ANNEX B4 – 0301 Strategic Communications

Career Map – CP 22 Job Series 0301 Pay Plan GS <small>generated on Sep 29, 2014</small>	GS 11 and below	GS 12	GS 13 – 15
Key Assignments	Communications Specialist	Marketing Specialist	<ul style="list-style-type: none"> *Jailson Officer *Publications Officer *Strategic Communications Officer *Strategic Communications Supervisor
Leadership Competencies	<ul style="list-style-type: none"> *Interpersonal Skills *Oral Communications *Integrity/Honesty *Written Communications *Continual Learning *Public Service Motivation *Accountability *Critical Thinking *External Awareness 	<ul style="list-style-type: none"> *Interpersonal Skills *Oral Communications *Integrity/Honesty *Written Communications *Continual Learning *Public Service Motivation *Accountability *Critical Thinking *External Awareness 	<ul style="list-style-type: none"> *Interpersonal Skills *Oral Communications *Integrity/Honesty *Written Communications *Continual Learning *Public Service Motivation *Accountability *Critical Thinking *External Awareness
	<ul style="list-style-type: none"> *Financial Management *HR Management *Influencing and Negotiating *Problem Solving *Strategic Thinking *Technology Management *Vision 	<ul style="list-style-type: none"> *Financial Management *HR Management *Influencing and Negotiating *Problem Solving *Strategic Thinking *Technology Management *Vision 	<ul style="list-style-type: none"> *Financial Management *HR Management *Influencing and Negotiating *Problem Solving *Strategic Thinking *Technology Management *Vision
Core Competencies	<ul style="list-style-type: none"> *Attention to Detail *English Language *Personal Communication *Flexibility *Teamwork *Self-Management *Customer Service *Planning and Evaluating *Communications Media 	<ul style="list-style-type: none"> *Attention to Detail *English Language *Personal Communication *Flexibility *Teamwork *Self-Management *Customer Service *Planning and Evaluating *Communications Media 	<ul style="list-style-type: none"> *Attention to Detail *English Language *Personal Communication *Flexibility *Teamwork *Self-Management *Customer Service *Planning and Evaluating *Communications Media
Leader Development	<ul style="list-style-type: none"> *Foundation Course *Action Officer Development Course *Supervisor Development Course *Intermediate Course *Course 	<ul style="list-style-type: none"> *Foundation Course *Action Officer Development Course *Supervisor Development Course *Intermediate Course *Course *Manager Development Course *Federal Executive Institute Courses *Defense Executive Leadership Development Program 	<ul style="list-style-type: none"> *Foundation Course *Action Officer Development Course *Supervisor Development Course *Advanced Course *Manager Development Course *Federal Executive Institute Courses *Defense Executive Leadership Development Program *Senior Enterprise Talent Management TDY *Senior Service College *Continuing Education for Senior Leaders *Defense Senior Leader Development Program
Professional Development	<ul style="list-style-type: none"> *Deployments *Developmental Assignments *Army Congressional Fellowship *Georgetown University Congressional Operations *Georgetown University Strategic Communications 	<ul style="list-style-type: none"> *Deployments *Developmental Assignments *Army Congressional Fellowship *Georgetown University Congressional Operations *Georgetown University Strategic Communications 	<ul style="list-style-type: none"> *Deployments *Developmental Assignments *Army Congressional Fellowship *Harvard School Senior Executive Fellowship *Training with Industry *Georgetown University Congressional Operations *Georgetown University Strategic Communications *Syracuse University National Security Studies *OPM Leadership for a Democratic Society
Occupational Training	<ul style="list-style-type: none"> *Public Affairs Qualification Course-dL *Public Affairs Qualification Course-Resident *Visual Information Management 	<ul style="list-style-type: none"> *Public Affairs Qualification Course-dL *Public Affairs Qualification Course-Resident *Visual Information Management 	<ul style="list-style-type: none"> *Public Affairs Qualification Course-dL *Public Affairs Qualification Course-Resident *Visual Information Management
Academic Training	<ul style="list-style-type: none"> *Bachelor's Degree *Advanced Degree work 	<ul style="list-style-type: none"> *Bachelor's Degree *Advanced Degree work 	<ul style="list-style-type: none"> *Bachelor's Degree *Advanced Degree work
Mandatory Training	<ul style="list-style-type: none"> *Locally Administered Newcomers Orientation *Anti-Terrorism Training *Army Substance Abuse Program *Army Suicide Prevention Program *Combating Trafficking in Persons Program *Composite Risk Management *Information Assurance Training *Equal Opportunity Program *Ethics *No FEAR Act *Anti-Harassment Training *Threat Awareness and Reporting Program (TARP) *Prevention of Sexual Harassment *Sexual Harassment and Rape Prevention Program (SHARP) *SAFDA *Personally identifiable information Awareness Training 	<ul style="list-style-type: none"> *Locally Administered Newcomers Orientation *Anti-Terrorism Training *Army Substance Abuse Program *Army Suicide Prevention Program *Combating Trafficking in Persons Program *Composite Risk Management *Information Assurance Training *Equal Opportunity Program *Ethics *No FEAR Act *Anti-Harassment Training *Threat Awareness and Reporting Program (TARP) *Prevention of Sexual Harassment *Sexual Harassment and Rape Prevention Program (SHARP) *SAFDA *Personally identifiable information Awareness Training 	<ul style="list-style-type: none"> *Locally Administered Newcomers Orientation *Anti-Terrorism Training *Army Substance Abuse Program *Army Suicide Prevention Program *Combating Trafficking in Persons Program *Composite Risk Management *Information Assurance Training *Equal Opportunity Program *Ethics *No FEAR Act *Anti-Harassment Training *Threat Awareness and Reporting Program (TARP) *Prevention of Sexual Harassment *Sexual Harassment and Rape Prevention Program (SHARP) *SAFDA *Personally identifiable information Awareness Training

