

# CAREER PROGRAM 28 ACTEDS PLAN



**EQUAL EMPLOYMENT  
OPPORTUNITY**



I AM AN ARMY CIVILIAN  
A MEMBER OF THE ARMY TEAM

**EQUAL OPPORTUNITY  
COMPLIANCE**



**EQUAL OPPORTUNITY ASSISTANT**



Rapid Action Revision (RAR) Issue Date: 11 September 2013

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

**UPDATE:** This Rapid Action Revision (RAR) dated 21 August 2013 updates Career Program 28 ACTEDS Plan approved 20 December 2012. Updates reflect additional information pertaining to –

- The methodology used to establish career development and training recommendations (See Section 1 Introduction, Paragraph C Methodology and Annex I ACTEDS Plan Development Methodology).
- Validated competencies approved by the Functional Chief Representative (FCR) 1 August 2013 as an outcome of competency development under the Career Management System (CMS) (See Annex A: Competencies).
- References used to inform ACTEDS Plan development and methodology (See Annex H: References).

**SUGGESTIONS, QUESTIONS AND COMMENTS:** Submit suggestions, questions and comments to <https://actnow.army.mil>

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## I. 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. This ACTEDS Plan addresses training and development for Career Program (CP) 28 – Equal Employment/Equal Opportunity. The plan is a living document that outlines sequential, progressive training and education for building expertise in functional specialties and developing leadership, supervisory and managerial skills.

This ACTEDS Plan also provides general information and guidance on the CP 28 management structure, including the career ladder, core and functional competencies, the master training plan, mobility factors and continued service requirements.

**B. BACKGROUND:** This ACTEDS Plan is foundational to the Army strategy to transform the civilian workforce as articulated in the Army Campaign Plan for "*A Balanced Army for the 21st Century.*" Army career civilians are increasingly being called upon to assume greater responsibility and accountability for mission success to provide Generating Force support to the Operational Army. Civilian Workforce Transformation (CWT) aims to shape a *flexible* and *adaptive* civilian workforce, more capable, grounded and technically proficient to respond to current and future Army missions in the evolving global security environment. The intent of the CP 28 ACTEDS Plan is to operationalize CWT concepts.

**C. METHODOLOGY:** The AG-1 CP ACTEDS Plan Template is the construct for this ACTEDS Plan. The construct is competency-based, relying on a process of competency validation to derive career development strategies for shaping the civilian workforce to meet current and future Army missions. Annex I provides further discussion of this methodology.

**D. CAREER PROGRAM OVERVIEW:** The mission of CP 28 is to plan and manage career development for the Army career civilians that serve as Equal Employment/Equal Opportunity professionals across the Active Army and Army Reserve. Mission planning and execution has the dual imperatives to —

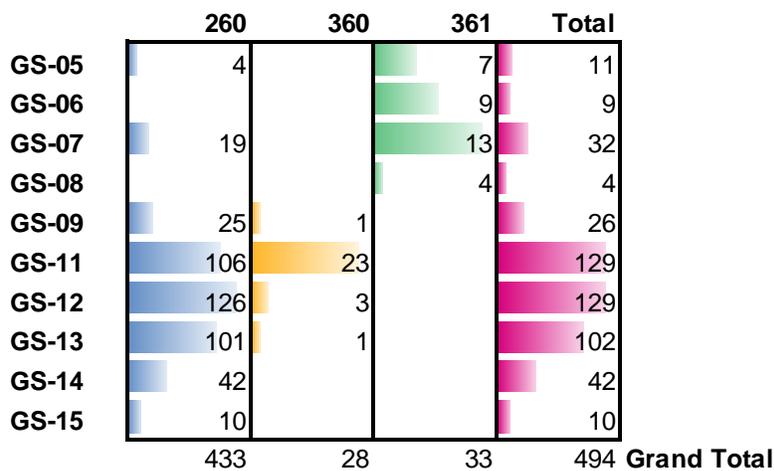
- Meet the needs of the Army for qualified, trained professionals (e.g., the right person-right skills-right place-right time).
- Provide a pathway for individual professionals to grow and realize their career potential.

Also inherent in the mission is the requirement to establish and maintain standards of excellence for the profession of Equal Employment/Equal Opportunity, ensuring knowledgeable, certified practitioners who effectively deliver programs to advance the values of diversity and inclusion within the Army culture and to enforce an environment free from unlawful discrimination and prohibited behaviors to maximize the readiness potential of every soldier, civilian and family member.

**1. Functional Specialties.** CP 28 encompasses three Occupational Series as shown in the table that follows. These Occupational Series are not shared with any other Career Program.

Occupational Series	Position Title
0260	Equal Employment Opportunity Manager (Provides services to Army Civilians IAW statutory requirements )
0360	Equal Opportunity Compliance Specialist (Provides services to Soldiers IAW policy guidelines)
0361	Equal Opportunity Assistant

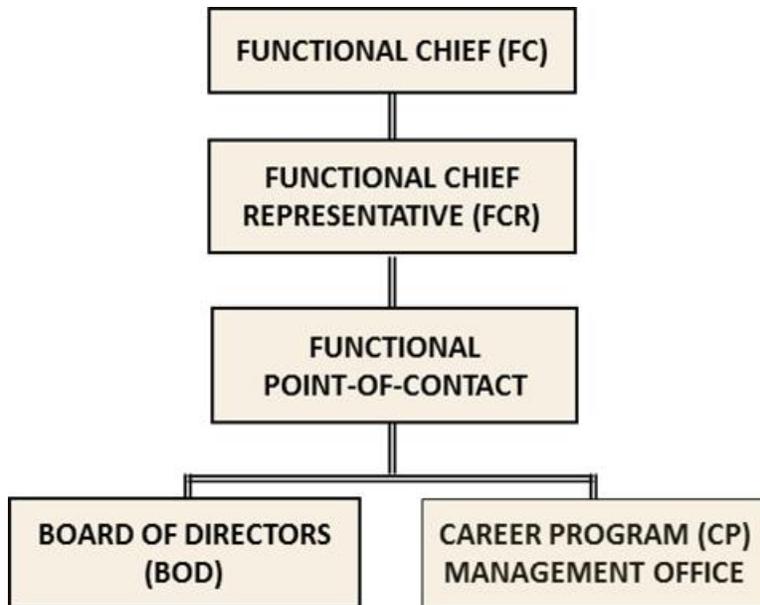
2. **Population.** CP 28 has a population of approximately 494 Army career civilians. The population is distributed as shown in the table below.



Source: DCPDS (as of 20 December 2012)

3. **Affirmative Action Statement.** Selection of Army career civilians for training programs will be made without regard to political preference, race, color, religion, national origin, sex, protected genetic information, marital status, disability, age or sexual orientation.

4. **Career Program Management Structure.** CP 28 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 the *Life Cycle Career Management for Army Civilians Roles and Responsibilities*. The CP 28 management, task organized as follows, has responsibility for all strategic human capital planning and execution for the career program.



**Career Program 28 Management Structure**

**a. Functional Chief (FC).** The Functional Chief (FC) is the senior career program official at the enterprise level. FC responsibilities include identifying strategic workforce issues and ensuring the readiness of CP 28 occupational series in support of Army missions. The FC maintains communications with commanders to gather mission priorities and develop annual strategic plans that are responsive to the changing needs of the Army. The CP 28 FC is:

<p><b>ASA (M&amp;RA)</b>  <b>111 Army Pentagon</b>  <b>Room 2E468</b>  <b>Washington, DC 20310-0111</b>  <b>Phone: (703) 697-9253</b></p>
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**b. Functional Chief Representative (FCR).** The Functional Chief Representative (FCR) is the senior executive, designated by the FC to serve as principal advisor in matters pertaining to CP 28 management. The FCR collaborates with commanders and supervisors to ensure CP 28 maintains a qualified, motivated, balanced civilian cadre of equal employment/equal opportunity professionals, capable of supporting Army missions. The FCR manages career program planning (e.g., career maps and ACTEDS plan) and centrally funded training resourcing in accordance with established Army policies. The FCR also approves candidates for competitive training opportunities. The CP 28 FCR is:

**Deputy ASA for Diversity and Leadership**  
**111 Army Pentagon**  
**Room 2A332**  
**Washington, DC 20310-0111**  
**Phone: (703) 614-5284**

**c. Functional Point-of-contact (POC).** The Functional Point-of-contact is the senior functional manager who directs CP 28 strategic and operational planning on behalf of the FRC. The Functional POC has managerial responsibility and authority over the activities of the Career Program Management Office. The functional POC is:

**Deputy DASA Diversity and Leadership**  
**111 Army Pentagon**  
**Room 2A332**  
**Washington, DC 20310-0111**  
**Phone: (703) 614-5288**

**d. Board of Directors (BOD).** The Board of Directors (BOD) consists of the FCR and senior functional representatives from the DA Staff, ACOMs and ASCCs and other key subject matter experts (SMEs) from selected DRUs, installations and Army Reserve units. The FCR chairs the BOD and approves BOD membership. The BOD provides input and oversight of CP 28 workforce planning and management initiatives, recommending career program policy and procedures, as needed.

**e. Career Program (CP) Manager.** The Career Program (CP) Manager discharges CP 28 program execution. The CP Manager advises ACOMs, ASCCs, DRUs, and field operating activities (FOAs) on CP 28 plans, policies and procedures and communicates with CP 28 professionals on developmental opportunities and eligibility requirements. The CP Manager is responsible for administration of the CP 28 training budget and Intern and Competitive Professional Development (CPD) programs. The CP Manager maintains CP 28 career maps and ACTEDS Plan. Contact information for the CP Manager is:

**Career Program Manager**  
**5825 21<sup>ST</sup> Street**  
**Building 214**  
**Fort Belvoir, VA 22060**  
**Phone: (703) 545-5779/5781**

POC for information on other career programs is the Army Civilian Training and Leadership Development Division, G-3/5/7 Training Directorate, Department of Army at <http://www.t3ac.army.mil/occupational/Pages/default.aspx>.

**5. Career Progression.** Career progression is driven by job vacancies and the individual Army career civilian's pursuit of —

- Self-development.
- Performance excellence.
- Functional qualification.
- Institutional training opportunities.

Central to the above success model is a commitment on the part of the Army to invest in the potential of CP 28 professionals and, in turn, a willingness on the part of individuals to provide a return on investment in terms of mobility and continued service. It should be recognized that advancement may involve moving to meet the needs of the Army and may incur a service obligation to do so.

**a. Functional Mobility.** Although CP 28 professionals may be able to achieve their career goals within a single specialized area, multi-dimensional and multi-disciplined experience is an essential factor in career progression. CP 28 emphasizes multi-disciplinary experience, particularly for those personnel aspiring to progress to managerial and executive positions.

**b. Geographic Mobility.** Geographic mobility is often required to obtain the diverse experience required of managerial and executive positions. Individuals should consider mobility opportunities as a viable way to develop experience and expertise at a variety of organizational levels consistent with individual career goals and the needs of the Army.

**c. Continued Service Agreement (CSA).** Training/Developmental Assignments exceeding 120 days require completion of a Continued Service Agreement. The obligated service period for the Army is not less than three (3) times the period of the training. Note that a CSA is also required for any non-government training in excess of 80 days.

## **II. SECTION II: OBJECTIVES**

**A. SHORT-TERM OBJECTIVE:** The short-term objective of this ACTEDS Plan is to provide for the training of CP 28 interns and to provide for the professional development and career progression CP 28 professionals.

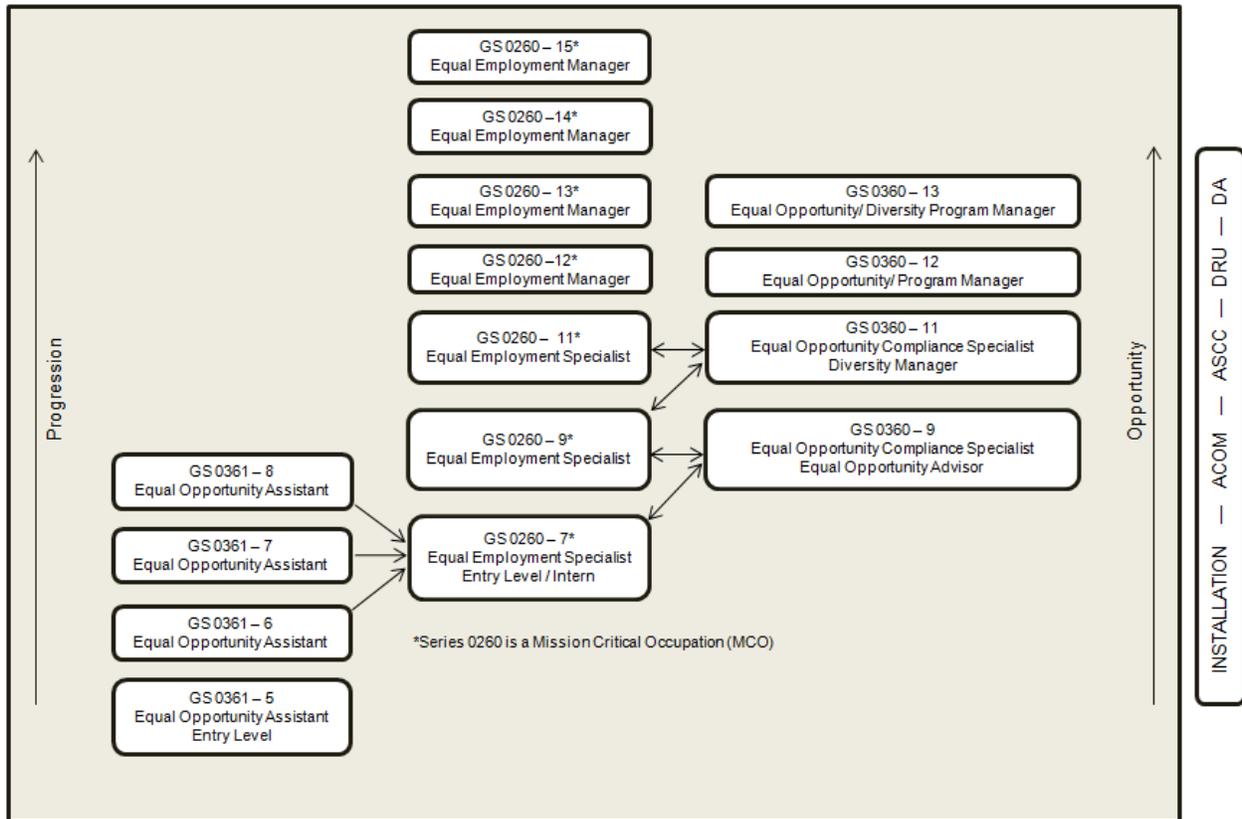
**B. MID-TERM OBJECTIVE:** The mid-term objective of this ACTEDS Plan is to attract, develop and retain quality Army career civilians to CP 28 by providing career enhancing opportunities and sustainment training in support of the Army Campaign Plan for *"A Balanced Army for the 21<sup>st</sup> Century."*

**C. LONG-TERM OBJECTIVE:** The long-term objective of this ACTEDS Plan is to establish and maintain standards of excellence for the profession of Equal Employment/Equal Opportunity, ensuring knowledgeable, certified practitioners who effectively deliver programs to advance the values of diversity and inclusion within the Army culture and to enforce an environment

free from unlawful discrimination and prohibited behaviors to maximize the readiness potential of every soldier, civilian and family member.

### III. SECTION III – CAREER LADDER/CAREER MAPS

**A. GENERAL:** The career ladder for CP 28, as seen below, embraces a holistic career management approach. The approach is based on the fact that CP 28 series share common, complimentary and/or mutually supporting competencies.



**B. CAREER LADDER DESIGN:** The design of the career ladder provides for cross-functional career progression. The intent is to afford individuals in all CP28 series the opportunity to advance to higher levels of expertise and responsibility if they have the potential and desire to do so.

**C. CAREER MAPS:** The career ladder consists of —

- Series 0260 Equal Employment Opportunity (Mission Critical Occupation).
- Series 0360 Equal Opportunity Compliance.
- Series 0361 Equal Opportunity Assistance.

Each series is supported by a career map as seen at Annex F.

## SECTION IV – CAREER PROGRAM FUNCTIONAL COMPETENCIES

**A. COMPETENCY-BASED CAREER PROGRAM MANAGEMENT:** A main line of effort for transforming the civilian workforce has been to undertake the development of competencies (e.g., defining a set of behaviors that encompasses knowledge, skills, abilities and personal attributes critical to successful job performance in a given occupational series) that can be used to shape the workforce with the requisite capability to meet current and future Army missions. This line of effort positions the Army to comply with National Defense Authorization Act 2010 requirements, as well as form an empirical basis for validating investment in training and education as outlined in this ACTEDS Plan.

CP 28 is now transitioning to competency-based program management. The authoritative source for developing CP 28 competencies is the Federal Classification and Job Grading Systems Position Classification Standards for White Collar Work. The steps being taken to establish competency management include —

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

The envisioned end state is a lifecycle construct that will enable CP 28 recruitment, hiring, and career management. The construct will also drive resource planning and Program Objective Memorandum (POM) submissions for CP 28 training and education.

**B. COMPETENCY MANAGEMENT SYSTEM (CMS):** The Assistant G-1 for Civilian Personnel (AG-1 CP) (<http://www.cpol.army.mil/>) oversees competency development for the Army. The Competency Management System (CMS), under the auspices of the AG-1 CP, is the central repository for validated competencies. CMS supports Army career management, workforce planning and Defense Enterprise Civilian Competency Management Framework implementation.

**C. CAREER PROGRAM COMPETENCIES:** CP 28 competencies are provided at Annex A. Core competencies (e.g., those that apply universally to all series within the career program) are seen in the Table that follows.

EEO/EO Knowledge	People Skills	EEO/EO Customer Service Orientation	EEO/EO Technical Guidance
<b>Definition:</b>	<b>Definition:</b>	<b>Definition:</b>	<b>Definition:</b>
Able to understand, interpret and stay current in Federal EEO laws, Directives, Regulations and Policies to facilitate effective implementation of the Army EEO/EO Program.	Able to positively interact with people through ethical behavior, effective communication (oral and written), job knowledge, respect for others, commitment to Army values and to being helpful and responsive.	Able to anticipate and meet the needs of internal and external customers.	Able to Provide EEO/EO subject matter expertise, developing and administering programs designed to solve the specialized challenges of women, minorities, individuals with disabilities and persons 40 and above (legally protected classes), as relates to their employment and treatment in the workplace and to overcome institutional and organizational discrimination practices that adversely impact mission accomplishment and military readiness.

### Career Program 28 Core Competencies

#### V. SECTION V – CAREER DEVELOPMENT

**A. GENERAL:** The career maps at Annex F provide a guide for CP 28 career development planning. The career development approach reflected in the CP 28 maps is based on a building block methodology that emphasizes acquiring basic job skills and understanding of 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.
- Academic preparation.

The Competency Management System (CMS) (see Section IV.B.) further focuses career development, capitalizing on survey analysis of competencies to identify gaps and target training needs. Training needs also take into consideration CP 28 objectives to —

- To attract, develop and retain quality CP 28 practitioners.
- To establish and maintain standards of excellence for the profession of Equal Employment/Equal Opportunity.

The Master Training Plan at Annex B represents the sum total of all CP 28 career development priorities consistent with the above training needs. A summary view of the Master Training Plan is shown below.

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

**Master Training Plan Summary**

**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 (CES).
- Senior Enterprise Talent Management (SETM).
- Self-Development.
- Functional Training.

- Competitive Professional Development (CPD).

The sub-paragraphs that follow discuss the elements of the Master Training Plan as they apply generally to all series in CP 28. The Master Training Plan at Annex B provides specific detail for each series by grade.

**1. Civilian Education System (CES).** The CES is the leader development program for all Army civilians. The CES is designed to assist all Army civilians 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. All Army civilians are expected to complete the CES course targeted for their respective grade or have completed an equivalent military or civilian leader development course. All Army 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 |

**2. 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 Office (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 —

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

All Army career civilians in the grade of 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 28 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>.

**3. 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 and colleges. Resource links for self-development are provided in the career maps at Annex F.

Administered under the staff supervision of the Army G-37 Civilian Training and Leader Development Office, Army Career Tracker (ACT) is the automated tool that supports individual career planning. ACT provides a single portal for access to career map, training and education data and affords employees and their supervisors the capability to personalize and manage electronic Individual Development Plans (IDPs).

**4. CP 28 Functional Training.** Functional training in this ACTEDS Plan refers to the job-related, competency-based opportunities managed by the CP 28 Manager. The training is budgeted and paid for by the Army and involves a competitive selection process. Selection is based on funds available and a “best qualified” review of applications. Final selection requires FCR approval. 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 2011 and the ACTEDS Training Catalog at <http://cpol.army.mil/library/train/catalog/>. Additional information on the submission process is provided at Annex D.

**a. Core Offerings.** CP 28 core offerings are those training opportunities that support development in core competencies (see Section IV.C.). They are fundamental to preparing CP 28 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).
- Priority Three (Recommended as career enhancing).

**b. Intern Program.** The CP 28 Intern Program is a multi-disciplinary, entry level (GS-07) course of study, encompassing both Equal Employment Opportunity (EEO) and Equal Opportunity (EO) experiences designed to attract and develop high potential employees for the career program. As seen in the Master Intern Training Plan (MITP) at Annex C, the program spans 24 months, providing a mix of resident (temporary duty) instruction and on-the-job training (OJT) —

- Twenty months for primary series OJT (home station rotation).

- Three months for secondary series OJT (installation rotation).
- One month for orientations (CP 28 Overview; Headquarters rotation; Army Reserve rotation).

Intern placement is determined at the time of acceptance into the program. Gaining units agree to hire/place interns 24 months in advance of assignment. Interns are competitively selected. Further information about the intern program can found at <http://cpol.army.mil/library/permis/794.html>.

**c. Certification.** As a matter of Army policy, CP 28 requires all CP 28 professionals to successfully complete the DA EEO Counselor Course and the DA Complaints Processing Course. Additional certification opportunities are encouraged (see the Master Training Plan at Annex B) as career enhancing (Priority 3). If approved for a certification program, CP 28 will pay for the certification training. However, the fee for the certification test must be paid by the individual.

**5. Competitive Professional Development (CPD).** The Competitive Professional Development Program is a planned, systematic, and coordinated program of professional development that supports the Army's organizational goals and mission. It encompasses functionally tailored developmental opportunities that occur in academic environments, business/industrial settings, or in other strategically planned career enhancing developmental assignments that have been identified in an approved Career Program Master Training Plan (MTP) or Individual Development Plan (IDP). Training instances may be short or long-term and funded from various sources. CPD is the companion piece to functional training, conforming to Army requirements for CP 28 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 both short-term and long-term training opportunities. Short-term training refers to training that is 120 calendar days or less. Examples of short-term training are professional workshops, seminars, and continuing education classes with a demonstrated training purpose such as those delineated in the career maps (Annex F). Long-term training is training to which an Army career civilian is assigned on a continuous, full-time basis for more than 120 calendar days at either government or non-government facilities.

**a. Developmental Assignment.** Developmental assignments are detail assignments of 90 days (or less) undertaken to provide professional enrichment through experiential learning not readily available in the performance of duties at home station (for example, hands-on exposure to civil rights legislative issues). Possible developmental assignments include detail to Department of Army (DA), an Army Command (ACOM), an Army Service Component Command (ASCC), other Federal agency or Congressional committee. To apply, Army career civilians should submit a statement of interest to CP 28, indicating the desired assignment including reasons for seeking the detail and career goals to be met by the detail engagement. The CP 28 Manager is available to 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. Rental cars are not authorized. Salary and benefits are not covered.

**b. Training with Industry (TWI).** TWI offers CP 28 professionals a private sector experience, working in a non-governmental setting in job-related fields such as equal employment opportunity, civil rights, workforce diversity or employee relations. TWI is a non-degree producing program designed to provide training and/or skills in best business procedures and practices not available through existing military or advanced civilian schooling programs for identifiable DoD requirements. The CP 28 Manager will design, competitively announce and select personnel for TWI assignments. Start dates are negotiable.

**c. University Training.** CP 28 provides Army career civilian 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 and the course of study must be over 120-day duration. Examples of appropriate ADT are highlighted in the career maps at Annex F.

The ASA (M&RA) is the approving authority for ADT requests. This approval triggers funding. Applicants will not be reimbursed for enrollment in courses prior to the approval date. Salary and benefits are not reimbursed.

Doctoral programs are not included in the CP 28 Master Training Plan (Annex B), therefore, not centrally funded. Such academic initiative is considered self-development endeavor.

**C. CAREER DEVELOPMENT OUTCOMES:** This ACTEDS Plan seeks to promote a professional steady state for CP 28 that contributes to the Army Campaign Plan for "*A Balanced Army for the 21<sup>st</sup> Century,*" yielding a *flexible* and *adaptive* civilian workforce and ensuring —

- Army career civilians have a defined "roadmap" for success.
- Commanders have the "right" workforce to meet mission needs.
- The Army has a rational way to articulate requirements.
- The Nation has sound Army stewardship of its human capital investment.

ANNEX A: COMPETENCIES

Competency Management System (CMS) Validated

SERIES 0260 EQUAL EMPLOYMENT OPPORTUNITY (MISSION CRITICAL OCCUPATION)		
TIER	COMPETENCY GROUP	COMPETENCY
1	Technical	<b>FACT FINDING</b> Ability to analyze the workforce and organizational components to identify particular occupations, organizations, lines of progression (career ladders) and/or geographical location in which participation rates are less than expected; Ability to research and stay current with EEO laws, policies and procedures utilizing all available resources; Ability to conduct preliminary complaint inquiries; Ability to ensure counseling or mediation for all identified pre-complaints; Ability to attempt resolution; Ability to prepare counselor report.
1	Technical	<b>ANALYTICAL REASONING</b> Research and stay current with EEO laws, policies and procedures utilizing all available resources; Identify instances of EEO noncompliance and recommend appropriate remedies and corrective action; Schedule interviews and counsel employees/witnesses concerning their employment, rights and responsibilities; Identify the problem, collect data, determine findings and from findings develop recommendations or adjustments.
1	Technical	<b>NEGOTIATION (INFLUENCING)</b> Knowledge of and skill in negotiation and conciliation to develop and negotiate acceptance of controversial decisions by all levels of management, complainants, complainants' representatives/attorneys and labor counselors.
3	Technical	<b>SUPERVISORY/MANAGERIAL SKILLS</b> Ability to motivate, train, mentor, reward, counsel and discipline employees to guide job performance and proficiency; Ensure completion of mandatory NO FEAR Act training in accordance with EEO and HQDA guidance; Ensure completion of Anti-Harassment training in accordance with HQDA policies.
1	Technical	<b>EEO PROGRAM/PROJECT MANAGEMENT</b> Ability to facilitate the effective implementation of EEO throughout the organization; Interpret and explain the concepts, principles, laws, regulations and methodology applicable to the Federal Equal Employment Opportunity Program; Administer the Special Emphasis Programs (SEP); Implement Minority College Relations Program; Support Workforce Recruitment Program (WRP); Participate in outreach activities; Implement effective Disability Program; Complete Disabled Veteran's Affirmative Action Plan and Hispanic Employment Plan; Manage, develop and administer Affirmative Employment Program (AEP); Design, implement and manage programs and projects within time, resources and quality standards.
3	Technical	<b>EEO CUSTOMER SERVICE</b> Ability to anticipate and meet the needs of internal and external customers; Ensure work conforms to statutes, regulations, policies and procedures and is completed within established timeframes.
1	Technical	<b>EEO KNOWLEDGE</b> Advise, consult and train agency leaders, managers, supervisors and employees relating to laws, statutes, policies, rights, responsibilities and effort to attain and maintain a Model EEO Program laws, regulations and principles, Federal personnel administration, compliance and enforcement, the fundamentals of Federal EEO laws, regulations and principles, Federal personnel administration, compliance and enforcement, administrative and consulting skill; conduct burden-of-proof analysis, adjudicate and make decisions for allegations of discrimination received from subordinate command element; Oversee the EEO complaint processing system; Ability to interpret and stay current in Federal EEO laws, directives, regulations and policies to facilitate the effective implementation of the EEO Program.

ANNEX A: COMPETENCIES

Competency Management System (CMS) Validated

SERIES 0260 EQUAL EMPLOYMENT OPPORTUNITY (MISSION CRITICAL OCCUPATION)		
TIER	COMPETENCY GROUP	COMPETENCY
1	Technical	<b>EEO HUMAN CAPITAL MANAGEMENT</b> Knowledge of common management policies and procedures, including personnel principles and practices; Knowledge of command structures, mission and functions and composition.
1	Technical	<b>EEO PROGRAM PLANNING</b> Knowledge of the programming, planning, budget execution (PPBE) system to ensure sufficient resources are provided for individual and class action complaints; Ability to analyze budgetary data for the EEO Program by defining resources requirements and be able to input data into respective budget program.
3	Technical	<b>EEO STRATEGIC PLANNING</b> Knowledge of the planning cycle (i.e., establish direction, provide resources, determine capability, execute and measure) to achieve process improvements and link long-term program specific goals and objectives that align with higher enterprise; Implement, monitor and evaluate the EEO Programs; Identify and implement best practices to further the goals, objectives and intent of Federal EEO laws and programs.
3	Technical	<b>PEOPLE SKILLS</b> Ability to collaborate with leaders, managers and supervisors to ensure EEO Program success; Ability to maintain liaison with legal, civilian personnel office and management officials to discuss the EEO Program; Ability to positively interact through ethical behavior, effective communication, job knowledge, respect for others, commitment to Army Values and being helpful and responsive to customers.
1	Technical	<b>EEO QUALITY ASSURANCE</b> Ability to enhance the development of a Model EEO Program by conducting Staff Assistance Visit and Program Evaluations, sensing sessions, exit interviews and command climate surveys to gauge, analyze and report on the command climate; Ability to develop mechanisms to ensure accountability measures and recommend corrective actions; Ability to provide oversight by instituting quality control measures and accountability measures.
1	Technical	<b>EEO TECHNICAL GUIDANCE</b> Ensure compliance with EEOC and HQDA directives; Ability to provide technical assistance and training to EEO counselors/mediators and ensure coordination of EEO functions with other duties; Knowledge of how to implement programs that create and maintain a climate of fair and equitable treatment of all civilians/applicants and meet identified benchmark representation of ethnic and racial groups, women and individuals with disabilities; Make decisions for allegations of discrimination received from subordinate command elements; Oversee the EEO complaint processing system.

ANNEX A: COMPETENCIES

*Competency Management System (CMS) Validated*

SERIES 0260 EQUAL EMPLOYMENT OPPORTUNITY (MISSION CRITICAL OCCUPATION)		
TIER	COMPETENCY GROUP	COMPETENCY
3	Non-Technical	<b>EEO CONTINUAL LEARNING</b> Assesses individual strengths and weaknesses; Pursues self-development.
3	Non-Technical	<b>PUBLIC SERVICE MOTIVATION</b> Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.
3	Non-Technical	<b>EEO CRITICAL THINKING</b> Ability to work with information and data to answer questions, determine strategy, reduce risks and maximize performance; Ability to assess validity of information drawn from a variety of sources and synthesize data; identify trends and patterns to make appropriate decisions; Ability to clarify complex issues and mitigate risk through data analysis.
1	Non-Technical	<b>PROBLEM SOLVING</b> Identifies and analyzes problems; uses sound reasoning to arrive at conclusions. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments.
3	Non-Technical	<b>EEO VISION</b> Takes a long-term view and acts as a catalyst for organizational change. Builds a shared vision with others and influences others to translate vision into action. Builds a shared vision with others and influence others to translate vision into action; Creates key values and shared vision within organization; Encourages subordinates to participate in process of enacting vision long term plan; Develops strategies to build organizational strength.
3	Non-Technical	<b>FLEXIBILITY</b> Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.
3	Non-Technical	<b>LEVERAGING DIVERSITY AND CULTURAL AWARENESS</b> Recruits, develops and retains high quality workforce in an equitable manner; Leads and manages an inclusive workplace that maximizes the talents of each person to achieve the vision and mission of the organization; Values and seeks out individual differences to achieve the vision and mission of the organization; Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.
1	Non-Technical	<b>CONFLICT MANAGEMENT</b> Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

ANNEX A: COMPETENCIES

Competency Management System (CMS) Validated

SERIES 0360 EQUAL OPPORTUNITY COMPLIANCE		
TIER	COMPETENCY GROUP	COMPETENCY
1	Technical	<b>EO KNOWLEDGE</b> Ability to interpret OPM, DOD, Army and Equal Opportunity (EO) policies and regulations for the Active Component, Reserve Component, National Guard Bureau, Joint Based and sister Service policies and procedures.
1	Technical	<b>EO ANALYSIS</b> Ability to research and stay current with EO regulations, policies and procedures utilizing all available resources; Ability to analyze the demographics. Ability to conduct preliminary complaint inquiries in the informal and formal stage; Ability to apply critical thinking in EO analysis.
1	Technical	<b>EO TECHNICAL GUIDANCE</b> Ability to provide EO subject matter expertise, develop and administer programs designed to prevent and minimize discriminatory policies, practices and behaviors that impact mission accomplishment. Knowledge of diversity and cross cultural differences; skill in action planning and giving advice to the commander.
1	Technical	<b>EO COMPLIANCE</b> Knowledge of EO and HQDA compliance directives; Ability to provide technical assistance and training to EO Leaders/mediators, ensuring coordination of EO functions with other duties; Ability to implement programs that create and maintain a climate of fair and equitable treatment of all soldiers/family members; Ability to oversee the EO complaint processing system; Ability to provide guidance to the investigating officer for EO complaints; Ability to make recommendations for overcoming discriminatory practices that adversely impact mission accomplishment and military readiness.
3	Technical	<b>DIVERSITY MANAGEMENT</b> Ability to administer plans and programs for advancing workforce diversity, fostering an inclusive workplace environment where people are respected for their individual differences and are encouraged to contribute their varying talents, experiences and viewpoints to mission accomplishment.
3	Technical	<b>EO PEOPLE SKILLS</b> Ability to positively interact with people through ethical behavior, effective communication (oral and written), job knowledge, respect for others, commitment to Army Values and being helpful and responsive; Ability to anticipate and meet the needs of internal and external customers. Ability to influence; Ability to collaborate with leaders, managers and supervisors to ensure EO Program success; Ability to maintain liaison with legal, military personnel office and management officials to discuss the EO Program.

ANNEX A: COMPETENCIES

Competency Management System (CMS) Validated

SERIES 0360 EQUAL OPPORTUNITY COMPLIANCE		
TIER	COMPETENCY GROUP	COMPETENCY
1	Non-Technical	<b>CONFLICT MANAGEMENT</b> Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.
3	Non-Technical	<b>FINANCIAL MANAGEMENT</b> Understands the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and or administers the budget for the program area. Uses cost-benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.
3	Non-Technical	<b>LEVERAGING DIVERSITY AND CULTURAL AWARENESS</b> Recruits, develops and retains high quality workforce in an equitable manner; Leads and manage an inclusive workplace that maximizes the talents of each person to achieve the vision and mission of the organization; Values and seeks out individual differences to achieves the vision and mission of the organization; Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.
1	Non-Technical	<b>ACCOUNTABILITY</b> Assures 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 that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans, focuses on results and measuring attainment of outcomes.
3	Non-Technical	<b>INFLUENCING AND NEGOTIATING</b> Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take.
1	Non-Technical	<b>PROBLEM SOLVING</b> Identifies and analyzes problems; uses sound reasoning to arrive at conclusions. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments.
1	Non-Technical	<b>ORAL COMMUNICATION</b> 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 atmosphere of open communication.
1	Non-Technical	<b>WRITTEN COMMUNICATION</b> Expresses facts and ideas in writing in a clear, convincing and organized manner.