ANNEX B5 – 1001 General Arts and Information

Career Map – CP 22 Job Series 1001 Pay Plan GS (revised on Sep 22, 2018)	GS 11 and below	GS 12	GS 13 – 14
Key Assignments	<ul style="list-style-type: none"> •Graphic Specialist •Multi-Media Specialist 	Marketing Specialist	<ul style="list-style-type: none"> •Visual Information Supervisor •Outreach and Events Specialist •Audiovisual Supervisor •Audiovisual Specialist
Leadership Competencies	<ul style="list-style-type: none"> •Interpersonal Skills •Oral Communications •Integrity/Honesty •Written Communications •Continual Learning •Public Service Motivation •Accountability •Critical Thinking •External Awareness 	<ul style="list-style-type: none"> •Interpersonal Skills •Oral Communications •Integrity/Honesty •Written Communications •Continual Learning •Public Service Motivation •Accountability •Critical Thinking •External Awareness 	<ul style="list-style-type: none"> •Interpersonal Skills •Oral Communications •Integrity/Honesty •Written Communications •Continual Learning •Public Service Motivation •Accountability •Critical Thinking •External Awareness
	<ul style="list-style-type: none"> •Financial Management •HR Management •Influencing and Negotiating •Problem Solving •Strategic Thinking •Technology Management •Vision 	<ul style="list-style-type: none"> •Financial Management •HR Management •Influencing and Negotiating •Problem Solving •Strategic Thinking •Technology Management •Vision 	<ul style="list-style-type: none"> •Financial Management •HR Management •Influencing and Negotiating •Problem Solving •Strategic Thinking •Technology Management •Vision
Functional Competencies	<ul style="list-style-type: none"> •Computer Literacy •Illustration •Digital Media •Copy and Production •Visual Imagery •Telecommunication •Video Production 	<ul style="list-style-type: none"> •Computer Literacy •Illustration •Digital Media •Copy and Production •Visual Imagery •Telecommunication •Video Production 	<ul style="list-style-type: none"> •Computer Literacy •Illustration •Digital Media •Copy and Production •Visual Imagery •Telecommunication •Video Production
Core Competencies	<ul style="list-style-type: none"> •Attention to Detail •English Language •Personal Communication •Flexibility •Teamwork 	<ul style="list-style-type: none"> •Attention to Detail •English Language •Personal Communication •Flexibility •Teamwork 	<ul style="list-style-type: none"> •Attention to Detail •English Language •Personal Communication •Flexibility •Teamwork
	<ul style="list-style-type: none"> •Self-Management •Customer Service •Planning and Evaluating •Communications Media 	<ul style="list-style-type: none"> •Self-Management •Customer Service •Planning and Evaluating •Communications Media 	<ul style="list-style-type: none"> •Self-Management •Customer Service •Planning and Evaluating •Communications Media
Professional Development	<ul style="list-style-type: none"> •Deployments •Developmental Assignments •Army Congressional Fellowship •Georgetown University Congressional Operations •Georgetown University Strategic Communications 	<ul style="list-style-type: none"> •Deployments •Developmental Assignments •Army Congressional Fellowship •Georgetown University Congressional Operations •Georgetown University Strategic Communications 	<ul style="list-style-type: none"> •Deployments •Developmental Assignments •Army Congressional Fellowship •Harvard School Senior Executive Fellowship •Training with industry •Georgetown University Congressional Operations •Georgetown University Strategic Communications
			<ul style="list-style-type: none"> •Syracuse University National Security Studies •DPM Leadership for a Democratic Society
Occupational Training	<ul style="list-style-type: none"> •Public Affairs Qualification Course-dl •Public Affairs Qualification Course-Resident •Visual Information Management •Basic Multimedia Illustrator Course •Digital Multimedia Course •Video Production and Documentation 	<ul style="list-style-type: none"> •Public Affairs Qualification Course-dl •Public Affairs Qualification Course-Resident •Visual Information Management •Basic Multimedia Illustrator Course •Digital Multimedia Course •Video Production and Documentation 	<ul style="list-style-type: none"> •Public Affairs Qualification Course-dl •Public Affairs Qualification Course-Resident •Visual Information Management •Basic Multimedia Illustrator Course •Digital Multimedia Course •Video Production and Documentation
Academic Training	<ul style="list-style-type: none"> •Bachelor's Degree •Advanced Degree work 	<ul style="list-style-type: none"> •Bachelor's Degree •Advanced Degree work 	<ul style="list-style-type: none"> •Bachelor's Degree •Advanced Degree work
Mandatory Training	<ul style="list-style-type: none"> •Locally Administered Newcomers Orientation •Anti-Terrorism Training •Army Substance Abuse Program •Army Suicide Prevention Program •Combating Trafficking in Persons Program •Composite Risk Management •Information Assurance Training •Equal Opportunity Program •Ethics •No FEAR Act 	<ul style="list-style-type: none"> •Locally Administered Newcomers Orientation •Anti-Terrorism Training •Army Substance Abuse Program •Army Suicide Prevention Program •Combating Trafficking in Persons Program •Composite Risk Management •Information Assurance Training •Equal Opportunity Program •Ethics •No FEAR Act 	<ul style="list-style-type: none"> •Locally Administered Newcomers Orientation •Anti-Terrorism Training •Army Substance Abuse Program •Army Suicide Prevention Program •Combating Trafficking in Persons Program •Composite Risk Management •Information Assurance Training •Equal Opportunity Program •Ethics •No FEAR Act
	<ul style="list-style-type: none"> •Anti-Harassment Training •Threat Awareness and Reporting Program (TARP) •Prevention of Sexual Harassment •Sexual Harassment and Rape Prevention Program (SHARP) •SAEDA •Personally identifiable information Awareness Training 	<ul style="list-style-type: none"> •Anti-Harassment Training •Threat Awareness and Reporting Program (TARP) •Prevention of Sexual Harassment •Sexual Harassment and Rape Prevention Program (SHARP) •SAEDA •Personally identifiable information Awareness Training 	<ul style="list-style-type: none"> •Anti-Harassment Training •Threat Awareness and Reporting Program (TARP) •Prevention of Sexual Harassment •Sexual Harassment and Rape Prevention Program (SHARP) •SAEDA •Personally identifiable information Awareness Training

ANNEX C – MASTER INTERN TRAINING PLAN

The Master Intern Training Plan (MITP) outlines the subject matter for all Pathways Program, centrally- and locally-selected CP-22 interns, and outlines the core subject matter CP-22 Recent Graduates and Student Interns need to know by the time they complete the program. Supervisors use this MITP as a guide when developing the intern's Individual Development Plan (IDP). ACTEDS does not fund this training or any MITP training for locally-hired interns.