ANNEX A: COMPETENCIES

Competency Management System (CMS) Validated

SERIES 0361 EQUAL OPPORTUNITY ASSISTANCE		
TIER	COMPETENCY GROUP	COMPETENCY
1	Technical	<b>FACT FINDING SUPPORT</b> Ability to analyze the workforce and organizational components to identify particular occupations, organizations, lines of progression (career ladders) and/or geographical location in which participation rates are less than expected; Ability to research and stay current with EEO laws, EO regulations, policies and procedures utilizing all available resources; Under supervision conduct preliminary complaint inquiries, ensure counseling or mediation for all identified pre-complaints, attempt resolution and prepare counselor report.
1	Technical	<b>ANALYTICAL REASONING SUPPORT</b> Knowledge of EEO laws, EO regulations, policies and procedures utilizing all available resources; Ability to schedule interviews and counsel employees/witnesses concerning their employment, rights and responsibilities; Ability to identify the problem, collect data, determine findings and develop recommendations or adjustments.
3	Technical	<b>EEO CUSTOMER SERVICE</b> Ability to anticipate and meet the needs of internal and external customers; Ensure work conforms to statutes, regulations, policies and procedures and completed within established timeframes.
3	Technical	<b>BASIC PEOPLE SKILLS</b> Ability to interact with legal, civilian personnel office and management officials to discuss the EEO/EO Programs; Ability to respond to requests for information.
1	Technical	<b>BASIC EEO/EO KNOWLEDGE</b> Knowledge of OPM, DOD, Army and Equal Employment Opportunity (EEO)/Equal Opportunity (EO) policies and regulations.

SERIES 0361 EQUAL OPPORTUNITY ASSISTANCE		
TIER	COMPETENCY GROUP	COMPETENCY
1	Non-Technical	<b>CONFLICT MANAGEMENT</b> Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.
1	Non-Technical	<b>PROBLEM SOLVING</b> Identifies and analyzes problems; uses sound reasoning to arrive at conclusions. Finds alternative solutions to problems. Distinguishes between relevant and irrelevant information to make logical judgments.
3	Non-Technical	<b>FLEXIBILITY</b> Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.
1	Non-Technical	<b>ORAL COMMUNICATION</b> 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 atmosphere of open communication.
1	Non-Technical	<b>WRITTEN COMMUNICATION</b> Expresses facts and ideas in writing in a clear, convincing and organized manner.

ANNEX B: MASTER TRAINING PLAN

Master Training Plan (MTP) Career Program 28					
Series 0260 Equal Employment Opportunity		Series 0360 Equal Opportunity Compliance		Series 0361 Equal Opportunity Assistance	
	Priority		Priority	GS 04	Priority
				Foundation Course	1
				Basic Course	1
				Action Officers Development Course	2
				Supervisors Development Course	3
				Army Courses Recommended by Supervisor/Command	3
				iComplaints	1
				BOXI	1
				EO Reporting System	1
				Management Directive 715	2
				Diversity Management Symposium	3
				EO Leader Course	1
				Associate Degree (Desireable)	3
				DA EEO Counselor Course	1
				DA Complaints Processing Course	2
	Priority		Priority	GS 05	Priority
				Foundation Course	1
				Basic Course	1
				Action Officers Development Course	2
				Supervisors Development Course	1
				Army Courses Recommended by Supervisor/Command	3
				iComplaints	1
				BOXI	1
				EO Reporting System	1
				Management Directive 715	2
				EO Leader Course	1
				Diversity Management Symposium	3
				Associate Degree (Desireable)	3
				DA EEO Counselor Course	1
				DA Complaints Processing Course	2
	Priority		Priority	GS 06	Priority
				Foundation Course	1
				Basic Course	1
				Action Officers Development Course	1
				Supervisors Development Course	1
				Army Courses Recommended by Supervisor/Command	3
				iComplaints	1
				BOXI	1
				EO Reporting System	1
				Management Directive 715	2
				EO Leader Course	1
				Diversity Management Symposium	3
				Associate Degree (Desireable)	3
				DA EEO Counselor Course	1
				DA Complaints Processing Course	2
GS 07	Priority		Priority	GS 07	Priority
Foundation Course	1			Foundation Course	1
Basic Course	1			Basic Course	1
Action Officers Development Course	1			Action Officers Development Course	1
Supervisors Development Course	1			Supervisors Development Course	1
Defense Civilian Emerging Leader Program Deployments	3			Defense Civilian Emerging Leader Program Deployments	3
Developmental Assignments	2			Developmental Assignments	2
Army Courses Recommended by Supervisor/Command	3			Army Courses Recommended by Supervisor/Command	3
Army Basic Instructor Course	2			Army Basic Instructor Course	1
iComplaints	1			iComplaints	1
BOXI	1			BOXI	1

- B-1 Priority 1: Mandatory
- Priority 2: Essential if funding is available
- Priority 3: Recommended as career enhancing

ANNEX B: MASTER TRAINING PLAN

Series 0260 Equal Employment Opportunity		Series 0360 Equal Opportunity Compliance		Series 0361 Equal Opportunity Assistance	
GS 07	Priority		Priority	GS 07	Priority
Management Directive 715	3			EO Reporting System	1
New Counselor Course	1			Management Directive 715	2
Counselor Refresher Course	3			EO Leader Course	3
EEO Specialist Course	3			New Counselor Course	1
Diversity Management Symposium	3			EEO Specialist Course	1
Baccalaureate Degree (Desirable)	3			Diversity Management Symposium	3
DA EEO Counselor Course	1			Baccalaureate Degree (Desireable)	3
DA Complaints Processing Course	1			DA EEO Counselor Course	1
Mediation Certification	1			DA Complaints Processing Course	2
EEO Studies	3			Mediation Certification	1
				EEO Studies	3
	Priority		Priority	GS 08	Priority
				Foundation Course	1
				Basic Course	1
				Action Officers Development Course	1
				Supervisors Development Course	1
				Defense Civilian Emerging Leader Program	3
				Deployments	3
				Developmental Assignments	2
				Army Courses Recommended by Supervisor/Command	3
				Army Basic Instructor Course	1
				iComplaints	1
				BOXI	1
				EO Reporting System	1
				Management Directive 715	2
				EO Leader Course	3
				New Counselor Course	1
				EEO Specialist Course	1
				Diversity Management Symposium	3
				Baccalaureate Degree (Desireable)	3
				DA EEO Counselor Course	1
				DA Complaints Processing Course	2
				Mediation Certification	1
				EEO Studies	3
GS 09	Priority	GS 09	Priority		Priority
Foundation Course	1	Foundation Course	1		
Basic Course	1	Basic Course	1		
Action Officer Development Course	1	Action Officer Development Course	1		
Supervisory Development Course	1	Supervisory Development Course	1		
Defense Civilian Emerging Leader Program	3	Defense Civilian Emerging Leader Program	3		
Deployments	3	Deployments	3		
Developmental Assignments	2	Developmental Assignments	2		
Continuing Education: Cornell University	3	Continuing Education: Cornell University	3		
Continuing Education: George Mason University	3	Continuing Education: George Mason University	3		
School for Conflict Analysis & Resolution	3	School for Conflict Analysis & Resolution	3		
Continuing Education: Graduate School USA	3	Continuing Education: Graduate School USA	3		
Continuing Education: EEOC Training Institute	2	Continuing Education: EEOC Training Institute	2		
Continuing Education: Mediation Training Institute	1	Continuing Education: Mediation Training Institute	1		
Continuing Education: Workplace Dynamics	2	Continuing Education: Workplace Dynamics	2		
Continuing Education: National Seminars Training Group	3	Continuing Education: National Seminars Training Group	3		
Continuing Education: Justice Center of Army Courses Recommended by Supervisor/Command	2	Continuing Education: Justice Center of Army Courses Recommended by Supervisor/Command	1		
Army Basic Instructor Course	3	Army Basic Instructor Course	2		
iComplaints	2	Army Basic Instructor Course	1		
BOXI	1	iComplaints	2		
Management Directive 715	1	BOXI	2		
Special Emphasis Program Managers	1	EO Reporting System	1		
Disability Program Management Course	1				
		EO Leader Course	1		
New Counselor Course	1	New Counselor Course	2		
Counselor Refresher Course	1	Counselor Refresher Course	3		
EEO Specialist Course	2	EO Advisors Course	1		
Diversity Management Symposium	3	Diversity Management Symposium	3		

- B-2 Priority 1: Mandatory
- Priority 2: Essential if funding is available
- Priority 3: Recommended as career enhancing

ANNEX B: MASTER TRAINING PLAN

Series 0260 Equal Employment Opportunity		Series 0360 Equal Opportunity Compliance		Series 0361 Equal Opportunity Assistance	
GS 09	Priority	GS 09	Priority		Priority
Baccalaureate Degree (Desirable)	3	Baccalaureate Degree (Desirable)	3		
Advanced Degree Course Work such as:		Advance Degree Course Work such as:			
Cornell University ILR School	3	Cornell University ILR School	3		
Kennesaw State University		Kennesaw State University			
Mediation Certification	1	Mediation Certification	1		
DA EEO Counselor Course	1	DA EEO Counselor Course	1		
DA Complaints Processing Course	1	DA Complaints Processing Course	1		
EEO Studies	3	EEO Studies	2		
GS 11	Priority	GS 11	Priority		Priority
Foundation Course	1	Foundation Course	1		
Basic Course	1	Basic Course	1		
Action Officer Development Course	1	Action Officer Development Course	1		
Supervisory Development Course	1	Supervisory Development Course	1		
Defense Civilian Emerging Leader Program	3	Defense Civilian Emerging Leader Program	3		
Deployments	3	Deployments	3		
Developmental Assignments	2	Developmental Assignments	2		
Training with Industry	2	Training with Industry	2		
Army Congressional Fellowship	2	Army Congressional Fellowship	2		
Continuing Education: Cornell University	3	Continuing Education: Cornell University	3		
Continuing Education: George Mason		Continuing Education: George Mason			
University School for Conflict Analysis & Resolution	3	University School for Conflict Analysis & Resolution	3		
Continuing Education: Graduate School USA	3	Continuing Education: Graduate School USA	3		
Continuing Education: EEOC Training Institute	2	Continuing Education: EEOC Training Institute	2		
Continuing Education: Mediation Training Institute	1	Continuing Education: Mediation Training Institute	1		
Continuing Education: Workplace Dynamics	2	Continuing Education: Workplace Dynamics	2		
Continuing Education: National Seminars Training Group	3	Continuing Education: National Seminars Training Group	3		
Continuing Education: Justice Center of Army Basic Instructor Course	1	Continuing Education: Justice Center of Army Basic Instructor Course	1		
iComplaints	2	iComplaints	2		
BOXI	2	BOXI	2		
		EO Reporting System	1		
		EO Leader Course	1		
New Counselor Course	1	New Counselor Course	2		
Counselor Refresher Course	1	Counselor Refresher Course	3		
EEO Specialist Course	1	EO Advisors Course	1		
Special Emphasis Program Managers	1				
Disability Program Management Course	1				
EEO Officer Course	1				
Diversity Management Symposium	3	Diversity Management Symposium	2		
Baccalaureate Degree (Desirable)	3	Baccalaureate Degree (Desirable)	3		
Advance Degree Course Work such as:		Advance Degree Course Work such as:			
Cornell University ILR School	3	Cornell University ILR School	3		
Kennesaw State University		Kennesaw State University			
DA EEO Counselor Course	1	DA EEO Counselor Course	1		
DA Complaints Processing Course	1	DA Complaints Processing Course	1		
EEO Studies	3	EEO Studies	2		
Human Resources	1	Human Resources	2		
GS 12	Priority	GS 12	Priority		Priority
Foundation Course	1	Foundation Course	1		
Basic Course	1	Basic Course	1		
Action Officer Development Course	1	Action Officer Development Course	1		
Supervisory Development Course	1	Supervisory Development Course	1		
Intermediate Course	1	Intermediate Course	1		
Manager Development Course	1	Manager Development Course	1		
Defense Executive Leadership Development Program	2	Defense Executive Leadership Development Program	2		
Federal Executive Institute Courses	3	Federal Executive Institute Courses	3		
Defense Civilian Emerging Leader Program	2	Defense Civilian Emerging Leader Program	2		
Deployments	3	Deployments	3		
Developmental Assignments	2	Developmental Assignments	2		
Training with Industry	2	Training with Industry	2		
Army Congressional Fellowship	2	Army Congressional Fellowship	2		
Continuing Education: Cornell University	3	Continuing Education: Cornell University	3		
Continuing Education: George Mason		Continuing Education: George Mason			
University School for Conflict Analysis & Resolution	3	University School for Conflict Analysis & Resolution	3		
Continuing Education: Graduate School USA	3	Continuing Education: Graduate School USA	3		
Continuing Education: EEOC Training Institute	2	Continuing Education: EEOC Training Institute	2		
Continuing Education: Mediation Training Institute	1	Continuing Education: Mediation Training Institute	1		
Continuing Education: Workplace Dynamics	2	Continuing Education: Workplace Dynamics	2		
Continuing Education: National Seminars Training Group	3	Continuing Education: National Seminars Training Group	3		
Continuing Education: Justice Center of Atlanta	1	Continuing Education: Justice Center of Atlanta	1		

- B-3 Priority 1: Mandatory  
 Priority 2: Essential if funding is available  
 Priority 3: Recommended as career enhancing

ANNEX B: MASTER TRAINING PLAN

Series 0260 Equal Employment Opportunity		Series 0360 Equal Opportunity Compliance		Series 0361 Equal Opportunity Assistance	
GS 12	Priority	GS 12	Priority		Priority
Army Basic Instructor Course	2	Army Basic Instructor Course	1		
iComplaints	2	iComplaints	2		
BOI	1	BOI	2		
EEO Specialist Course	1	EO Reporting System	1		
Special Emphasis Program Managers Course	1	EO Advisors Course	1		
Disability Program Management Course	1				
EEO Officer Course	1				
Public Speaking	1	Public Speaking	2		
Quality Assurance	3				
Planning Programming and Budgeting	2				
Strategic Planning	1				
Diversity Management Symposium	2	Diversity Management Symposium	2		
Baccalaureate Degree (Desirable)	3	Baccalaureate Degree (Desirable)	3		
Advance Degree Course Work such as:		Advance Degree Course Work such as:			
Cornell University ILR School	3	Cornell University ILR School	3		
Kennesaw State University		Kennesaw State University			
EEO Studies	3	EEO Studies	2		
Human Resources	1	Human Resources	2		
Program Management	1	Program Management	2		
GS 13	Priority	GS 13	Priority		Priority
Foundation Course	1	Foundation Course	1		
Basic Course	1	Basic Course	1		
Action Officer Development Course	1	Action Officer Development Course	1		
Supervisory Development Course	1	Supervisory Development Course	1		
Intermediate Course	1	Intermediate Course	1		
Advanced Course	1	Advanced Course	1		
Manager Development Course	1	Manager Development Course	1		
Federal Executive Institute Courses	3	Federal Executive Institute Courses	3		
Defense Executive Leadership Development Program	2	Defense Executive Leadership Development Program	2		
Deployments	3	Deployments	3		
Developmental Assignments	2	Developmental Assignments	2		
Training with Industry	2	Training with Industry	2		
Army Congressional Fellowship	2	Army Congressional Fellowship	2		
Harvard School Senior Executive Fellowship	3				
Continuing Education: Cornell University	3	Continuing Education: Cornell University	3		
Continuing Education: George Mason University School for Conflict Analysis & Resolution	3	Continuing Education: George Mason University School for Conflict Analysis & Resolution	3		
Continuing Education: Graduate School USA	3	Continuing Education: Graduate School USA	3		
Continuing Education: EEOC Training Institute	2	Continuing Education: EEOC Training Institute	2		
Continuing Education: Mediation Training Institute	2	Continuing Education: Mediation Training Institute	2		
Continuing Education: Workplace Dynamics	2	Continuing Education: Workplace Dynamics	2		
Continuing Education: National Seminars Training Group	3	Continuing Education: National Seminars Training Group	3		
Continuing Education: Justice Center of Atlanta	1	Continuing Education: Justice Center of Atlanta	1		
Special Emphasis Program Managers Disability Program Management Course	3				
	2	Army Basic Instructor Course	1		
		iComplaints	2		
		BOI	2		
		EO Reporting System	1		
EEO Officer Course	2	EO Advisors Course	1		
Public Speaking	1	Public Speaking	2		
Quality Assurance	3				
Planning Programming and Budgeting	1				
Strategic Planning	1				
Diversity Management Symposium	2	Diversity Management Symposium	2		
Masters Degree (Desirable)	3	Masters Degree (Desirable)	3		
Post Graduate Course Work such as:		Post Graduate Course Work such as:			
George Washington University Executive Leadership Studies	3	George Washington University Executive Leadership Studies	3		
EEO Studies	3	EEO Studies	2		
Human Resources	1	Human Resources	2		
Program Management	1	Program Management	2		

- B-4 Priority 1: Mandatory
- Priority 2: Essential if funding is available
- Priority 3: Recommended as career enhancing

ANNEX B: MASTER TRAINING PLAN

Series 0260 Equal Employment Opportunity		Series 0360 Equal Opportunity Compliance		Series 0361 Equal Opportunity Assistance	
GS 14	Priority		Priority		Priority
Foundation Course	1				
Basic Course	1				
Action Officer Development Course	1				
Supervisory Development Course	1				
Intermediate Course	1				
Advanced Course	1				
Manager Development Course	1				
Federal Executive Institute Courses	3				
Senior Enterprise Talent Management TDY	3				
Senior Service College	3				
Continuing Education for Senior Leaders	1				
Defense Executive Leadership Development Program	2				
Defense Senior Leader Development Program	3				
Deployments	3				
Developmental Assignments	2				
Training with Industry	2				
Army Congressional Fellowship	2				
Harvard School Senior Executive Fellowship	3				
Continuing Education: George Mason University School for Conflict Analysis & Resolution	3				
Continuing Education: Graduate School USA	3				
Continuing Education: EEOC Training Institute	2				
Continuing Education: Mediation Training Institute	2				
Continuing Education: Workplace Dynamics	2				
Continuing Education: National Seminars Training Group	3				
Continuing Education: Justice Center of Atlanta	1				
Special Emphasis Program Managers Course	3				
Disability Program Management Course	2				
EEO Officer Course	2				
Public Speaking	2				
Quality Assurance	1				
Planning Programming and Budgeting	1				
Strategic Planning	2				
Diversity Management Symposium	2				
Masters Degree (Desirable)	3				
Post Graduate Course Work such as: George Washington University Executive Leadership Studies	3				
EEO Studies	3				
Human Resources	1				
Program Management	1				
GS 15	Priority		Priority		Priority
Foundation Course	1				
Basic Course	1				
Action Officer Development Course	1				
Supervisory Development Course	1				
Intermediate Course	1				
Advanced Course	1				
Manager Development Course	1				
Federal Executive Institute Courses	3				
Senior Enterprise Talent Management TDY	3				
Senior Service College	3				
Continuing Education for Senior Leaders	1				
Defense Senior Leader Development Program	2				
Harvard School Senior Executive Fellowship	3				
Senior Manager Course in National Security	3				
George Washington University National Security Studies	3				
Syracuse University National Security	3				
OPM Leadership for a Democratic Society	3				
Quality Assurance	1				
Planning Programming and Budgeting	1				
Strategic Planning	2				
Diversity Management Symposium	2				
Masters Degree (Desirable)	3				
Post Graduate Course Work such as: George Washington University Executive Leadership Studies	3				
EEO Studies	3				
Human Resources	1				
Program Management	1				

- B-5 Priority 1: Mandatory
- Priority 2: Essential if funding is available
- Priority 3: Recommended as career enhancing

ANNEX C: MASTER INTERN TRAINING PLAN

<b>Intern Orientation</b>	<b>GS Grade</b>	<b>Priority</b>	<b>Hours</b>
CP 28 Overview	7	1	40
Civilian Education System (CES) Foundation Course - Distributed Learning (DL)	7	1	—
<b>Core Courses Resident Training (Temporary Duty scheduled over 24 Months)</b>	<b>GS Grade</b>	<b>Priority</b>	<b>Hours</b>
Effective Writing	7	1	16
Small Group Facilitation	7	3	40
Effective Briefing Techniques	7	2	24
Army Basic Instructor Course (ABIC)	7	2	80
Mediation (Basic)	7	1	40
Basic Budget Course	7	2	24
Conflict Resolution/Management	7	1	40
Critical Thinking	9	1	40
Basic Statistics	9	3	40
Roles & Responsibilities of EEO Advisory Committee	9	2	24
Diversity and Leadership Course	9	3	40
Mediation (Advance)	9	3	40
Assertiveness Skills	9	3	24
HR Course (Classification/MER/Staffing)	9	1	40
Internal Controls & Accounting	9	3	24
Civilian Education System (CES) Basic Course	9	1	40
<b>Rotation 1 - Series 0260 (20 Months if Primary Series Rotation/3 Months if Secondary Series Rotation*)</b>	<b>GS Grade</b>	<b>Priority</b>	<b>Hours</b>
DA EEO Counselor Certification Course	7	1	40
DA EEO Complaints Processing Course	7	1	40
Special Emphasis Program Managers (SEPM) Course	7	1	40
Microsoft (MS) Office - Distributed Learning (DL)	7	2	—
Management Directive (MD) 715	7	1	40
Barrier Analysis Training	7	2	40
Disability Program Management Course	9	1	40
Civilian Personnel Administration Center (CPAC) Orientation (Local Rotation)	9	2	160
iComplaints/BOXI	7-9	1	40
Action Officer Development Course - Distributed Learning (DL)	9	2	—
EEO Specialist Course	9		80
<b>Rotation 2 - Series 0360 (20 Months Primary if Series Rotation/3 Months if Secondary Series Rotation*)</b>	<b>GS Grade</b>	<b>Priority</b>	<b>Hours</b>
EO Leader Course (EOLC)	7-9	1	80
MS Office - Distributed Learning (DL)	7	2	—
Action Officer Development Course - DL	7	2	—
Organizational Assessment - On-the-job Training (OJT)	7-9	1	—
<b>Rotation 3 - Headquarters Rotation (1 Week)</b>	<b>GS Grade</b>	<b>Priority</b>	<b>Hours</b>
Executive Shadowing - On-the-job Training (OJT)	9	1	—
ACOM Reporting Procedures	9	1	—
Staff Assistance Visits	9	1	—
Plans and Policies	9	1	—
<b>Rotation 4 - Army Reserve (2 Weeks)</b>	<b>GS Grade</b>	<b>Priority</b>	<b>Hours</b>
Staff Assistance Visits	9	1	—
Operational Update	9	1	—
Battle Assemblies	9	1	—
<b>Training Conferences (Select One)</b>	<b>GS Grade</b>	<b>Priority</b>	<b>Hours</b>
Examining Complaints & Employment Law (EEOC)	9	1	40
Federal Dispute Resolution (EEOC)	9	1	40
DA EO World-wide Conference	9	1	40
EEO/EO Related Conference (BIG, FEW, LULAC, etc.)	9	1	40

**Total Course Contact Hours 1256**  
(Total Time Available - 3680 Hours (1840 hours per year))

\*Gaining Unit Assignment determines Primary/Secondary series designation for rotation.

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

**Application Procedures.** The "ADT Checklist" at <http://cpol.army.mil/library/train/catalog/ch03cp28.html> should be followed when applying for Academic Degree Training (ADT). The "Course Checklist" at <http://cpol.army.mil/library/train/catalog/ch03cp28.html> should be followed for all other application submissions. Applicants are responsible for ensuring all required forms, endorsements, and signatures are included in the application packages they submit.

Completed application packages (original and one copy) must be submitted through the chain of command to the Career Program Office to arrive not later than (NLT) the suspense date established in the various training announcements broadcast by the Career Program Management Office. Completed applications should be sent to:

Career Program Manager  
Equal Employment Opportunity Policy and Programs  
Office of the Deputy Assistant Secretary for Diversity and  
Leadership  
5825 21<sup>st</sup> Street (Building 214)  
Fort Belvoir, VA 22060

**Approvals.** The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA) 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.

**Application Forms.** Applications for short-term training (e.g., 120 days or less) may only require submission of Standard Form (SF) 182, Authorization Agreement, and Certification of Training. Applicants should contact the Career Program Office at (703) 545-5781 for additional information about required forms.

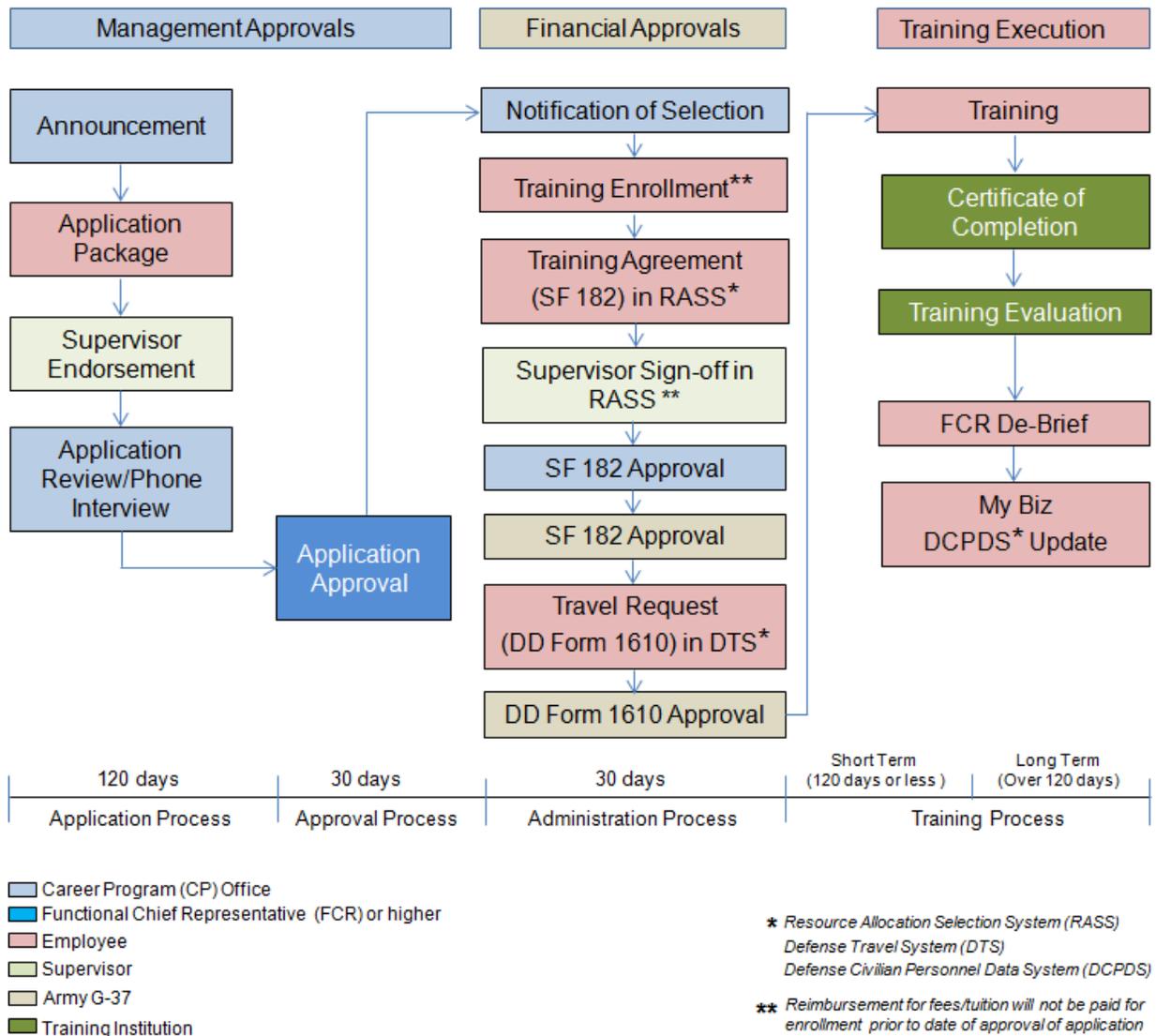
Selection for long term training (e.g., exceeding 120 days) will require completion of a Continued Service Agreement. The service obligation is three (3) times the period of training. Note that a CSA is also required for any non-government training in excess of 80 days.

**Resource Allocation Selection System (RASS).** RASS is the automated financial system that manages central funding for CP 28 training and education (e.g., the Intern Program, functional courses and Army professional development programs). RASS eliminates manual paper processing of training and travel documents. Applicants use RASS to initiate training arrangements upon approval of their application submission. RASS electronically generates the SF 182, Authorization Agreement and Certification of Training.

ANNEX D: ACTEDS TRAINING CATALOG – APPLICATION SUBMISSION PROCESS

A RASS user guide is provided at <http://cpol.army.mil/library/train/rass/> for further information.

**Summary.** An overview of the application process is captured below. A complete explanation of the application process is provided in the ACTEDS Training Catalog at <http://cpol.army.mil/library/train/catalog/>.



TO BE DEVELOPED (TBD)

**ANNEX F: CAREER MAPS**  
**Series 0260 Equal Employment Manager**

<b>Civilian Career Map</b>	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.						
<b>Career Program:</b>	<a href="#">Equal Employment Opportunity (EEO)</a>						
<b>Career Field:</b>	28						
<b>Career Series:</b>	0260 Equal Employment Manager						
<b>Qualifying for a Career</b>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>
<b>Series Description (Pay Bands)</b>	<b>General Schedule</b> GS 07 and Below (iGS 07)  (C 6) (NH 2) (IA 1; IA 2) (DJ 2)	<b>General Schedule</b> GS 09 (iGS 09)  (C 6a) (NH 2) (IA 2) (DJ 2)	<b>General Schedule</b> GS 11 (iGS 11) (BA 11) (C 7) (NH 2) (IA 3) (DJ 3)	<b>General Schedule</b> GS 12  (BA 12) (C 7a) (NH 3) (IA 3) (DJ 3) Supervisory/ Nonsupervisory	<b>General Schedule</b> GS 13  (NH 3) (IA 3; IA 4) (DJ 4) Supervisory/ Nonsupervisory	<b>General Schedule</b> GS 14  (NH 4) (IA 4) (DJ 4) Supervisory/ Nonsupervisory	<b>General Schedule</b> GS 15  (NH 4) (IA 5) (DJ 5) Supervisory/ Nonsupervisory
<b>Key Assignments (see Tab 5)</b>	<b>Location:</b> Installation  <b>Positions:</b> Equal Employment Specialist Equal Employment Intern (GS 07)	<b>Location:</b> Installation  <b>Positions:</b> Equal Employment Specialist	<b>Location:</b> Installation  <b>Positions:</b> Equal Employment Specialist	<b>Location:</b> Installation ACOM ASCC DRU DA  <b>Positions:</b> Equal Employment Manager	<b>Location:</b> ACOM ASCC DRU DA  <b>Positions:</b> Equal Employment Manager	<b>Location:</b> ACOM ASCC DRU DA  <b>Positions:</b> Equal Employment Manager	<b>Location:</b> ACOM ASCC DRU DA  <b>Positions:</b> Equal Employment Manager

**ANNEX F: CAREER MAPS**  
**Series 0260 Equal Employment Manager**

<b>Series Description</b>	<b>General Schedule</b> GS 07 and Below	<b>General Schedule</b> GS 09	<b>General Schedule</b> GS 11	<b>General Schedule</b> GS 12 Supervisory/ Nonsupervisory	<b>General Schedule</b> GS 13 Supervisory/ Nonsupervisory	<b>General Schedule</b> GS 14 Supervisory/ Nonsupervisory	<b>General Schedule</b> GS 15 Supervisory/ Nonsupervisory
<b>Leadership Competencies</b> (see Tab 2)	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision
<b>Functional Competencies</b> (see Tab 3)	Fact Finding Analytic Reasoning Negotiation/Influencing Supervisory/Managerial Skills Human Capital Management EEO Project/Program Management EEO Planning, Programming and Budgeting EEO Strategic Planning EEO Quality Assurance	Fact Finding Analytical Reasoning Negotiation/Influencing Supervisory/Managerial Skills Human Capital Management EEO Project/Program Management EEO Planning, Programming and Budgeting EEO Strategic Planning EEO Quality Assurance	Fact Finding Analytical Reasoning Negotiation/Influencing Supervisory/Managerial Skills Human Capital Management EEO Project/Program Management EEO Planning, Programming and Budgeting EEO Strategic Planning EEO Quality Assurance	Fact Finding Analytical Reasoning Negotiation/Influencing Supervisory/Managerial Skills Human Capital Management EEO Project/Program Management EEO Planning, Programming and Budgeting EEO Strategic Planning EEO Quality Assurance	Fact Finding Analytical Reasoning Negotiation/Influencing Supervisory/Managerial Skills Human Capital Management EEO Project/Program Management EEO Planning, Programming and Budgeting EEO Strategic Planning EEO Quality Assurance	Fact Finding Analytical Reasoning Negotiation/Influencing Supervisory/Managerial Skills Human Capital Management EEO Project/Program Management EEO Planning, Programming and Budgeting EEO Strategic Planning EEO Quality Assurance	Fact Finding Analytical Reasoning Negotiation/Influencing Supervisory/Managerial Skills Human Capital Management EEO Project/Program Management EEO Planning, Programming and Budgeting EEO Strategic Planning EEO Quality Assurance



**ANNEX F: CAREER MAPS**  
**Series 0260 Equal Employment Manager**

Series Description	General Schedule GS 07 and Below	General Schedule GS 09	General Schedule GS 11 Supervisory/ Nonsupervisory	General Schedule GS 12 Supervisory/ Nonsupervisory	General Schedule GS 13 Supervisory/ Nonsupervisory	General Schedule GS 14 Supervisory/ Nonsupervisory	General Schedule GS 15 Supervisory/ Nonsupervisory
<b>Professional Development</b>	<a href="#">Intern Program (GS 07)</a>	<a href="#">Deployments</a> <a href="#">Developmental Assignment</a>  <a href="#">Continuing Education: Cornell University</a> <a href="#">Continuing Education: George Mason University School for Conflict Analysis &amp; Resolution</a> <a href="#">Continuing Education: Graduate School USA</a> <a href="#">Continuing Education: EEOC Training Institute</a> <a href="#">Continuing Education: Mediation Training Institute</a> <a href="#">Continuing Education: Workplace Dynamics</a> <a href="#">Continuing Education: National Seminars Training Group</a> <a href="#">Continuing Education: Justice Center of Atlanta</a>	<a href="#">Deployments</a> <a href="#">Developmental Assignment</a> <a href="#">Training with Industry</a> <a href="#">Army Congressional Fellowship</a>  <a href="#">Continuing Education: Cornell University</a> <a href="#">Continuing Education: George Mason University School for Conflict Analysis &amp; Resolution</a> <a href="#">Continuing Education: Graduate School USA</a> <a href="#">Continuing Education: EEOC Training Institute</a> <a href="#">Continuing Education: Mediation Training Institute</a> <a href="#">Continuing Education: Workplace Dynamics</a> <a href="#">Continuing Education: National Seminars Training Group</a> <a href="#">Continuing Education: Justice Center of Atlanta</a>	<a href="#">Deployments</a> <a href="#">Developmental Assignment</a> <a href="#">Training with Industry</a> <a href="#">Army Congressional Fellowship</a>  <a href="#">Continuing Education: Cornell University</a> <a href="#">Continuing Education: George Mason University School for Conflict Analysis &amp; Resolution</a> <a href="#">Continuing Education: Graduate School USA</a> <a href="#">Continuing Education: EEOC Training Institute</a> <a href="#">Continuing Education: Mediation Training Institute</a> <a href="#">Continuing Education: Workplace Dynamics</a> <a href="#">Continuing Education: National Seminars Training Group</a> <a href="#">Continuing Education: Justice Center of Atlanta</a>	<a href="#">Deployments</a> <a href="#">Developmental Assignment</a> <a href="#">Training with Industry</a> <a href="#">Army Congressional Fellowship</a>  <a href="#">Harvard School Senior Executive Fellowship</a> <a href="#">Continuing Education: Cornell University</a> <a href="#">Continuing Education: George Mason University School for Conflict Analysis &amp; Resolution</a> <a href="#">Continuing Education: Graduate School USA</a> <a href="#">Continuing Education: EEOC Training Institute</a> <a href="#">Continuing Education: Mediation Training Institute</a> <a href="#">Continuing Education: Workplace Dynamics</a> <a href="#">Continuing Education: National Seminars Training Group</a> <a href="#">Continuing Education: Justice Center of Atlanta</a>	<a href="#">Deployments</a> <a href="#">Developmental Assignment</a> <a href="#">Training with Industry</a> <a href="#">Army Congressional Fellowship</a>  <a href="#">Harvard School Senior Executive Fellowship</a> <a href="#">Continuing Education: Cornell University</a> <a href="#">Continuing Education: George Mason University School for Conflict Analysis &amp; Resolution</a> <a href="#">Continuing Education: Graduate School USA</a> <a href="#">Continuing Education: EEOC Training Institute</a> <a href="#">Continuing Education: Mediation Training Institute</a> <a href="#">Continuing Education: Workplace Dynamics</a> <a href="#">Continuing Education: National Seminars Training Group</a> <a href="#">Continuing Education: Justice Center of Atlanta</a>	<a href="#">Harvard School Senior Executive Fellowship</a>  <a href="#">Senior Manager Course in National Security</a>  <a href="#">George Washington University National Security Studies</a>  <a href="#">Syracuse University National Security Studies</a> <a href="#">OPM Leadership for a Democratic Society</a>