The MITP supports non-competitive promotion to a target grade of GS-09. All interns enter at GS-07 and become eligible for promotion to GS-09 upon completion of all MITP/IDP training requirements. Interns who successfully complete the program qualify for GS-1035 and/or GS-1082 and/or GS-1001 positions (the latter two must be in direct support of Public Affairs or under the supervision of a Public Affairs Officer (PAO)). Any placement of interns into or from other career series will be on a case-by-case basis with the approval of respective FCRs.

Pathways Recent Graduate, central and local intern training is 17 months; however, the length of training varies with each employee's entry qualifications and whether he or she accomplished part of the training before becoming an intern. The DFCR determines and approves a centrally-selected intern's training program of less than 17 months. For locally-hired interns, the PAO will determine if the intern is eligible for a training program of less than 17 months; however, the CPM and the DFCR are the approval authorities for the exception. Within 30 days of hiring the intern, the PAO must submit the intern's IDP and exception request, with supporting documentation, to the CPM and DFCR for approval. PAOs who hire local interns must report intern status annually in October. The CPM will determine required information.

The FCR may extend the program for up to six months for central interns who have not acquired the competencies required in the MITP for duty in a full performance position.

a. Training phases

- Phase I (home-station training) is approximately 12 months of the intern's training and consists of specialty and job-related formal training in the full range of functional skills. During this phase, the intern is given written or oral instruction on the nature and priority of work assignments. The supervisor will have periodic discussions with the intern about the work to be completed. Also, the supervisor, or the person who trains the intern, will spot check and carefully review work to determine the degree to which objectives have been achieved. After interns successfully complete Phase I, they will proceed directly into Phase II, specialty training.
- Phase II (formal training) is the Defense Information School (DINFOS) Public Affairs Qualification Course. The two-month course teaches more in-depth and advanced specialty training. Successful completion is mandatory for continued enrollment in the CP-22 Internship.
- Phase III (headquarters training) is three months and features advanced on-the-job assignments and training with Army Public Affairs Officers. Centrally-selected interns train at OCPA. Locally-hired interns train at their organization's headquarters, i.e., interns hired within Army Materiel Command (AMC) train at AMC headquarters.

b. The IDP translates the general MITP requirements into specific objectives. The IDP must be prepared within 30 days after the intern begins duty. An IDP outlines training and work experiences that will prepare the intern for target-level performance. Using the MITP as a guide, the supervisor (with the intern's input) will develop and tailor an IDP by comparing the intern's existing training, education and experience with requirements shown in the plan (pen and ink changes are acceptable). When the intern does not have job-related experience, the entire MITP becomes the intern's IDP. If the intern has substantial prior experience or formal classroom training in the job

specialty, some portions of the plan may be shortened or omitted. The time saved can be added to another functional area in which the intern has less knowledge or the intern may be graduated up to three months early—approval must be requested as outlined below. Centrally-funded intern promotions will be decided by the DFCR in consultation with the intern's supervisor and local trainers. If conditions indicate that a change beyond what is stated above is desirable, a waiver to change pertinent sections of the training plan may be requested through the ACOM CPM, to the DFCR. Requests will:

- (1) Identify the section of the plan that would be waived or changed;
- (2) Describe the competencies and the type and percentage of training time that would be changed;
- (3) Provide an analysis of the effect of the change and the intern's ability to complete the plan's objectives; and
- (4) Describe advantage to government and to employee.

Intern Performance Appraisals will be accomplished under the Senior System of the Total Army Performance Evaluation System (TAPES). Interns will be rated after a six-month period beginning on their entrance on duty (this will be a special rating). One year after their entrance, interns will receive their first annual rating. Thereafter, they will continue on their entrance-based rating cycle until they complete the intern program. Raters will attach the IDP to the Senior System Civilian Evaluation Report, DA Form 7221-1. Raters will annotate the IDP in the margin with the dates and their initials that serve to verify that courses and on-the-job training have been accomplished. Accordingly, the 7221-1 Form with the annotated IDP will provide the documentation for the intern's official performance appraisal, Senior System Civilian Evaluation Report.

HOME STATION

CP22 RECENT GRADUATE / STUDENT INTERN Tentative Training Schedule 16-18 month program

Home Station	11.50 months
Office, Chief of Public Affairs, HQDA	3.00 months
Public Affairs Qualification Course	2.00 months
Leave and travel	0.50 months

Training Program Outline

Home Station

- ✓ Orientation
- ✓ Technology Systems
- ✓ Army & Soldier Orientation
- ✓ Media Relations
- ✓ Community Relations
- ✓ Command Information

OCPA, HQDA

- ✓ Orientation
- ✓ Management Philosophies
- ✓ MRD, CRD, PLANS & SM Division

Developmental Courses

TRAINING CODES USED: D=Discussion; DEM=Demonstration; RR=Required Reading; and SA=Supervised Assignment

For more information on the Career Intern Program, see AR 690-950, Career Management, AR 690-950-22, Civilian Career Program for Public Affairs and Communication Media, and the CP-22 ACTEDS Plan.

HOME STATION TRAINING PROGRAM OUTLINE

ORIENTATION 1.0 month

LOCATION: tbd

SUPERVISOR: designated trainer

KNOWLEDGE, SKILLS, ABILITIES & COMPETENCIES TO BE ACQUIRED

At the outset of this segment, management will arrange to:

A. Receive the new intern, provide him/her the command orientation presentation and arrange appropriate sponsorship for assisting their reception. (Instruction Type: D/DEM)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

B. Review Intern and Supervisor Checklists, provided by Deputy Senior Civilian Advisor (DSCA) to the Chief of Public Affairs, to ensure the intern has been properly in-processed and understands the importance of registering in the Defense Travel System, applying for a Government Travel Card and completing mandatory online training courses before attending DINFOS. (Instruction Type: N/A)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

C. Ensure the intern training program is conducted so the intern is totally immersed in all facets of operational matters. The training program should expose the intern to a wide spectrum of Public Affairs experiences the intern and the Army will be able to draw from in future years. (Instruction Type: D/DEM)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

D. Assign a trainer to be responsible for completion of the Home Station training as well as the following initial and specific training so the intern will be able to:

1. Understand and explain the purpose, sequence and dimension of the intern program, its key positions, duration, emphasis on mobility and Total Army approach as well as plans for completing the required training. (Instruction Type: D/RR/DEM)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

2. Understand and explain geographic and demographic aspects of the Home Station setting as well as the overall personnel policies for emergency care, rules, grievance, leave, notification and administrative procedures that acclimate new personnel and integrate them into a normal work routine. (Instruction Type: D/RR/DEM)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

3. Understand and use basic military correspondence in accordance with DA 25-50, filing and office procedures. (Instruction Type: D/RR/DEM)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

4. Understand how the office participates in the Home Station budget process and participates in PAO budget process. (Instruction Type: D/RR)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

5. Review and understand the existing Commercial Enterprise (CE) contract for publishing the installation newspaper; if possible participate in the contract renewable process. (Instruction Type: D/RR)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

6. Understand and explain the Total Army Performance Evaluation System (TAPES); participate in completing own DA Form 7222-1 (Senior System Civilian Evaluation Report Support Form designated for intern use). (AR 690-400, Chapter 4302) (Instruction Type: D/RR/DEM)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

7. Understand the missions and working relationships between the Home Station Public Affairs Office and tenant units and the impact of each on the nation at large as well as local civilian communities. (Instruction Type: D/RR)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

E. Assign required reading, including FM 3-61 and AR 360-1, and conduct rudimentary discussion of Public Affairs doctrine at the outset as a frame of reference for the intern's upcoming training; detailed discussion and burgeoning understanding is expected to develop as the internship progresses through each training phase. (Instruction Type: D/RR)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

TECHNOLOGY SYSTEMS .5 months

LOCATION: tbd

SUPERVISOR: designated trainer

KNOWLEDGE, SKILLS & ABILITIES TO BE ACQUIRED

At the outset of this segment, management will arrange to:

A. Schedule the intern for appropriate technical training to assure basic computing skills, including the ability to build documents and manipulate information in standard Army technology systems. (Instruction Type: D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

B. Assign a suitable workstation with necessary communications capability, so the intern will be able to: (Instruction Type: D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

1. Register and complete the mandatory online Foundation and Action Officer Development courses through CHRTAS and ALMS. (Instruction Type: D/DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

2. Understand and use current Army technology systems. (Instruction Type: D/DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

3. Develop intern library or database of public affairs products and communications manuals, regulations, policies, etc. (Instruction Type: D/DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

4. Demonstrate familiarity with the contents of the Army Public Affairs Portal at <http://www.us.army.mil/suite/page/publicaffairsportal>. (Instruction Type: D/DEM)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

ARMY & SOLDIER ORIENTATION
1.0 month

LOCATION: tbd **SUPERVISOR:** designated trainer

KNOWLEDGE, SKILLS & ABILITIES TO BE ACQUIRED

At the outset of this segment, management will brief the local Soldier mission and:

A. Familiarize the intern on current, past and predicted Army issues; (Instruction Type: D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

B. Describe the training and operations climate for Soldiers so the intern will be able to:

1. Understand and explain local training and operations mission. (Instruction Type: D/)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

2. Develop a familiarity with the experiences of Soldiers from the enlisted and officer standpoints through personal contact with participation in Soldier activities. (Instruction Type: D/DEM)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

a. Personal observation of a maximum of all major, available events in the local mission. (Instruction Type: D/DEM)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

b. Participate in at least one mission/operational activity at the local training level. (Instruction Type: D/DEM)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

c. Complete CES Foundation Course. (Instruction Type: SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

d. Complete UPAR Course. (Instruction Type: SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

MEDIA RELATIONS
3.0 months

LOCATION: tbd **SUPERVISOR:** designated trainer

KNOWLEDGES, SKILLS & ABILITIES TO BE ACQUIRED

At the outset of this segment, management will brief the local media relations mission:

A. By familiarizing the intern on current, past and predicted media issues and; (Instruction Type: D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

B. By describing the existing media climate and tendencies, so the intern will be able to:

1. Understand and explain Army principles for dealing with news media as well as the nexus for disseminating information about the Home Station to news media (Familiarization with AR 360-1).

(Instruction Type: D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

2. Gain an appreciation of local media outlets and methods by visiting several in the local market. (Instruction Type: SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

3. Prepare talking points and messages. (Instruction Type: SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

4. Write basic news releases. (Instruction Type: SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

5. Write releases about significant issues. (Instruction Type: SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

6. Research issues and develop audience analyses. (Instruction Type: SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

7. Coordinate within the Home Station staff texts, policies and treatments for particular issues. (Instruction Type: DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

8. Staff and respond to media queries. (Instruction Type: SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

9. Escort media on a Home Station visit. (Instruction Type: DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

10. Assist with a news conference or editorial board by being responsible for primary research and analysis of pertinent issues. (Instruction Type: DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

11. Coordinate with superiors, functional and command, before and after an event, to include preparation of executive summaries or after-action reviews. (Instruction Type: D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

12. Conduct media assessments and develop response strategies and courses of action. (Instruction Type: D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

13. Write an Op-Ed piece or correction letter to the editor. (Instruction Type: D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

14. Describe the complete life-cycle of a media interchange. (Instruction Type: D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

15. Develop story ideas into proposals for external media use; discuss with reporters and encourage use. (Instruction Type: DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

16. Develop Public Affairs Guidance (PAG) for an event or issue. (Instruction Type: DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

COMMUNITY RELATIONS
3.0 months

LOCATION: tbd

SUPERVISOR: designated trainer

KNOWLEDGE, SKILLS & ABILITIES TO BE ACQUIRED

At the outset of this segment, management will brief the local community relations mission and:

A. Familiarize the intern on current and predicted community relations issues; (Instruction Type: D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

B. Describe the external community climate and tendencies, so the intern will be able to:

1. Understand and explain procedures for dealing with the general public as well as how information is disseminated to it outside of the news media nexus (Familiarization with AR 360-1). (Instruction Type: D/DEM/RR)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

2. Gain an appreciation of local demographics, heritage, preferences, clubs, associations, support groups and service organizations. (Instruction Type: SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