**ANNEX F: CAREER MAPS**  
**Series 0260 Equal Employment Manager**

<b>Mandatory Training</b>	<p>Locally Administered Newcomers Orientation          Antiterrorism 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/Assault Response and Prevention Program (SHARP)          SAEDA          Personally Identifiable Information Awareness Training  <a href="#">Mandatory Training For Army Civilians</a></p>
<b>SELF DEVELOPMENT</b>	
<b>Learning Resources</b>	<p><a href="#">ACTEDS Training Catalog</a>  <a href="#">Army e-Learning</a>  <a href="#">Army Training Information Architecture</a>  <a href="#">Army Distributed Learning System</a>  <a href="#">GoArmy Education</a>  <a href="#">OPM Diversity and Inclusion</a>  <a href="#">DEOMI Library for Mediation and Conflict Resolution</a></p>
<b>Career Guides/Regulations</b>	<p><a href="#">AR 690-950 Civilian Personnel Career Management</a>  <a href="#">Army Civilian Corps Handbook</a>  <a href="#">Civilian Personnel Online</a>  <a href="#">DA Administrative Publications</a></p>
<b>Career Links</b>	<p><a href="#">Army Civilian Service</a>  <a href="#">Civilian Human Resources Agency</a>  <a href="#">Total Army Performance Evaluation System</a>  <a href="#">Army Benefits Center-Civilian</a></p>
<b>Professional Organizations/Journals</b>	<p><a href="#">Society for Human Resource Management</a>  <a href="#">American Association for Affirmative Action</a>  <a href="#">American Society for Training and Development</a>  <a href="#">Society for Diversity</a>  <a href="#">Federal Managers Association</a></p>

ANNEX F: CAREER MAPS  
Series 0260 Equal Employment Manager



[Army Management Staff College](#)



[U.S. OFFICE OF PERSONNEL MANAGEMENT](#)

*Ensuring the Federal Government has an effective civilian workforce*



Miscellaneous Links

**ANNEX F: CAREER MAPS**  
**Series 0260 Equal Employment Manager**  
**Definitions**

Key Assignments	Competencies	Leader Development	Professional Development	Occupational Development	Academic Training	Certifications
<p>Positions that represent windows of opportunities for careerists to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development.</p>	<p>Identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities. Competencies are broken into three categories:</p>	<p>Training and education that focus on methods to support decision-making, quick thinking, sound judgment, and ways to accelerate the development of Army leaders by improving interpersonal and team-building skills. The goal is to leverage cognitive and instructional technologies in ways that improve critical thinking skills needed by current and future leaders. Also focuses on enhancing leadership styles, leadership skills in order to improve leader qualities as well the Core Leadership Competencies and Essential Supervisory Skills.</p>	<p>Activities and programs designed to increase knowledge and skill, through certified and consistent education in a profession. Competitive Professional Development (CPD) programs boost the individual's career, through developmental assignments, experiential learning, continuing education, workshops and seminars, and by working with experienced professionals. Competitive Professional Development programs strengthen and augment the employee's skills while building their expertise.</p>	<p>Training that combines general education classes, career-related coursework and developmental assignments/on-the-job learning. Through this combination employees can apply classroom instruction and professional behaviors to real-life situations.</p>	<p>Academic studies endorsed by the Army that provide the ability for an employee to pursue an academic degree (college, university) related to one's current career field through a competitive process.</p>	<p>Certifications and/or licenses required from a professional society or by law to validate an individual's ability and knowledge to perform one's official duties.</p>
	<p><b>Leadership Competencies</b></p>			<p><b>Core Training</b></p>		
	<p>Knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments.</p>			<p>Training that supports an employee's ability to develop required soft skills to satisfactorily perform their assigned duties.</p>		
	<p><b>Functional Competencies</b></p>			<p><b>Functional Training</b></p>		
	<p>Specific knowledge and skills necessary to perform one's tasks at a high level of accomplishment, in addition to understanding any legal requirements related to one's field of expertise, and the institutional savvy necessary to attain objectives.</p>			<p>Training that combines general education classes, career-related coursework and developmental assignments/on-the-job training that relates specifically to employees' job series and occupational discipline.</p>		
<p><b>Core Competencies</b></p>	<p>General knowledge, skills and capabilities, central to the success of the career program and required to perform one's task at a certain level.</p>					

**ANNEX F: CAREER MAPS**  
**Series 0260 Equal Employment Manager**  
**Leadership Competencies**

Interpersonal Skills	Oral Communications	Integrity/ Honesty	Written Communications	Continual Learning	Public Service Motivation	Accountability	Critical Thinking	External Awareness	Financial Management	HR Management	Influencing and Negotiating	Problem Solving	Strategic Thinking	Technology Management	Vision
Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.	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 atmosphere of open communication. Presents briefings to command and staff. Speaks at conferences, stakeholder meetings and Soldier training sessions. Presents clear oral information to customers in multiple contexts, including active listening.	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high ethical standards.	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, and tables. Applies what is learned from written material to specific situations. Recognizes and uses correct English grammar, punctuation and spelling. Communicates information (e.g., facts, ideas, and messages) in a succinct, organized manner. Produces written information, which may include technical material, appropriate for the intended audience. Writes memoranda in accordance with AR 25-50. Writes a decision paper in accordance with the Military Decision Making Process (MDMP). Writes in a clear, concise, organized, convincing manner for the intended audience.	Assesses and recognizes own strengths and weaknesses. Pursues self-development.	Shows a commitment to serve the public. Ensures that actions meet public needs. Aligns organizational objectives and practices with public interests.	Uses effective controls to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Ensures that projects of specific responsibility are completed in a timely manner within budget. Monitors and evaluates plans. Focuses on results, measuring attainment of outcomes. Acts responsibly and independently without supervision. Accepts responsibility for actions and mistakes. Practices sound fiscal/resource management. Completes tasks and projects on time, within budget and in accordance with standards.	Is able to work with business information to answer questions, determine strategy, reduce risk, and maximize performance. Assesses validity of information drawn from a variety of sources and synthesizes data. Identifies trends and patterns to make appropriate decisions through collection and analysis of intelligence from a wide variety of sources. Clarifies complex issues and mitigates risk through data analysis. Triangulates and validates information from multiple sources.	Identifies and keeps current on economic, political and social trends that affect key organization policies and priorities. Understands where the organization is headed and how to make contributions. Coordinates interservice agreements, works collaboratively with committees, and promotes shared communications. Maintains situational awareness of economic, political, agency and service trends.	Understands the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies and/or administers the budget for the program area. Uses cost-benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting. Develops and implements a budget according to directives. Validates needs for budgetary requirements statistically. Collects and evaluates budgetary data, including return on investment (ROI).	Assesses current and future staffing needs based on organizational goals and budget realities. Uses merit principles, ensuring staff is appropriately selected, developed, used, appraised and rewarded. Takes corrective action. Reviews and project staffing needs. Identifies and implements performance expectations. Supervises selection and termination processes. Negotiates, justifies and coordinates training and staffing initiatives.	Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take. Persuades others to accept recommendations or cooperate or change their behavior. Negotiates contracts, Memorandum of Understanding (MOU) and other agreements among multiple agencies, organizations and institutions. Promotes Army opportunities and programs. Builds coalitions with the civilian community at state, regional and local levels.	Identifies and analyzes problems. Uses sound reasoning to arrive at conclusions. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments. Considers a wide and flexible range of alternatives and solutions to problems and challenges. Proposes multiple courses of action, looking beyond current the horizon and present limitations.	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning from a long-term perspective. Determines objectives and set priorities. Anticipates potential threats or opportunities. Identifies trends and patterns for making appropriate decisions through collection and analysis of intelligence from a wide variety of sources.	Uses efficient and cost-effective approaches for integrating technology into the workplace to improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological change on the organization. Understands and utilizes technological developments to enhance program effectiveness. Maintains situational awareness of technology. Directs and collects research to evaluate potential impact of emerging technologies. Develops requests for proposal (RFPs).	Takes a long-term view and acts as a catalyst for organizational change. Builds a shared vision with others and influences others to translate vision into action. Creates key values and shared vision within the organization. Creates a mission statement that reflects long-term goals. Encourages subordinates to participate in the process of enacting vision-driven long-term planning. Develops strategies to build organizational strength. Manages branding.

**ANNEX F: CAREER MAPS**  
**Series 0260 Equal Employment Manager**  
**Functional Competencies**

Fact Finding	Analytical Reasoning	Negotiation/ Influencing	Supervisory/Managerial Skills	Human Capital Management	EEO Project/ Program Management	EEO Planning, Programming and Budgeting	EEO Strategic Planning	EEO Quality Assurance
<b>Definition:</b> Identifies the problem; collects the data; analyzes the data; determines findings and from the findings develops recommendations or makes adjustments.	<b>Definition:</b> Identifies and analyzes workplace/employment related concerns; weighs relevance and accuracy of information; generates and evaluates alternative solutions to achieve "win-win" outcomes.	<b>Definition:</b> Capitalizes on communications, consensus building, and influencing skills to create an environment that promotes engagement, collaboration, integration and exchange of information.	<b>Definition:</b> Motivates, trains, mentors, rewards, counsels and disciplines employees to guide job performance and proficiency.	<b>Definition:</b> Operationalizes knowledge of the Army personnel life cycle (i.e., Structure-Acquire-Train-Sustain-Develop-Transition), effectively integrating EEO laws, directives, regulations, policies and procedures into life cycle processes.	<b>Definition:</b> Designs, implements and manages projects/ programs with the time resources and quality standards required.	<b>Definition:</b> Understands the Defense Planning, Programming and Budgeting System (PPBS) to sufficiently articulate, define and defend EEO resource requirements.	<b>Definition:</b> Understands and uses a planning cycle (i.e., establish direction; provide resources; develop capability; execute plans and initiatives; measure results) to achieve program/process improvement, ensuring alignment of long-term EEO specific goals and objectives with those of the higher enterprise.	<b>Definition:</b> Provides oversight of the Army EEO Program by instituting quality control measures, enforcing accountability and taking corrective action when necessary.
<b>Description:</b> Analyzes the workforce and organizational components to identify particular occupations, lines of progression (career ladders) and/or geographical locations in which participation rates are less than expected; researches and stays current with EEO laws, policies and procedures utilizing available resources; identifies instances of EEO noncompliance and recommends appropriate remedies and corrective action; conducts preliminary complaint inquiries, schedules interviews and counsels employees/witnesses concerning their employment, rights and responsibilities; ensures counseling or mediation for all identified pre-complaints; attempts informal resolution; prepares counselor reports.	<b>Description:</b> Reviews analysis of EEO laws, court decisions, regulations and personnel policies to determine impact on command.	<b>Description:</b> Communicates effectively (both orally and in writing) with a variety of individuals to include all levels of management; has knowledge of and skill in negotiation and conciliation to develop and negotiate acceptance of controversial decisions by management, complainants, complainant representatives/attorneys and labor counselors.	<b>Description:</b> Manages the civilian EEO Program; ensures completion of mandatory No Fear Act training in accordance (IAW) with EEOC and HQDA guidance; completes anti-harassment training IAW HQDA policies.	<b>Description:</b> Understands established management policies and procedures, including personnel principles and practices; has knowledge of command structures, mission and functions and composition of the civilian workforce (i.e. pay plan, occupational series, career programs, grade levels, etc.).	<b>Description:</b> Facilitates effective implementation of EEO throughout the organization; understands, interprets and explains the concepts, principles, laws, regulations and methodologies applicable to the Federal Equal Employment Opportunity Program; administers Special Emphasis Programs (SEPs); implements the Minority College Relations Program; supports Workforce Recruitment Programs (WRP); participates in outreach activities; implements an effective Disability Program; completes the Disabled Veterans Affirmation Action Plan and the Hispanic Employment Plan; manages, develops and administers the Affirmative Employment Program (AEP).	<b>Description:</b> Ensures sufficient resources are provided for individual and class action complaints. Develops budgetary data for the EEO Program and inputs data into respective budget submissions.	<b>Description:</b> Implements, monitors and evaluates the EEO Program. Identifies and implements best practices to further EEO program goals, objectives and intent of Federal laws, regulations and policies.	<b>Description:</b> Conducts staff assistance visits, program evaluations sensing sessions, exit interviews and command climate surveys. Develops mechanisms to enforce accountability EEO compliance and mandatory training.
<b>Proficiency:</b>								
Level 1 Performance requires regular supervision					Level 4 Performance is accomplished with the exercise of a high degree of independent judgment			
Level 2 Performance requires periodic supervision					Level 5 Performance is accomplished with the exercise of a high degree of decision-making discretion			
Level 3 Performance is accomplished with minimal supervision								

**ANNEX F: CAREER MAPS**  
**Series 0260 Equal Employment Manager**  
**Core Competencies**

EEO Knowledge	People Skills	EEO Customer Service Orientation	EEO Technical Guidance
<p><b>Definition:</b></p> <p>Understands, interprets and stays current in Federal EEO laws, Directives, Regulations and Policies to facilitate effective implementation of the Army EEO Program.</p>	<p><b>Definition:</b></p> <p>Positively interacts with people through ethical behavior, effective communication (oral and written), job knowledge, respect for others, commitment to Army values and to being helpful and responsive.</p>	<p><b>Definition:</b></p> <p>Anticipates and meets the needs of internal and external customers.</p>	<p><b>Definition:</b></p> <p>Provides EEO subject matter expertise, developing and administering programs designed to solve the specialized challenges of women, minorities, individuals with disabilities and persons 40 and above (legally protected classes), as relates to their employment and treatment in the workplace.</p>
<p><b>Description:</b></p> <p>Understands the principles of federal EEO laws, regulations and policies and facilitates the effective implementation of EEO throughout the organization. Researches current EEO laws, policies and procedures, utilizing all available resources. Maintains comprehensive working knowledge of related statutes, regulations, policies and procedures affecting assigned areas. Ensures work conforms to statutes, regulations, policies and procedures and is completed within established timeframes. Provides advice and guidance concerning statutes, regulations, policies and procedures. Advises, consults and trains agency leaders, managers, supervisors and employees on EEO laws, policies, rights and responsibilities so as to establish and maintain a model EEO program. Has mastery of the concepts and principles of the EEO field. Pursues self-development in applying EEO fundamentals (i.e. EEO law, regulations and principles, Federal personnel administration, EEO compliance, enforcement and counseling practices) through formal training and on-the-job practical experience. Conducts burden-of-proof analyses, adjudicates and decides allegations of discrimination. Oversees the EEO complaint processing system. Identifies instances of EEO noncompliance and recommends appropriate remedies and corrective action(s). Stays current with changes in EEO law and assesses the impact of changes on the organization management policies, practices and procedures. Identifies and implements best practices to further the goals, objectives and intent of Federal EEO laws and programs. Administers programs designed to solve the specialized problems of women, minorities, handicapped, persons over 40 (legally protected classes), as relates to their employment and treatment in the workplace.</p>	<p><b>Description:</b></p> <p>Collaborates with leaders, managers and supervisors to ensure EEO success; ensures proper execution of administrative functions for processing EEO complaints; maintains liaison with legal, civilian personnel office and management officials on EEO related matters.</p>	<p><b>Description:</b></p> <p>Ensures work conforms to statutes, regulations, policies and procedures and is completed within established timeframes. Holds self accountable for the delivery of high quality products and services; is committed to continuous improvement. Provides prompt, accurate and reliable services to customers. Establishes and maintains credibility with the public, partners, customers and co-workers. Works with customers to assess their needs in an effort to meet/exceed requirements and expectations. Conveys a positive attitude when interacting with customers and staff. Identifies opportunities to improve customer service and satisfaction. Understands customers and takes a proactive approach to meeting their needs in an effective and timely manner. Engages the customer as a partner in delivering service. Makes use of specialized knowledge to assist customers in resolving problems. Uses "non-technical" language skillfully to ensure effective communication with customers from all levels of understanding. Recognizes that customer feedback is an opportunity to improve performance and identifies the need for any changes in service delivery. Balances interests of a diverse customer base. Regularly seeks and acts on customer, stakeholder and partner feedback.</p>	<p><b>Description:</b></p> <p>Advises, consults and trains commanders, managers, supervisors and employees on EEO projects and programs, emphasizing EEO rights and responsibilities. Monitors compliance with EEOC and Army directives. Identifies instances of EEO noncompliance and recommends appropriate remedies and corrective action(s). Develops and implements plans for create and maintain a climate of fair and equitable treatment of all civilians and employment applicants. Follows identified benchmarks for minorities, women and individuals with disabilities representation. Identifies and implements best practices to further the goals, objectives and intent of Federal EEO laws, special emphasis programs and affirmative employment programs. Develops EEO portions of unit/command policies and procedures. Manages EEO complaint processes, ensuring timely disposition and accurate reporting. partners with colleges and advocacy organizations (i.e. the NAACP, Urban League, Scientific Consortium, etc.). Maintains historical and current knowledge of special concerns for minorities, women and individuals with disabilities. Completes the Annual EEO Program Status Report (MD-715). Provides technical guidance and training to EEO Counselors/Mediators. Conducts staff coordination for EEO functions/actions. Accurately inputs and updates informal complaint data into complaints. Meets regulatory timelines for complaints procession.</p>
<p><b>Proficiency:</b></p>			
<p>Level 1 Performance requires regular supervision</p>	<p>Level 4 Performance is accomplished with the exercise of a high degree of independent judgment</p>		
<p>Level 2 Performance requires periodic supervision</p>	<p>Level 5 Performance is accomplished with the exercise of a high degree of decision-making discretion</p>		
<p>Level 3 Performance is accomplished with minimal supervision</p>			