3. Receive and respond to written and verbal inquiries. (Instruction Type: SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

4. Research, write and review speeches. (Instruction Type: D/DEM)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

5. Assist in the operation and management of a speakers' bureau. (Instruction Type: SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

6. Administer Home Station community relations assets such as color guards, safety and logistical equipment. (Instruction Type: SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

7. Write a Community Relations plan for an event; coordinate with staff and obtain approval. (Instruction Type: DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

8. Plan, rehearse, coordinate and evaluate, externally and internally, laterally and vertically, a major special event, such as an open house or one of the Home Station's major interchanges with its community. (Instruction Type: DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

COMMAND INFORMATION
3.0 months

LOCATION: tbd **SUPERVISOR:** designated trainer

KNOWLEDGE, SKILLS & ABILITIES TO BE ACQUIRED

At the outset of this segment, management will brief the local command information mission and:

A. Familiarize the intern on current, past and predicted command information issues; (Instruction Type: D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

B. Describe the internal community climate and tendencies, so that the intern will be able to:

1. Understand and explain local procedures for dealing with internal publics as well as how information is disseminated to them outside of the news media nexus. (Instruction Type: D/DEM/RR)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

2. Gain an appreciation of internal demographics, customs, clubs, associations, support groups and service organizations. Conduct audience analysis for internal audience communication preferences. (Instruction Type: D/DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

3. Write news for internal print use. (Instruction Type: D/DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

4. Visit publisher and develop understanding of publisher's requirements. (Instruction Type: D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

5. Perform as editor, assigning stories, rewriting, editing and dealing with publisher; develop familiarity with publishing contract. (Instruction Type: DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

6. Coordinate internal staffing procedures prior to releasing stories about controversial issues. (Instruction Type: D/DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

7. Write and edit news for electronic usage (to include social media posts, online town halls and web, audio/video). (Instruction Type: D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

8. Participate in management of electronic news outlet. (Instruction Type: D/DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

9. Develop and write communication materials for special themes and observances for a commander's presentation to an internal audience and evaluate the effectiveness of the message. (Instruction Type: D/DEM/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

10. Review and use in writing assignment AP Stylebook. (Instruction Type: SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

ORIENTATION

0.1 month

LOCATION: PENTAGON

SUPERVISOR: DEP SR. CIV. ADV. TO CPA

KNOWLEDGE, SKILLS & ABILITIES TO BE ACQUIRED

At the outset of this segment, management will arrange to:

A. Assign the Deputy Senior Civilian Advisor to the Chief of Public Affairs to be sponsor and trainer. (Instruction Type: D/DEM)

Date Proficiency Attained: _____ Intern Initials: ____ Supervisor Initials: ____

B. Receive the new intern and provide him/her an orientation and on-boarding experiences to the local area, Pentagon, Army Headquarters and Office, Chief of Public Affairs, as well as its offices and divisions. (Instruction Type: NA)

Date Proficiency Attained: _____ Intern Initials: ____ Supervisor Initials: ____

C. Brief the intern on the intern training at Headquarters, Department of Army, so that the intern will be able to:

1. Understand and explain the purpose, sequence and dimension of the intern program, its duration, emphasis on mobility and Total Army approach as well as plans for completing the required training. (Instruction Type: D/RR/DEM)

Date Proficiency Attained: _____ Intern Initials: ____ Supervisor Initials: ____

2. Understand and explain geographic, demographic and interdependent aspects of the National Capital Region (NCR). (Instruction Type: D/RR/DEM)

Date Proficiency Attained: _____ Intern Initials: ____ Supervisor Initials: ____

3. Understand the overall personnel policies for emergency care, rules, grievance, leave, notification and administrative procedures that acclimate new personnel and integrate them into a normal work routine. (Instruction Type: D/RR/DEM)

Date Proficiency Attained: _____ Intern Initials: ____ Supervisor Initials: ____

4. Understand and explain the general missions of the Army Headquarters and its field operating agencies. (Instruction Type: D/RR/DEM)

Date Proficiency Attained: _____ Intern Initials: ____ Supervisor Initials: ____

5. Enroll and complete the CES Basic Distance Learning class. (Instruction Type: SA)

Date Proficiency Attained: _____ Intern Initials: ____ Supervisor Initials: ____

MANAGEMENT PHILOSOPHIES

0.2 month

LOCATION: PENTAGON

SUPERVISOR: DEP SR. CIV. ADV. TO CPA

KNOWLEDGE, SKILLS & ABILITIES TO BE ACQUIRED

At the outset of this segment, management will arrange to:

A. Review the Public Affairs and Communications Media ACTEDS Plan. (Instruction Type: D/DEM)

Date Proficiency Attained: _____ Intern Initials: ____ Supervisor Initials: ____

B. Present basic management philosophies in Public Affairs, so that the intern will be able to:

1. Describe the career program, how it works, sequences of training, career ladders, mobility, Army Career Tracker, Competency Management System, Civilian Workforce Transformation, GoArmyEd, etc. (Instruction Type: D/RR/DEM)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

2. Describe the rules, applications and reporting procedures for the Public Affairs intern rotation. (Instruction Type: D/RR/DEM)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

OCPA/DA
MRD, CRD, PLANS & SOCIAL MEDIA DIVISION TRAINING PROGRAM OUTLINE
3.0 months

LOCATION: Pentagon **SUPERVISOR:** CHIEF, MRD/CRD/SMD/PLANS

KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED

Training will be split between media, community relations, social media and plans, according to the needs of the intern, with emphasis on ensuring intern works with action officers to observe and then be assimilated into a vigorous work routine so the intern will be able to:

A. Demonstrate oral and written communications skills through the writing, editing and staffing of researched, coordinated staff reports and correspondence. (Instruction Type: D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

B. Demonstrate a familiarity with Army regulations regarding Public Affairs. (Instruction Type: D/RR)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

C. Demonstrate an understanding of the different types of mass communication outlets and their special requirement to include their methods of operation, format, time and space requirements and unique capabilities. (Instruction Type: DEM/D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

D. Determine the appropriate information medium to be used in order to reach a specific audience or how to present the information so as to make the most effective use of a specific medium for a special purpose. (Instruction Type: DEM/D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

E. Demonstrate skill in obtaining information requested by the media from the appropriate staff agency, coordinating release of the information, releasing the information to the requesting media and advising supervisors of the likely presentation of that information by the requesting medium. (Instruction Type: DEM/D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

F. Organize a major release of information such as a news conference, including preparation of a press packet. (Instruction Type: DEM/D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

G. Coordinate an interview request from a reporter with the person to be interviewed to include preparing the interviewee for the interview, establishing interview ground rules, recording the interview

session and following up with both the interviewer and the interviewee after publication or airing of the article or program. (Instruction Type: DEM/D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

H. Observe and assist an executive communications workshop. (Instruction Type: DEM/D/SA)

(Instruction Type: DEM/D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

I. Participate in planning a Community Relations campaign or event, identifying and understanding the four-step public relations process (research, planning, implementation and evaluation) and performing each in various initiatives. (Instruction Type: DEM/D/RR)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

J. Develop an understanding of the various Army Community Relations tools and when to apply each.

(Instruction Type: DEM/D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

K. Demonstrate proficiency in responding to written or verbal media/public queries. (Instruction Type: DEM/D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

L. Gain experience in working with points of contact and other sources within the Army that hold assets or information useful for a Community Relations initiative. (Instruction Type: DEM/D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

M. Participate in a request that requires an exception to policy or legal determination and become familiar with CR regulations. (Instruction Type: DEM/D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

N. Coordinate with third parties (organizations and associations) in arranging a Community Relations initiative. (Instruction Type: DEM/D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

O. Make a Community Relations assessment of a particular opportunity or audience, in terms of value and potential for good will for the Army. (Instruction Type: DEM/D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

P. Participate in the planning, coordination and evaluation of an Army public affairs campaign or the development of a plan that supports an Army message or program. (Instruction Type: DEM/D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

Q. Help craft Public Affairs Guidance (PAG). (Instruction Type: DEM/D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

R. Attend a Public Affairs Working Group Meeting. (Instruction Type: DEM/D)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

S. Demonstrate oral and written communications skills through organizing social media outreach plans and strategies, including the drafting of a blogger's roundtable advisory and facilitating a blogger's roundtable. (Instruction Type: D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

T. Demonstrate a familiarity with Army policies and best practices in Online and Social Media. Intern will be provided with information on current plans and policy and may be asked to provide feedback and analysis on draft policy. (Instruction Type: D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

U. Demonstrate an understanding of different types of online media and their special requirements. Intern will be familiar with various forms of online media, and understand how pitching and engaging on-line media differs from traditional media pitching. (Instruction Type: D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

V. Become proficient in basic tenants and practices of social media and receive guidance on how to brief social media to senior leaders and others within an organization. (Instruction Type: D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

W. Assist the Army in maintaining its web presences on a variety of media to include Twitter, Facebook, YouTube, Flickr, the Army blog, and other sites as appropriate. Develop a basic understanding of how these sites are maintained and how they communicate information about the Army to the American public. (Instruction Type: D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

X. Observe and assist with the execution of a social media strategy. (Instruction Type: D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

Y. Demonstrate an understanding of social media analysis to ensure and measure effective communications outcomes. (Instruction Type: D/SA)

Date Proficiency Attained: _____ **Intern Initials:** ____ **Supervisor Initials:** ____

ANNEX D – ACTEDS TRAINING CATALOG

1. ACTEDS GUIDANCE: Employees assigned to CP-22 should review and reference the Army ACTEDS Training Catalog of Training and Career Developmental Opportunities found at <https://cpol.army.mil/library/train/catalog>. The Catalog contains extensive information on training policy and sources for obtaining training for your career. The Catalog also contains guidelines and specific training information for CP-22 careerists.

Chapter 3 of the ACTEDS Training Catalog is the authoritative source for individuals applying for training and education. Applications must adhere to the requirements specified in the ACTEDS Training Catalog.

2. APPLICATION PROCEDURES: The “ADT Checklist” found at <http://cpol.army.mil/library/train/catalog/ch03cp22.html> should be followed when applying for Academic Degree Training (ADT). The “Course Checklist” also located at this URL should be followed for all other application submissions. Applicants are responsible for ensuring that all required forms, endorsements and signatures are included in the application packages they submit.

Completed application packages (original and one copy if submitted in hard copy) must be submitted through the applicant’s chain of command to the Career Program Office. **Note: All applications packages must arrive to the Career Program Office no later than (NLT) the established suspense date found in the training announcements issued by the CP-22 Career Program Management Office.** Completed applications should be submitted to:

Deputy, Senior Civilian Advisor
ATTN: SAPA-DSCA
Room 1E470, Pentagon
Washington, DC, 20310-1500

Email: Bobbie J. Galford, Deputy Senior Civilian Advisor to the CPA and Career Program Manager, bobbie.j.galford.civ@mail.mil and Andricka Thomas, Deputy Career Program Manager, andricka.t.thomas.civ@mail.mil.