**ANNEX F: CAREER MAPS**  
**Series 0260 Equal Employment Manager**  
**Key Assignment**

	General Schedule GS 07 and Below	General Schedule GS 09	General Schedule GS 11	General Schedule GS 12 Supervisory/ Nonsupervisory	General Schedule GS 13 Supervisory/ Nonsupervisory	General Schedule GS 14 Supervisory/ Nonsupervisory	General Schedule GS 15 Supervisory/ Nonsupervisory
<b>Typical Position Description Series 0260</b>	<b>Equal Employment Specialist:</b>  Performs EEO tasks based on knowledge and ability to apply EEO concepts/laws and Federal personnel system policies/practices. Conducts preliminary complaint inquiries and interviews witnesses. Searches files and records for relevant case information. Analyzes employment statistics and prepares narrative summaries. Reviews and analyzes workforce characteristics (race, religion, color, age, national origin, sex, physical an mental handicap) and organizational utilization. Prepares workforce statistical reports.	<b>Equal Employment Specialist:</b>  Conducts pre-complaint counseling. Advises complainants on various courses of action for filing complaints. Advises leaders, managers, supervisors and employees on complaint processing procedures and avenues of redress. Seeks to resolve informal complaints. Computes, compiles, analyzes and summarizes EEO data. Prepares recurring and special EEO reports. Maintains complaint tracking databases. Develops budget requirements for the EEO Office. Supports development of the Affirmative Action Plan (AEP).	<b>Equal Employment Specialist:</b>  Manages Special Emphasis Programs (SEPs) (i.e. the Federal Women's Program; Hispanic Employment Program; Black Employment Program). Performs per-complaint counseling. Processes formal complaints in accordance with EEOC and Army guidelines. Analyzes formal complaints for technical sufficiency (burden-of-proof). Develops and conducts EEO training for leaders, managers, supervisors and employees. Conducts statistical analyses, studies and surveys to identify EEO barriers, workforce imbalances and underutilization/underrepresentation. Plans and implements the Affirmative Action Plan (AEP).	<b>Equal Employment Manager:</b>  Supervises an EEO staff. Oversees Special Emphasis Program (SEP) planning and implementation (i.e. the Federal Women's Program; Hispanic Employment Program; Black Employment Program). Monitors per-complaint counseling and formal complaint processing. Analyzes formal complaints for technical sufficiency (burden-of-proof). Ensures processing in accordance with EEOC and Army guidelines. Develops and conducts EEO training for leaders, managers, supervisors and employees. Reviews statistical analyses, studies and surveys to identify EEO barriers, workforce imbalances and underutilization/underrepresentation. Develops and implements the EEO Program, focusing on statutory/regulatory compliance and solutions to individual, institutional and systemic EEO problems. Oversees development and implementation of the Affirmative Action Plan (AEP). Advises leaders, managers and supervisors on EEO matters. Interfaces with local community groups, organizations and agencies interested in equal opportunity/civil rights.	<b>Equal Employment Manager:</b>  Manages an EEO office at installation level. Supervises an EEO staff, overseeing the administration of informal and formal complaints processing and Special Emphasis Programs (SEP) (i.e. Federal Women's Program; Hispanic Employment Program; American Indian Employment Program; Black Employment Program; Asian Employment Program). Recommends EEO policies and procedures. Evaluates EEO program effectiveness, analyzing employment data and management practices for EEO compliance and/or systemic barriers to fair and equal treatment in the workplace. Is the installation spokesperson and principal advisor on EEO and civil rights matters. Represents EEO and civil rights to decision making bodies involved in budget reductions, reductions in force, union negotiations and other workforce planning issues. Provides technical advice and guidance to CP 28 careerists. Administers the CP 28 Intern Program.	<b>Equal Employment Manager:</b>  Exercises full authority to plan, organize, direct, staff, implement and evaluate command EEO policies and programs. Is the Commander's principal advisor on all EEO matters. Also advises headquarters staff and managers and subordinate and satellite commanders. Provides expert advice for developing and carrying out EEO and affirmative action plans and for dealing with specific systemic problems. Conducts studies and surveys to identify systemic problems amd makes staff assistance visits to monitor EEO implementation and corrective actions. Analyzes statistics and other facts to determine the Command's EEO health and progress in meeting EEO goals and objectives. Oversees complaint processing, administration and resolution. Supervises the work of an EEO staff. Interfaces with officials at Department of Army, Office of Personnel Management, Equal Employment Opportunity Commission and other public and private agencies on matters relating to EEO.	<b>Equal Employment Manager:</b>  Directs and manages civilian EEO and military EO programs of broad scope and complexity inherent at the ACOM level (i.e. large civilian and military populations; diverse occupations; subordinate elements geographically dispersed; varied missions and functions). Advises commanders and senior management officials on EEO matters. Develops the Command Affirmative Action Plan (AEP). Oversees EEO/EO program planning and execution to create and maintain a command-wide climate of fair and equitable treatment of civilian and military personnel. Reviews, analyzes and interprets all pertinent policy and regulatory issuances from Army, DoD, OPM, EEOC, Congress and the Executive. Is EEO/EO spokesperson for the command and the liaison to outside organizations (i.e. academic institutions, the Urban League, NAACP, etc.). Develops and directs a comprehensive EEO/EO program evaluation system, including staff assistance and workforce analysis. Provides quality control over complaint processing and investigation. Studies and adjudicates allegations of discrimination received from subordinate command elements.

## ANNEX: CAREER MAPS Series 0360 Equal Opportunity Compliance

<b>Civilian Career Map</b>	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.			
<b>Career Program:</b>	<a href="#">Equal Employment Opportunity</a>			
<b>Career Field:</b>	28			
<b>Career Series:</b>	0360 Equal Opportunity (EO) Compliance			
<b>Qualifying for a Career</b>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>
<b>Series Description</b>	<b>General Schedule</b> GS 09	<b>General Schedule</b> GS 11 Supervisory/ Nonsupervisory	<b>General Schedule</b> GS 12 Supervisory/ Nonsupervisory	<b>General Schedule</b> GS 13 Supervisory/ Nonsupervisory
<b>Key Assignments (see Tab 5)</b>	<b>Location:</b> Installation  <b>Positions:</b> Equal Opportunity Compliance Specialist Equal Opportunity Advisor (EOA)	<b>Location:</b> Installation ASCC DRU  <b>Positions:</b> Equal Opportunity Compliance Specialist Diversity Manager	<b>Location:</b> Installation ACOM ASCC DRU DA  <b>Positions:</b> Equal Opportunity/Program Manager	<b>Location:</b> Installation ACOM ASCC DRU DA  <b>Positions:</b> Equal Opportunity/Diversity Program Manager
<b>Leadership Competencies (see Tab 2)</b>	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision
<b>Functional Competencies (see Tab 3)</b>	Functional-Military Knowledge Communication Analysis People Skills Diversity Management			
<b>Core Competencies (see Tab 4)</b>	Equal Opportunity (EO) Knowledge People Skills EO Customer Service Orientation EO Technical Guidance	Equal Opportunity (EO) Knowledge People Skills EO Customer Service Orientation EO Technical Guidance	Equal Opportunity (EO) Knowledge People Skills EO Customer Service Orientation EO Technical Guidance	Equal Opportunity (EO) Knowledge People Skills EO Customer Service Orientation EO Technical Guidance

**ANNEX: CAREER MAPS**  
**Series 0360 Equal Opportunity Compliance**

Series Description	General Schedule GS 09	General Schedule GS 11 Supervisory/ Nonsupervisory	General Schedule GS 12 Supervisory/ Nonsupervisory	General Schedule GS 13 Supervisory/ Nonsupervisory
<b>Leader Development</b>  <u>Civilian Human Resources Training Application</u>	<u>Foundation Course</u> <u>Basic Course</u> <u>Action Officer Development Course</u> <u>Supervisors Development Course</u>  <u>Defense Civilian Emerging Leader Program</u>	<u>Foundation Course</u> <u>Basic Course</u> <u>Action Officer Development Course</u> <u>Supervisors Development Course</u>  <u>Defense Civilian Emerging Leader Program</u>	<u>Foundation Course</u> <u>Basic Course</u> <u>Action Officer Development Course</u> <u>Supervisors Development Course</u> <u>Intermediate Course</u>  <u>Manager Development Course</u> <u>Defense Executive Leadership Development Program</u> <u>Federal Executive Institute Courses</u> <u>Defense Civilian Emerging Leader Program</u>	<u>Foundation Course</u> <u>Basic Course</u> <u>Action Officer Development Course</u> <u>Supervisors Development Course</u> <u>Intermediate Course</u> <u>Advanced Course</u>  <u>Manager Development Course</u> <u>Defense Executive Leadership Development Program</u> <u>Federal Executive Institute Courses</u>
<b>Professional Development</b>	<u>Deployments</u> <u>Developmental Assignments</u>  <u>Continuing Education: Cornell University</u> <u>Continuing Education: George Mason University School for Conflict Analysis &amp; Resolution</u> <u>Continuing Education: Graduate School USA</u> <u>Continuing Education: EEOC Training Institute</u> <u>Continuing Education: Mediation Training Institute</u>  <u>Continuing Education: Workplace Dynamics</u> <u>Continuing Education: National Seminars Training Group</u> <u>Continuing Education: Justice Center of Atlanta</u>	<u>Deployments</u> <u>Developmental Assignments</u> <u>Training with Industry</u> <u>Army Congressional Fellowship</u> <u>Continuing Education: Cornell University</u> <u>Continuing Education: George Mason University School for Conflict Analysis &amp; Resolution</u> <u>Continuing Education: Graduate School USA</u> <u>Continuing Education: EEOC Training Institute</u> <u>Continuing Education: Mediation Training Institute</u>  <u>Continuing Education: Workplace Dynamics</u> <u>Continuing Education: National Seminars Training Group</u> <u>Continuing Education: Justice Center of Atlanta</u>	<u>Deployments</u> <u>Developmental Assignments</u> <u>Training with Industry</u> <u>Army Congressional Fellowship</u> <u>Continuing Education: Cornell University</u> <u>Continuing Education: George Mason University School for Conflict Analysis &amp; Resolution</u> <u>Continuing Education: Graduate School USA</u> <u>Continuing Education: EEOC Training Institute</u> <u>Continuing Education: Mediation Training Institute</u>  <u>Continuing Education: Workplace Dynamics</u> <u>Continuing Education: National Seminars Training Group</u> <u>Continuing Education: Justice Center of Atlanta</u>	<u>Deployments</u> <u>Developmental Assignments</u> <u>Training with Industry</u> <u>Army Congressional Fellowship</u> <u>Continuing Education: Cornell University</u> <u>Continuing Education: George Mason University School for Conflict Analysis &amp; Resolution</u> <u>Continuing Education: Graduate School USA</u> <u>Continuing Education: EEOC Training Institute</u> <u>Continuing Education: Mediation Training Institute</u>  <u>Continuing Education: Workplace Dynamics</u> <u>Continuing Education: National Seminars Training Group</u> <u>Continuing Education: Justice Center of Atlanta</u>
<b>Occupational Training</b>	<u>Army Courses Recommended by Supervisor/Command</u> <u>Army Basic Instructor Course</u> iComplaints BOXI EO Reporting System <u>EO Leader Course</u> <u>New Counselor Course</u> <u>Counselor Refresher Course</u> <u>EO Advisors Course</u>  Diversity Management Symposium	<u>Army Basic Instructor Course</u> iComplaints BOXI EO Reporting System <u>EO Leader Course</u> <u>New Counselor Course</u> <u>Counselor Refresher Course</u> <u>EO Advisors Course</u>  Diversity Management Symposium	<u>Army Basic Instructor Course</u> iComplaints BOXI EO Reporting System  <u>EO Advisors Course</u> <u>Public Speaking</u> Diversity Management Symposium	<u>Army Basic Instructor Course</u> iComplaints BOXI EO Reporting System  <u>EO Advisors Course</u> <u>Public Speaking</u> Diversity Management Symposium
<b>Academic Training</b>	Baccalaureate Degree (Desirable) Advance Degree Course Work such as: <u>Cornell University ILR School</u> <u>Kennesaw State University</u>	Baccalaureate Degree (Desirable) Advance Degree Course Work such as: <u>Cornell University ILR School</u> <u>Kennesaw State University</u>	Baccalaureate Degree (Desirable) Advance Degree Course Work such as: <u>Cornell University ILR School</u> <u>Kennesaw State University</u>	Masters Degree (Desirable) Post Graduate Course Work such as: <u>George Washington University Executive Leadership Studies</u>
<b>Certifications</b>	<u>Mediation Certification</u> DA EEO Counselor Course DA Complaints Processing Course <u>EEO Studies</u>	DA EEO Counselor Course DA Complaints Processing Course <u>EEO Studies</u> <u>Human Resources</u>	<u>EEO Studies</u> <u>Human Resources</u> <u>Program Management</u>	<u>EEO Studies</u> <u>Human Resources</u> <u>Program Management</u>

**ANNEX: CAREER MAPS  
Series 0360 Equal Opportunity Compliance**

<b>Mandatory Training</b>	<p>Locally Administered Newcomers Orientation          Antiterrorism 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/Assault and Response Prevention Program (SHARP)          SAEDA          Personally Identifiable Information Awareness Training  <a href="#">Mandatory Training For Army Civilians</a></p>
<b>SELF DEVELOPMENT</b>	
<b>Learning Resources</b>	<p><a href="#">ACTEDS Training Catalog</a>  <a href="#">Army e-Learning</a>  <a href="#">Army Training Information Architecture</a>  <a href="#">Army Distributed Learning System</a>  <a href="#">GoArmy Education</a>  <a href="#">OPM Diversity and Inclusion</a>  <a href="#">DEOMI Library for Mediation and Conflict Resolution</a></p>
<b>Career Guides/Regulations</b>	<p><a href="#">AR 690-950 Civilian Personnel Career Management</a>  <a href="#">Army Civilian Corps Handbook</a>  <a href="#">Civilian Personnel Online</a>  <a href="#">DA Administrative Publications</a></p>
<b>Career Links</b>	<p><a href="#">Army Civilian Service</a>  <a href="#">Civilian Human Resources Agency</a>  <a href="#">Total Army Performance Evaluation System</a>  <a href="#">Army Benefits Center-Civilian</a></p>
<b>Professional Organizations/Journals</b>	<p><a href="#">Society for Human Resource Management</a>  <a href="#">American Association for Affirmative Action</a>  <a href="#">American Society for Training and Development</a>  <a href="#">Society for Diversity</a>  <a href="#">Federal Managers Association</a></p>

ANNEX: CAREER MAPS  
Series 0360 Equal Opportunity Compliance

Miscellaneous Links	 Army Management Staff College
	 ARMY CIVILIAN SERVICE Real opportunities. Important work.
	 USAJOBS WORKING FOR AMERICA
	<b>U.S. OFFICE OF PERSONNEL MANAGEMENT</b> <i>Ensuring the Federal Government has an effective civilian workforce</i>
	 <b>ARMY.MIL</b> THE OFFICIAL HOMEPAGE OF THE UNITED STATES ARMY
	 DEOMI DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE
	 milWiki
	 <b>AKO</b> ARMY KNOWLEDGE ONLINE
 THE UNITED STATES DEPARTMENT OF DEFENSE CIVILIAN EXPEDITIONARY WORKFORCE We Go Together!	