Phone: 703-697-4269
Fax: 703-697-2792

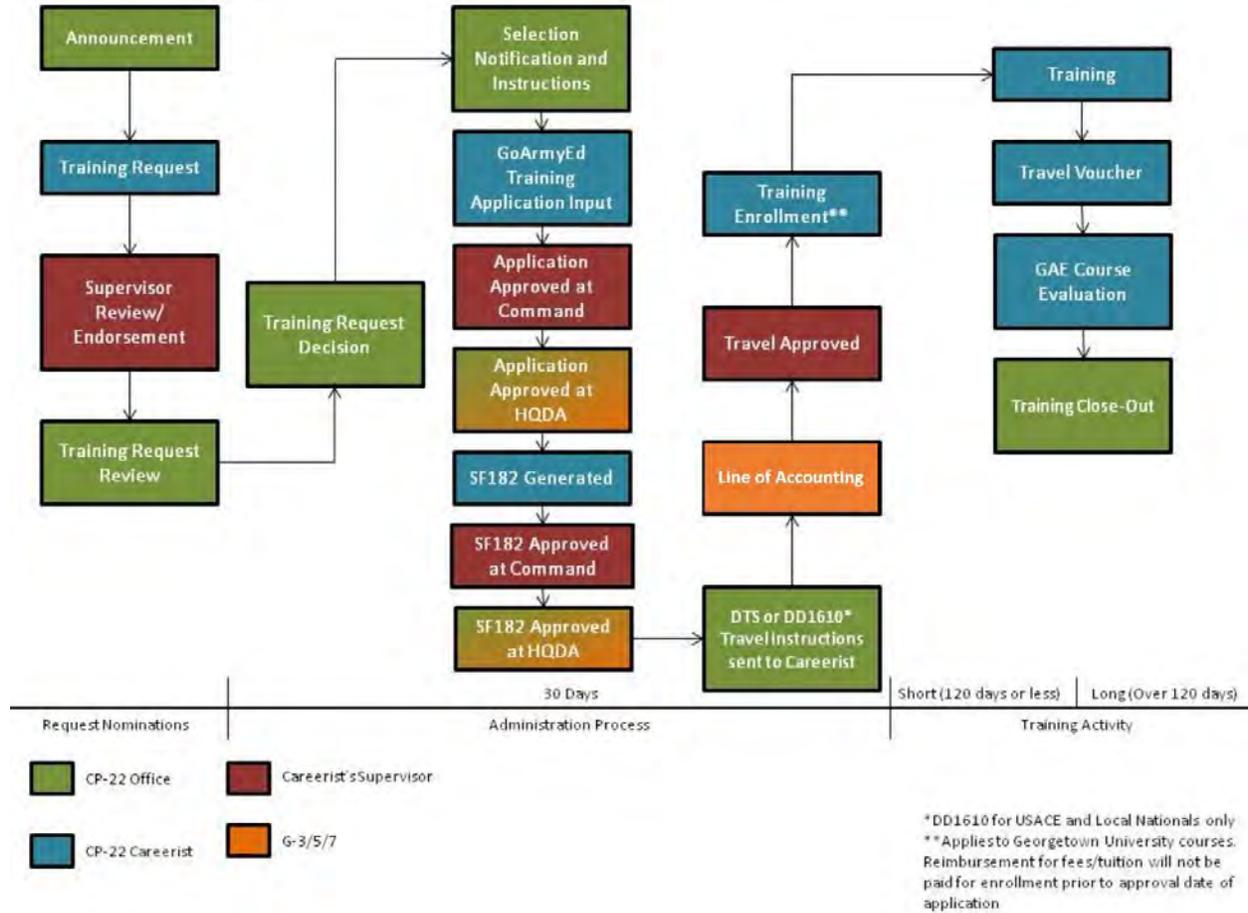
3. APPROVALS: The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA MR&A) is the approving authority for Academic Degree Training (ADT). The FCR approves all other competitive training opportunities. These approvals trigger funding. Applicants will not be reimbursed for enrollment in courses prior to approval dates. Applicants must allow for sufficient lead time in submitting their applications so as to ensure timely selection/approval in advance of course start dates.

4. APPLICATION FORMS: Applications for training are completed through GoArmyEd in order to generate Standard Form (SF) 182, Authorization Agreement and Certification of Training Applications. **Applicants should contact the CP-22 Career Program Office at (703) 697-4269 for additional information about required procedures.** Selection for long-term training (e.g., exceeding 120 days) will require completion of a Continued Service Agreement. The service obligation is three (3) times the period of training.

5. GOARMYED.COM (GAE): GoArmyEd is the automated invoicing system that manages central funding for CP-22 training and education (e.g., functional courses and Army professional development programs). GAE eliminates manual paper processing of training documents. Upon approval of their training request, applicants use GAE to initiate training applications and SF182s to finalize training documents. A user guide is provided by the CP-22 Career Program Office to careerists upon selection to training.

6. **SUMMARY:** An overview of the application process is captured below.

CP-22 Training Application Process



ANNEX E – CP-22 COMPETITIVE PROFESSIONAL DEVELOPMENT COURSE OVERVIEW

Public Affairs Qualification Course (Resident), Defense Information School, Fort Meade, Md.

The Public Affairs Qualification Course provides entry-level public affairs training for the Department of Defense, U.S. government agencies and selected foreign military communication professionals. Instruction focuses on the foundational elements of the communication planning process; principles and techniques associated with implementing effective communication strategies; and the process involved in integrating communication into military planning and operations. To qualify, you must be a GS-9 or above, or a GS-7 Intern in public affairs field (GS-1035, 1001, and 1082 series, or 0301 with APAC approval). Duration: 9 weeks

PAQC – Advanced Distributed Learning (ADL)

Students are required to complete the non-resident segment (PAQC-ADL-NR) before enrolling in the capstone resident segment (PAQC-ADL-R). Students must enroll in the PAQC-ADL-R within 2 years of completing the PAQC-ADL-NR phase.

Non-resident Duration: 6 months (Online)

Resident Duration: 2 weeks

Joint Intermediate Public Affairs Course, Defense Information School, Fort Meade, Md.

The JIPAC course provides the knowledge and skills needed to perform the duties of a public affairs practitioner at the operational level. Particular emphasis is on PA professionals who will be performing duties as part of a deployed Joint Task Force. The scope of this training includes classroom discussion, guest speakers, and field trips. To qualify, you must be a GS-11 to GS-14, 1035, 0301 (strategic communications positions), or 1001 series with Deputy Senior Civilian Advisor/Career Program Manager approval and be a PAQC graduate. Duration: 27 days

Joint Senior Public Affairs Course, Defense Information School, Fort Meade, Md.

The Joint Senior Public Affairs Course provides a capstone experience for senior public affairs leaders within the Department of Defense and U.S. government agencies. Students will explore and refine their role as senior communication counselors and strategic planners through panel and guided discussions with senior leader mentors and distinguished guest speakers. The class participates in staff rides, conducts case studies, and develops operational strategies for group and individual exercises. To qualify, you must be a GS-13 to GS-15, a PAQC graduate, and be nominated by Deputy Senior Civilian Advisor/Career Program Manager. Civilians in joint environments will receive first consideration. Duration: 2 weeks

Content Management Course, Defense Information School, Fort Meade, Md.

The graduate is prepared to perform the duties of an editor/content manager of all communication products. The course covers the application of the latest techniques and theory from military and civilian experts in layout and design, journalism, imagery, graphics and Internet-based capabilities. It provides experienced military communicators with advanced instruction in determining and refining content, designing attractive and functional products, coaching writers and photographers, making ethical decisions, and staff management. Students receive comprehensive training in adapting techniques through publication redesigns and critiques. This course will culminate in an improvement presentation. To qualify, you must be a PAQC graduate and a GS-7 or above in a 1035, 1082, 1087, 1001 series. Duration: 20 days

Strategic Communications Planning in a Social Media World, Georgetown School of Continuing Studies, Washington, D.C.

Strategic Communications Planning in a Social Media World is a comprehensive and intensive one-week course designed for public affairs officers and professionals tasked with creating strategic communications plans -- whether planning a low-budget, one-month awareness program targeted at a niche audience or a broad, multi-year program targeted to influence the behavior of thousands. Participants will be taught a strategic communication planning process that has proven effective for many public affairs professionals and that has been revised and updated to effectively tap social media technologies. Using lecture and facilitated team work, Dr. David Lipscomb will work with participants to develop strategic communications plans, with a particular emphasis on social media. To qualify, you must be a PAQC graduate. Tuition: \$2,100 Duration: 5 days

Congressional Operations Seminar, Government Affairs Institute at Georgetown University, Washington, D.C.

This core course provides a comprehensive look at congressional processes and organization, and at how Congress affects the daily operations of every department and agency in the executive branch. The Congressional Operations Seminar is conducted on Capitol Hill to provide a first-hand understanding of congressional processes and procedure, as well as the “culture” that is the United States Congress. Over the course of the week, participants will hear from – and be afforded the opportunity to ask questions of – Members of Congress, congressional committee and personal staff, political scientists, lobbyists, and news media representatives. To qualify, you must be a PAQC graduate. Tuition: \$1,700
Duration: 4 days

Advanced Social Media Strategy (ASMS), Hootsuite™ Syracuse University, Newhouse School of Public Communications, Washington, D.C.

The Advanced Social Media Strategy certificate program consists of 5 modules, comprising 15 lessons in total followed by responsive assessments to ensure students’ understanding of the social media ecosystem at a strategic level. This online course covers topics to include social media situational & environmental analysis; social media strategic planning (including targeting, data analysis and ROI); social media content strategies (content marketing and engagement); social media crisis management; and writing and implementing a comprehensive social business and communication plan. Tuition: \$1,760 Duration: 10-12 weeks

ANNEX F – CP-22 TRAINING REQUEST PROCEDURES

1. Determine whether you meet the prerequisites to apply for CP-22-funded training:
 - a. I am a careerist in a CP-22 occupational series (1035/1082/1087/1001/1099/0301*).
 - b. I have been an Army civilian for 3+ years (Permanent appointment).
 - c. I have completed the CES leadership course for my grade level, and I have completed any course prerequisites to attend the class (e.g., PAQC graduate).
 - d. If I am a supervisor, I have completed the Supervisor Development Course.
 - e. I possess a government travel card in good standing.
2. Submit the CP-22 Training Request Form to your supervisor for review and approval of course attendance. Consider the following:
 - a. The course I'm requesting is on my approved Individual Development Plan.
 - b. The course I'm requesting is appropriate for my current pay grade.
 - c. The course dates selected reflect the best time(s) to attend training both personally and to meet mission.
3. Supervisor review, approval and submission of your Training Request Form to the CP-22 Office.
4. CP-22 Office will notify careerists who are selected and provide specific instructions on moving forward.

*(*only strategic communications positions in CP-22)*

ANNEX G – REFERENCES AND RESOURCES

ANNEX G1 - References

AR 350-1, Army Training and Leader Development, 19 August 2014

AR 360-1, Public Affairs, 25 May 2011

AR 600-20, Army Command Policy, 20 September 2012

AR 690-400, Chapter 4302, Total Army Performance Evaluation Systems (TAPES), 16 October 1998

AR 690-950, Civilian Personnel Career Management, 31 December 2001

AR 690-950-22, Public Affairs and Communications Media Career Program, June 2013

ASA (M&RA) Memorandum, Subject: Civilian Career Program Management Guidance, 21 April 2011

DA Pam 600-26, Department of the Army Affirmative Action Plan, 23 May 1990

DoD Directive 1350.2, Department of Defense Military Equal Opportunity (MEO) Program, 21 November 2003

DoD Instruction 1400.25-V250, DoD Civilian Personnel Management System: Volume 250, Civilian Strategic Human Capital Planning (SHCP), 18 November 2008

DoD Instruction 5120.4, Department of Defense Newspapers, Magazines and Civilian Enterprise Publications, 16 June 1997

DoD Instruction 5400.13 Public Affairs (PA) Operations Executive Order 13562, 27 December 2011

FM 3-61, Public Affairs Operations, April 2014

Office of Personnel Management (OPM), Federal Classification and Job Grading Systems, Position Classification Standards for White Collar Work

Interim Policy Guidance Update to AR 350-1, Army Civilian Training, 15 June 2011

The Center for the Army Profession and Ethic, *The Army Profession 2012*, October 2011 Title 5, United States Code (U.S.C.) 41, Government Employees Training Act (GETA), 1958.

Joint Publication 3-61 Public Affairs, 25 August 2010

Unit Public Affairs Representative Training

Army Civilian Corps Handbook

ANNEX G2 – Resources

Public Affairs Links



Army Public Affairs



Assistant Secretary of Defense
(Public Affairs)



Army Public Affairs Center
on AKO



US Navy Public Affairs



US Marine Corps Public Affairs



US Air Force Public Affairs



Public Relations
Society of America

[Public Relations Journal](#)



International Association of
Business Communicators



Society of Professional
Journalists



Accreditation in Public
Relations (APR)



International Public Relations
Association



International Association for
Public Participation

Training Links



Defense Information School



Army Management Staff College



Civilian Workforce Transformation



Civilian Training and Leadership Development



Civilian Human Resources Training Application System



GoArmyEd



Army Learning Management System



Army e-Learning



Army Training Requirement and Resource System

Career Links



Civilian Personnel Online



Army Career Tracker



U.S. Office of Personnel Management



USAJOBS



International/Civilian Expeditionary Support



Army Public Affairs Internships