**ANNEX: CAREER MAPS**  
**Series 0360 Equal Opportunity Compliance**  
**Definitions**

Key Assignments	Competencies	Leader Development	Professional	Occupational	Academic Training	Certifications
<p>Positions that represent windows of opportunities for careerists to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development.</p>	<p>Identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities. Competencies are broken into three categories:</p> <p><b>Leadership Competencies</b>            Knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments.</p> <p><b>Functional Competencies</b>            Specific knowledge and skills necessary to perform one's tasks at a high level of accomplishment, in addition to understanding any legal requirements related to one's field of expertise, and the institutional savvy necessary to attain objectives.</p> <p><b>Core Competencies</b>            General knowledge, skills and capabilities, central to the success of the career program and required to perform one's task at a certain level.</p>	<p>Training and education that focus on methods to support decision-making, quick thinking, sound judgment, and ways to accelerate the development of Army leaders by improving interpersonal and team-building skills. The goal is to leverage cognitive and instructional technologies in ways that improve critical thinking skills needed by current and future leaders. Also focuses on enhancing leadership styles, leadership skills in order to improve leader qualities as well the Core Leadership Competencies and Essential Supervisory Skills.</p>	<p>Activities and programs designed to increase knowledge and skill, through certified and consistent education in a profession. Competitive Professional Development (CPD) programs boost the individual's career, through developmental assignments, experiential learning, continuing education, workshops and seminars, and by working with experienced professionals. Competitive Professional Development programs strengthen and augment the employee's skills while building their expertise.</p>	<p>Training that combines general education classes, career-related coursework and developmental assignments/on-the-job learning. Through this combination employees can apply classroom instruction and professional behaviors to real-life situations.</p> <p><b>Core Training</b>            Training that supports an employee's ability to develop required soft skills to satisfactorily perform their assigned duties.</p> <p><b>Functional Training</b>            Training that combines general education classes, career-related coursework and developmental assignments/on-the-job training that relates specifically to employees' job series and occupational discipline.</p>	<p>Academic studies endorsed by the Army that provide the ability for an employee to pursue an academic degree (college, university) related to one's current career field through a competitive process.</p>	<p>Certifications and/or licenses required from a professional society or by law to validate an individual's ability and knowledge to perform one's official duties.</p>

**UNIVERSITY CAREER WAYS  
Series 0360 Equal Opportunity Compliance  
Leadership Competencies**

Interpersonal Skills	Oral Communications	Integrity/ Honesty	Written Communications	Continual Learning	Public Service Motivation	Accountability	Critical Thinking	External Awareness	Financial Management	HR Management	Influencing and Negotiating	Problem Solving	Strategic Thinking	Technology Management	Vision
Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.	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 atmosphere of open communication. Presents briefings to command and staff. Speaks at conferences, stakeholder meetings and Soldier training sessions. Presents clear oral information to customers in multiple contexts, including active listening.	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high ethical standards.	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, and tables. Applies what is learned from written material to specific situations. Recognizes and uses correct English grammar, punctuation and spelling. Communicates information (e.g., facts, ideas, and messages) in a succinct, organized manner. Produces written information, which may include technical material, appropriate for the intended audience. Writes memoranda in accordance with AR 25-50. Writes a decision paper in accordance with the Military Decision Making Process (MDMP). Writes in a clear, concise, organized, convincing manner for the intended audience.	Assesses and recognizes own strengths and weaknesses. Pursues self-development.	Shows a commitment to serve the public. Ensures that actions meet public needs. Aligns organizational objectives and practices with public interests.	Uses effective controls to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Ensures that projects of specific responsibility are completed in a timely manner within budget. Monitors and evaluates plans. Focuses on results, measuring attainment of outcomes. Acts responsibly and independently without supervision. Accepts responsibility for actions and mistakes. Practices sound fiscal/resource management. Completes tasks and projects on time, within budget and in accordance with standards.	Is able to work with business information to answer questions, determine strategy, reduce risk, and maximize performance. Assesses validity of information drawn from a variety of sources and synthesizes data. Identifies trends and patterns to make appropriate decisions through collection and analysis of intelligence from a wide variety of sources. Clarifies complex issues and mitigates risk through data analysis. Triangulates and validates information from multiple sources.	Identifies and keeps current on economic, political and social trends that affect key organization policies and priorities. Understands where the organization is headed and how to make contributions. Coordinates interservice agreements, works collaboratively with committees, and promotes shared communications. Maintains situational awareness of economic, political, agency and service trends.	Understands the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies and/or administers the budget for the program area. Uses cost-benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting. Develops and implements a budget according to directives. Validates needs for budgetary requirements statistically. Collects and evaluates budgetary data, including return on investment (ROI).	Assesses current and future staffing needs based on organizational goals and budget realities. Uses merit principles, ensuring staff is appropriately selected, developed, used, appraised and rewarded. Takes corrective action. Reviews and project staffing needs. Identifies and implements performance expectations. Supervises selection and termination processes. Negotiates, justifies and coordinates training and staffing initiatives.	Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take. Persuades others to accept recommendations or cooperate or change their behavior. Negotiates contracts, Memorandum of Understanding (MOU) and other agreements among multiple agencies, organizations and institutions. Promotes Army opportunities and programs. Builds coalitions with the civilian community at state, regional and local levels.	Identifies and analyzes problems. Uses sound reasoning to arrive at conclusions. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments. Considers a wide and flexible range of alternatives and solutions to problems and challenges. Proposes multiple courses of action, looking beyond current the horizon and present limitations.	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning from a long-term perspective. Determines objectives and set priorities. Anticipates potential threats or opportunities. Identifies trends and patterns for making appropriate decisions through collection and analysis of intelligence from a wide variety of sources.	Uses efficient and cost-effective approaches for integrating technology into the workplace to improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological change on the organization. Understands and utilizes technological developments to enhance program effectiveness. Maintains situational awareness of technology. Directs and collects research to evaluate potential impact of emerging technologies. Develops requests for proposal (RFPs).	Takes a long-term view and acts as a catalyst for organizational change. Builds a shared vision with others and influences others to translate vision into action. Creates key values and shared vision within the organization. Creates a mission statement that reflects long-term goals. Encourages subordinates to participate in the process of enacting vision-driven long-term planning. Develops strategies to build organizational strength. Manages branding.

**ANNEX F: CAREER MAPS**  
**Series 0360 Equal Opportunity Compliance**  
**Functional Competencies**

Functional-Military Knowledge	Communication	Analysis	People Skills	Diversity Management
<b>Definition:</b> Understands, interprets and stays current in Department of Defense (DoD), Army, Equal Opportunity (EO) and Joint Basing policy guidance including Active Army, Army Reserve and Other Service regulations. Demonstrates general knowledge of Equal Employment Opportunity (EEO) processes in accordance with AR 600-20, AR 690-12, AR 690-600 and Equal Employment Opportunity Commission (EEOC) Directives.	<b>Definition:</b> Communicates effectively as demonstrated by proficiency in presentation skills, listening skills, and written and oral communications.	<b>Definition:</b> Analyzes military leader demographics to identify promotion and job utilization trends for all soldiers. Detects adverse conditions that impede soldier potential for growth and career progression. Draws upon highly developed capability to research and keep current in EO policies and procedures. Conducts preliminary complaint inquiries in the informal stage, using critical thinking, judgment and fact finding abilities.	<b>Definition:</b> Positively interacts with people through ethical behavior, effective communication (oral and written), job knowledge, respect for others, commitment to Army values and a helpful, responsive attitude. Anticipates and meets the needs of internal and external customers. Problem solves through engagement, inclusion, collaboration, consensus building and information sharing.	<b>Definition:</b> Administers plans and programs for advancing workforce diversity, fostering an inclusive workplace environment where people are respected for their individual differences and are encouraged to contribute their varying talents, experiences and viewpoints to mission accomplishment.
<b>Description:</b>	<b>Description:</b>	<b>Description:</b>	<b>Description:</b>	<b>Description:</b> <u>Workforce Diversity.</u> Recognizes that building diverse teams benefits Army productivity, innovation and complex problem solving. Develops strategies to attract and retain a diverse military-civilian workforce as a means of strengthening operational capability. Identifies and works to remove barriers to equal opportunity in recruitment, hiring, promotion, retention, professional development and training. <u>Workplace Inclusion.</u> Provides subject matter expertise to Army leaders, managers and supervisors, advising on best practices for cultivating an inclusive Army culture that enables soldiers and civilians to realize their full potential. <u>Program Sustainability.</u> Is the focal point for diversity and inclusion planning. Coordinates program plans. Develops processes/ capability to manage diversity and inclusion goals attainment. Monitors alignment of program execution. Conducts diversity audits; prepares diversity action plans; measures and benchmarks progress in achieving diversity goals and objectives.
<b>Proficiency:</b>				
Level 1	Performance requires regular supervision		Level 4	Performance is accomplished with the exercise of a high degree of independent judgment
Level 2	Performance requires periodic supervision		Level 5	Performance is accomplished with the exercise of a high degree of decision-making
Level 3	Performance is accomplished with minimal supervision			

**ANNEX F: CAREER MAPS**  
**Series 0360 Equal Opportunity Compliance**  
**Core Competencies**

EO Knowledge	People Skills	EO Customer Service Orientation	EO Technical Guidance
<b>Definition:</b> Understands, interprets and stays current in Federal laws, Directives, Regulations and Policies to facilitate effective implementation of the Army Military Equal Opportunity (MEO) Program	<b>Definition:</b> Positively interacts with people through ethical behavior, effective communication (oral and written), job knowledge, respect for others, commitment to Army values and to being helpful and responsive	<b>Definition:</b> Anticipates and meets the needs of internal and external customers	<b>Definition:</b> Provides Military Equal Opportunity (MEO) subject matter expertise, developing and administering programs designed to overcome institutional and organizational discrimination practices that adversely impact mission accomplishment and military readiness.
<b>Description:</b> Understands the principles of federal laws, regulations and policies and facilitates the effective implementation of EO throughout the organization. Researches current laws, policies and procedures, utilizing all available resources. Maintains comprehensive working knowledge of related statutes, regulations, policies and procedures affecting assigned areas. Ensures work conforms to statutes, regulations, policies and procedures and is completed within established timeframes. Provides advice and guidance concerning statutes, regulations, policies and procedures. Advises, consults and trains agency leaders, managers, supervisors and employees on EO within the context of laws, policies, rights and responsibilities so as to establish and maintain a model EO program. Has mastery of the concepts and principles of the EO field. Pursues self-development in applying EO fundamentals (i.e. law, regulations and principles, Federal personnel administration, EO compliance, enforcement and counseling practices) through formal training and on-the-job practical experience. Conducts burden-of-proof analyses, adjudicates and decides allegations of discrimination. Oversees the EO complaint processing system. Identifies instances of EO noncompliance and recommends appropriate remedies and corrective action(s). Stays current with changes in law and assesses the impact of changes on the organization management policies, practices and procedures. Identifies and implements best practices to further EO goals, objectives and intent of Federal laws and programs. Administers programs designed to solve the specialized problems of military women and minorities, as relates to their military service and treatment in the workplace.	<b>Description:</b> Collaborates with leaders, managers and supervisors to ensure EO success; ensures proper execution of administrative functions for processing EO complaints; maintains liaison with legal, civilian personnel office and management officials on EO related matters.	<b>Description:</b> Ensures work conforms to statutes, regulations, policies and procedures and is completed with established timeframes. Holds self accountable for the delivery of high quality products and services; is committed to continuous improvement. Provides prompt, accurate and reliable services to customers. Establishes and maintains credibility with the public, partners, customers and co-workers. Works with customers to assess their needs in an effort to meet/exceed requirements and expectations. Conveys a positive attitude when interacting with customers and staff. Identifies opportunities to improve customer service and satisfaction. Understands customers and takes a proactive approach to meeting their needs in an effective and timely manner. Engages the customer as a partner in delivering service. Makes use of specialized knowledge to assist customers in resolving problems. Uses "non-technical" language skillfully to ensure effective communication with customers from all levels of understanding. Recognizes that customer feedback is an opportunity to improve performance and identifies the need for any changes in service delivery. Balances interests of a diverse customer base. Regularly seeks and acts on customer, stakeholder and partner feedback.	<b>Description:</b> Advises, consults and trains commanders, managers, supervisors and employees on EO projects and programs, emphasizing EO rights and responsibilities. Monitors compliance with Army directives. Identifies instances of EO noncompliance and recommends appropriate remedies and corrective action(s). Develops and implements plans to create and maintain a climate of fair and equitable treatment of all military members. Follows identified benchmarks for representation of military women and minorities. Identifies and implements best practices to further the EO goals, objectives and intent of Federal laws, special emphasis programs and affirmative action initiatives. Develops EO portions of unit/command policies and procedures. Manages EO complaint processes, ensuring timely disposition and accurate reporting. Partners with colleges and advocacy organizations (i.e. the NAACP, Urban League, Scientific Consortium, etc.). Maintains historical and current knowledge of special concerns of military women and minorities. Completes an Annual EO Program Status Report. Provides technical guidance and training for EO Counselors/Mediators. Conducts staff coordination for EO functions/actions. Accurately inputs and updates informal complaint data into Army databases. Meets regulatory timelines for complaint processing.
<b>Proficiency:</b>			
Level 1	Performance requires regular supervision	Level 4	Performance is accomplished with the exercise of a high degree of independent judgment
Level 2	Performance requires periodic supervision	Level 5	Performance is accomplished with the exercise of a high degree of decision-making discretion
Level 3	Performance is accomplished with minimal supervision		

**ANNEX F: CAREER MAPS**  
**Series 0360 Equal Opportunity Compliance**  
**Key Assignment**

	<b>General Schedule</b> GS 09	<b>General Schedule</b> GS 11 Supervisory/ Nonsupervisory	<b>General Schedule</b> GS 12 Supervisory/ Nonsupervisory	<b>General Schedule</b> GS 13 Supervisory/ Nonsupervisory
	<p><b>Equal Opportunity Advisor:</b></p> <p>Is the principal technical advisor and EO liaison for the Mission Commander. Conducts/monitors required EO training in accordance with (IAW) regulations and training guides. Conducts annual staff assistance visits to subordinate units. Formulates and implements EO programs, plans and procedures. Plans and coordinates ethnic observances. Monitors execution of EO programs and recommends actions/methods to correct inadequacies. Monitors unit staffing/support of EO and Sexual Assault Victims Advocate programs. Advises on unit compliance with EO standards. Manages the Sexual Assault Victims Advocate program to include awareness training. Represents the command at EO conferences and meetings. Advises on matters covering force utilization, military career opportunities and quality of life. Processes and reviews formal and informal complaints of discrimination and harassment IAW applicable regulations. Maintains command statistics and analysis information, completing required reports. Inputs command statistics into the EO database. Collects subordinate unit data reports for the command summary.</p>	<p><b>Equal Opportunity Compliance Specialist:</b></p> <p>Is the principal technical advisor and EO liaison to the Mission Commander. Conducts/monitors required EO training in accordance with (IAW) regulations and training guides. Conducts annual staff assistance visits to subordinate units. Formulates and implements EO programs, plans and procedures. Monitors execution of EO programs and recommends actions/methods to correct inadequacies. Monitors unit staffing/support of EO programs. Covers shortfalls due to deployment/redeployment. Manages the EO program. Is the command point-of-contact and liaison with the servicing installation Equal Employment Opportunity (EEO). Represents the command at EO conferences and meetings. Serves as command representative to the Defense Advisory Committee on Women in the Service (DACOWITS). Advises on matters covering force utilization, military career opportunities and quality of life. Processes and reviews formal and informal complaints of discrimination and harassment IAW applicable regulations. Maintains command statistics and analysis information. Completes required EO reports.</p>	<p><b>Equal Opportunity/Program Manager:</b></p> <p>Is the senior EO advisor of the command. Plans and conducts EO and Prevention of Sexual Harassment (POSH) training. Attends, conducts and supports ethnic and special observances that support, teach or engage various EO topics and issues. Interprets, articulates and promotes awareness of Defense and Army EO policies. Is an ex-officio member of EO/EEO/Diversity committees. Conducts staff visits and evaluates compliance with EO requirements. Maintains surveillance over EO and POSH practices to ensure fair and equitable treatment of all soldiers based on merit, fitness, capability and potential. Attends conferences, briefings and training sessions on Affirmative Action, EO, discrimination, diversity and POSH. Collects, organizes and analyzes data EO inequities. Maintains the EO/Diversity events/training calendar.</p>	<p><b>Equal Opportunity/Diversity Program Manager</b></p> <p>Is the senior advisor and EO point-of-contact at the ACOM Headquarters. Supports the EO mission to enhance readiness and personnel retention through the execution of Army policy and guidance regarding equal opportunity/human relations treatment and education. Plans, directs, coordinates and implements EO programs mandated by law, Defense directives and instructions and Army regulations. Coordinates functional activities and related programs. Reviews laws, regulations, policies, executive orders and relevant judicial and administrative decisions to ensure development, implementation and evaluation of the command Affirmative Action Plan (AAP). Ensures timely processing of informal and formal complaints. Ensures qualified program managers and EOAs are available throughout the command to counsel service members alleging discrimination on the basis of race, color, sex, religion and national origin. Is a first and second line supervisor of civilian and military staff. Manages the staff to ensure program objectives are achieved. Develops and counsels staff to improve performance/proficiency. Initiates action to obtain adequate personnel, funds and equipment for a viable, proactive EO program. Establishes internal controls to safeguard Government assets against fraud, waste and abuse.</p>

## ANNEX F: CAREER MAPS

### Series 0361 Equal Opportunity Assistant

<b>Civilian Career Map</b>	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.				
<b>Career Program:</b>	<a href="#">Equal Employment Opportunity (EEO)</a>				
<b>Career Field:</b>	28				
<b>Career Series:</b>	0361 Equal Opportunity Assistant				
<b>Qualifying for a Career</b>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>	<a href="#">Guide to Federal Classification and Job Grading Systems</a>
<b>Series Description (Pay Bands)</b>	<b>General Schedule</b> GS 04 (DK 1)	<b>General Schedule</b> GS 05 (DK 2)	<b>General Schedule</b> GS 06 (DK 2)	<b>General Schedule</b> GS 07 (DK 2) (IG 07)	<b>General Schedule</b> GS 08 (DK 2)  Supervisory/ Nonsupervisory
<b>Key Assignments (see Tab 5)</b>	<b>Location:</b> Installation  <b>Positions:</b> Equal Opportunity Assistant	<b>Location:</b> Installation  <b>Positions:</b> Equal Opportunity Assistant	<b>Location:</b> Installation  <b>Positions:</b> Equal Opportunity Assistant	<b>Location:</b> Installation ACOM ASCC DRU  <b>Positions:</b> Equal Opportunity Assistant	<b>Location:</b> Installation ACOM ASCC DRU  <b>Positions:</b> Equal Opportunity Assistant
<b>Leadership Competencies (see Tab 2)</b>	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision
<b>Functional Competencies (see Tab 3)</b>	Clerical Skill/Computer Literacy Fact Finding Analytical Reasoning EEO Interviewing/Counseling EEO Report Writing EEO Problem Solving	Clerical Skill/Computer Literacy Fact Finding Analytical Reasoning EEO Interviewing/Counseling EEO Report Writing EEO Problem Solving	Clerical Skill/Computer Literacy Fact Finding Analytical Reasoning EEO Interviewing/Counseling EEO Report Writing EEO Problem Solving	Clerical Skill/Computer Literacy Fact Finding Analytical Reasoning EEO Interviewing/Counseling EEO Report Writing EEO Problem Solving	Clerical Skill/Computer Literacy Fact Finding Analytical Reasoning EEO Interviewing/Counseling EEO Report Writing EEO Problem Solving
<b>Core Competencies (See Tab 4)</b>	EEO Knowledge People Skills  EEO Customer Service EEO Technical Guidance				

## ANNEX F: CAREER MAPS Series 0361 Equal Opportunity Assistant

Series Description	General Schedule GS 04	General Schedule GS 05	General Schedule GS 06	General Schedule GS 07	General Schedule GS 08 Supervisory/ Nonsupervisory
<b>Leader Development</b>  <a href="#">Civilian Human Resources Training Application System</a>	<a href="#">Foundation Course</a> <a href="#">Basic Course</a> <a href="#">Action Officers Development Course</a> <a href="#">Supervisors Development Course</a>	<a href="#">Foundation Course</a> <a href="#">Basic Course</a> <a href="#">Action Officers Development Course</a> <a href="#">Supervisors Development Course</a>	<a href="#">Foundation Course</a> <a href="#">Basic Course</a> <a href="#">Action Officers Development Course</a> <a href="#">Supervisors Development Course</a>	<a href="#">Foundation Course</a> <a href="#">Basic Course</a> <a href="#">Action Officers Development Course</a> <a href="#">Supervisors Development Course</a> <a href="#">Defense Civilian Emerging Leader Program</a>	<a href="#">Foundation Course</a> <a href="#">Basic Course</a> <a href="#">Action Officers Development Course</a> <a href="#">Supervisors Development Course</a> <a href="#">Defense Civilian Emerging Leader Program</a>
<b>Professional Development</b>				<a href="#">Deployments</a> <a href="#">Developmental Assignment</a>	<a href="#">Deployments</a> <a href="#">Developmental Assignment</a>
<b>Occupational Training</b>	<a href="#">Army Courses Recommended by Supervisor/Command</a> iComplaints BOXI EO Reporting System <a href="#">Management Directive 715</a> Diversity Management Symposium  <a href="#">EO Leader Course</a>	<a href="#">Army Courses Recommended by Supervisor/Command</a> iComplaints BOXI EO Reporting System <a href="#">Management Directive 715</a> Diversity Management Symposium  <a href="#">EO Leader Course</a>	<a href="#">Army Courses Recommended by Supervisor/Command</a> iComplaints BOXI EO Reporting System <a href="#">Management Directive 715</a> Diversity Management Symposium  <a href="#">EO Leader Course</a>	<a href="#">Army Courses Recommended by Supervisor/Command</a> iComplaints BOXI EO Reporting System <a href="#">Management Directive 715</a> Diversity Management Symposium <a href="#">Army Basic Instructor Course</a> <a href="#">EO Leader Course</a> <a href="#">New Counselor Course</a> <a href="#">EEO Specialist Course</a>	<a href="#">Army Courses Recommended by Supervisor/Command</a> iComplaints BOXI EO Reporting System <a href="#">Management Directive 715</a> Diversity Management Symposium <a href="#">Army Basic Instructor Course</a> <a href="#">EO Leader Course</a> <a href="#">New Counselor Course</a> <a href="#">EEO Specialist Course</a>
<b>Academic Training</b>	Associate Degree (Desirable)	Associate Degree (Desirable)	Associate Degree (Desirable)	Baccalaureate Degree (Desirable)	Baccalaureate Degree (Desirable)
<b>Certifications</b>	DA EEO Counselor Course DA Complaints Processing Course	DA EEO Counselor Course DA Complaints Processing Course	DA EEO Counselor Course DA Complaints Processing Course	DA EEO Counselor Course DA Complaints Processing Course <a href="#">Mediation Certification</a> <a href="#">EEO Studies</a>	DA EEO Counselor Course DA Complaints Processing Course <a href="#">Mediation Certification</a> <a href="#">EEO Studies</a>
<b>Mandatory Training</b>	Locally Administered Newcomers Orientation Antiterrorism 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/Assault and Response Prevention Program (SHARP) SAEDA Personally Identifiable Information Awareness Training <a href="#">Mandatory Training For Army Civilians</a>				

## ANNEX F: CAREER MAPS Series 0361 Equal Opportunity Assistant

SELF DEVELOPMENT	
Learning Resources	<a href="#">ACTEDS Training Catalog</a> <a href="#">Army e-Learning</a> <a href="#">Army Training Information Architecture</a> <a href="#">Army Distributed Learning System</a> <a href="#">GoArmy Education</a> <a href="#">OPM Diversity and Inclusion</a> <a href="#">DEOMI Library for Mediation and Conflict Resolution</a>
Career Guides/Regulations	<a href="#">AR 690-950 Civilian Personnel Career Management</a> <a href="#">Army Civilian Corps Handbook</a> <a href="#">Civilian Personnel Online</a> <a href="#">DA Administrative Publications</a>
Career Links	<a href="#">Army Civilian Service</a> <a href="#">Civilian Human Resources Agency</a> <a href="#">Total Army Performance Evaluation System</a> <a href="#">Army Benefits Center-Civilian</a>
Professional Organizations/Journals	<a href="#">Society for Human Resource Management</a> <a href="#">American Association for Affirmative Action</a> <a href="#">American Society for Training and Development</a> <a href="#">Society for Diversity</a> <a href="#">Federal Managers Association</a>
Miscellaneous Links	 <a href="#">Army Management Staff College</a>
	
	
	
	
	
	
	
	

**ANNEX F: CAREER MAPS**  
**Series 0361 Equal Opportunity Assistant**  
**Definitions**

Key Assignments	Competencies	Leader Development	Professional Development	Occupational Development	Academic Training	Certifications
<p>Positions that represent windows of opportunities for careerists to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development.</p>	<p>Identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities. Competencies are broken into three categories:</p> <p><b>Leadership Competencies</b>            Knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments.</p> <p><b>Functional Competencies</b>            Specific knowledge and skills necessary to perform one's tasks at a high level of accomplishment, in addition to understanding any legal requirements related to one's field of expertise, and the institutional savvy necessary to attain objectives.</p> <p><b>Core Competencies</b>            General knowledge, skills and capabilities, central to the success of the career program and required to perform one's task at a certain level.</p>	<p>Training and education that focus on methods to support decision-making, quick thinking, sound judgment, and ways to accelerate the development of Army leaders by improving interpersonal and team-building skills. The goal is to leverage cognitive and instructional technologies in ways that improve critical thinking skills needed by current and future leaders. Also focuses on enhancing leadership styles, leadership skills in order to improve leader qualities as well the Core Leadership Competencies and Essential Supervisory Skills.</p>	<p>Activities and programs designed to increase knowledge and skill, through certified and consistent education in a profession. Competitive Professional Development (CPD) programs boost the individual's career, through developmental assignments, experiential learning, continuing education, workshops and seminars, and by working with experienced professionals. Competitive Professional Development programs strengthen and augment the employee's skills while building their expertise.</p>	<p>Training that combines general education classes, career-related coursework and developmental assignments/on-the-job learning. Through this combination employees can apply classroom instruction and professional behaviors to real-life situations.</p> <p><b>Core Training</b>            Training that supports an employee's ability to develop required soft skills to satisfactorily perform their assigned duties.</p> <p><b>Functional Training</b>            Training that combines general education classes, career-related coursework and developmental assignments/on-the-job training that relates specifically to employees' job series and occupational discipline.</p>	<p>Academic studies endorsed by the Army that provide the ability for an employee to pursue an academic degree (college, university) related to one's current career field through a competitive process.</p>	<p>Certifications and/or licenses required from a professional society or by law to validate an individual's ability and knowledge to perform one's official duties.</p>

**Series 0361 Equal Opportunity Assistant Leadership Competencies**

Interpersonal Skills	Oral Communications	Integrity/ Honesty	Written Communications	Continual Learning	Public Service Motivation	Accountability	Critical Thinking	External Awareness	Financial Management	HR Management	Influencing and Negotiating	Problem Solving	Strategic Thinking	Technology Management	Vision
Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.	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 atmosphere of open communication. Presents briefings to command and staff. Speaks at conferences, stakeholder meetings and Soldier training sessions. Presents clear oral information to customers in multiple contexts, including active listening.	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high ethical standards.	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, and tables. Applies what is learned from written material to specific situations. Recognizes and uses correct English grammar, punctuation and spelling. Communicates information (e.g., facts, ideas, and messages) in a succinct, organized manner. Produces written information, which may include technical material, appropriate for the intended audience. Writes memoranda in accordance with AR 25-50. Writes a decision paper in accordance with the Military Decision Making Process (MDMP). Writes in a clear, concise, organized, convincing manner for the intended audience.	Assesses and recognizes own strengths and weaknesses. Pursues self-development.	Shows a commitment to serve the public. Ensures that actions meet public needs. Aligns organizational objectives and practices with public interests.	Uses effective controls to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Ensures that projects of specific responsibility are completed in a timely manner within budget. Monitors and evaluates plans. Focuses on results, measuring attainment of outcomes. Acts responsibly and independently without supervision. Accepts responsibility for actions and mistakes. Practices sound fiscal/resource management. Completes tasks and projects on time, within budget and in accordance with standards.	Is able to work with business information to answer questions, determine strategy, reduce risk, and maximize performance. Assesses validity of information drawn from a variety of sources and synthesizes data. Identifies trends and patterns to make appropriate decisions through collection and analysis of intelligence from a wide variety of sources. Clarifies complex issues and mitigates risk through data analysis. Triangulates and validates information from multiple sources.	Identifies and keeps current on economic, political and social trends that affect key organization policies and priorities. Understands where the organization is headed and how to make contributions. Coordinates interservice agreements, works collaboratively with committees, and promotes shared communications. Maintains situational awareness of economic, political, agency and service trends.	Understands the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies and/or administers the budget for the program area. Uses cost-benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost effective approaches. Manages procurement and contracting. Develops and implements a budget according to directives. Validates needs for budgetary requirements statistically. Collects and evaluates budgetary data, including return on investment (ROI).	Assesses current and future staffing needs based on organizational goals and budget realities. Uses merit principles, ensuring staff is appropriately selected, developed, used, appraised and rewarded. Takes corrective action. Reviews and project staffing needs. Identifies and implements performance expectations. Supervises selection and termination processes. Negotiates, justifies and coordinates training and staffing initiatives.	Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take. Persuades others to accept recommendations or cooperate or change their behavior. Negotiates contracts, Memorandum of Understanding (MOU) and other agreements among multiple agencies, organizations and institutions. Promotes Army opportunities and programs. Builds coalitions with the civilian community at state, regional and local levels.	Identifies and analyzes problems. Uses sound reasoning to arrive at conclusions. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments. Considers a wide and flexible range of alternatives and solutions to problems and challenges. Proposes multiple courses of action, looking beyond current the horizon and present limitations.	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning from a long-term perspective. Determines objectives and set priorities. Anticipates potential threats or opportunities. Identifies trends and patterns for making appropriate decisions through collection and analysis of intelligence from a wide variety of sources.	Uses efficient and cost-effective approaches for integrating technology into the workplace to improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological change on the organization. Understands and utilizes technological developments to enhance program effectiveness. Maintains situational awareness of technology. Directs and collects research to evaluate potential impact of emerging technologies. Develops requests for proposal (RFPs).	Takes a long-term view and acts as a catalyst for organizational change. Builds a shared vision with others and influences others to translate vision into action. Creates key values and shared vision within the organization. Creates a mission statement that reflects long-term goals. Encourages subordinates to participate in the process of enacting vision-driven long-term planning. Develops strategies to build organizational strength. Manages branding.

**ANNEX F: CAREER MAPS  
Series 0361 Equal Opportunity Assistant  
Functional Competencies**

Clerical Skill/Computer Literacy	Fact Finding	Analytical Reasoning	EEO Interviewing/Counseling	EEO Report Writing	EEO Problem Solving
<b>Definition:</b>	<b>Definition:</b>	<b>Definition:</b>	<b>Definition:</b>	<b>Definition:</b>	<b>Definition:</b>
	Identifies the problem; collects the data; analyzes the data; determines findings and from the findings develops recommendations or makes adjustments.	Identifies and analyzes workplace/employment related concerns; weighs relevance and accuracy of information; generates and evaluates alternative solutions to achieve "win-win" outcomes.			
<b>Description:</b>	<b>Description:</b>	<b>Description:</b>	<b>Description:</b>	<b>Description:</b>	<b>Description:</b>
	Analyzes the workforce and organizational components to identify particular occupations, lines of progression (career ladders) and/or geographical locations in which participation rates are less than expected; researches and stays current with EEO laws, policies and procedures utilizing available resources; identifies instances of EEO noncompliance and recommends appropriate remedies and corrective action; conducts preliminary complaint inquiries, schedules interviews and counsels employees/witnesses concerning their employment, rights and responsibilities; ensures counseling or mediation for all identified pre-complaints; attempts informal resolution; prepares counselor reports.	Reviews analysis of EEO laws, court decisions, regulations and personnel policies to determine impact on command.			
<b>Proficiency:</b>					
Level 1	Performance requires regular supervision		Level 4	Performance is accomplished with the exercise of a high degree of independent judgment	
Level 2	Performance requires periodic supervision		Level 5	Performance is accomplished with the exercise of a high degree of decision-making discretion	
Level 3	Performance is accomplished with minimal supervision				

**ANNEX F: CAREER MAPS**  
**Series 0361 Equal Opportunity Assistant**  
**Core Competencies**

EEO Knowledge	People Skills	EEO/EO Customer Service Orientation	EEO/EO Technical Guidance
<b>Definition:</b> Understands, interprets and stays current in Federal EEO laws, Directives, Regulations and Policies to facilitate effective implementation of the Army EEO Program.	<b>Definition:</b> Positively interacts with people through ethical behavior, effective communication (oral and written), job knowledge, respect for others, commitment to Army values and to being helpful and responsive.	<b>Definition:</b> Anticipates and meets the needs of internal and external customers.	<b>Definition:</b> Provides EEO/EO subject matter expertise, developing and administering programs designed to solve the specialized challenges of women, minorities, individuals with disabilities and persons 40 and above (legally protected classes), as relates to their employment and treatment in the workplace.
<b>Description:</b> Understands the principles of federal EEO laws, regulations and policies and facilitates the effective implementation of EEO throughout the organization. Researches current EEO laws, policies and procedures, utilizing all available resources. Maintains comprehensive working knowledge of related statutes, regulations, policies and procedures affecting assigned areas. Ensures work conforms to statutes, regulations, policies and procedures and is completed within established timeframes. Provides advice and guidance concerning statutes, regulations, policies and procedures. Advises, consults and trains agency leaders, managers, supervisors and employees on EEO laws, policies, rights and responsibilities so as to establish and maintain a model EEO program. Has mastery of the concepts and principles of the EEO field. Pursues self-development in applying EEO fundamentals (i.e. EEO law, regulations and principles, Federal personnel administration, EEO compliance, enforcement and counseling practices) through formal training and on-the-job practical experience. Conducts burden-of-proof analyses, adjudicates and decides allegations of discrimination. Oversees the EEO complaint processing system. Identifies instances of EEO noncompliance and recommends appropriate remedies and corrective action(s). Stays current with changes in EEO law and assesses the impact of changes on the organization management policies, practices and procedures. Identifies and implements best practices to further the goals, objectives and intent of Federal EEO laws and programs. Administers programs designed to solve the specialized problems of women, minorities, handicapped, persons over 40 (legally protected classes), as relates to their employment and treatment in the workplace.	<b>Description:</b> Collaborates with leaders, managers and supervisors to ensure EEO success; ensures proper execution of administrative functions for processing EEO complaints; maintains liaison with legal, civilian personnel office and management officials on EEO related matters.	<b>Description:</b> Ensures work conforms to statutes, regulations, policies and procedures and is completed with established timeframes. Holds self accountable for the delivery of high quality products and services; is committed to continuous improvement. Provides prompt, accurate and reliable services to customers. Establishes and maintains credibility with the public, partners, customers and co-workers. Works with customers to assess their needs in an effort to meet/exceed requirements and expectations. Conveys a positive attitude when interacting with customers and staff. Identifies opportunities to improve customer service and satisfaction. Understands customers and takes a proactive approach to meeting their needs in an effective and timely manner. Engages the customer as a partner in delivering service. Makes use of specialized knowledge to assist customers in resolving problems. Uses "non-technical" language skillfully to ensure effective communication with customers from all levels of understanding. Recognizes that customer feedback is an opportunity to improve performance and identifies the need for any changes in service delivery. Balances interests of a diverse customer base. Regularly seeks and acts on customer, stakeholder and partner feedback.	<b>Description:</b> Advises, consults and trains commanders, managers, supervisors and employees on EEO projects and programs, emphasizing EEO rights and responsibilities. Monitors compliance with EEOC and Army directives. Identifies instances of EEO noncompliance and recommends appropriate remedies and corrective action(s). Develops and implements plans for create and maintain a climate of fair and equitable treatment of all civilians and employment applicants. Follows identified benchmarks for minorities, women and individuals with disabilities representation. Identifies and implements best practices to further the goals, objectives and intent of Federal EEO laws, special emphasis programs and affirmative employment programs. Develops EEO portions of unit/command policies and procedures. Manages EEO complaint processes, ensuring timely disposition and accurate reporting. partners with colleges and advocacy organizations (i.e. the NAACP, Urban League, Scientific Consortium, etc.). Maintains historical and current knowledge of special concerns for minorities, women and individuals with disabilities. Completes the Annual EEO Program Status Report (MD-715). Provides technical guidance and training to EEO Counselors/Mediators. Conducts staff coordination for EEO functions/actions. Accurately inputs and updates informal complaint data into complaints. Meets regulatory timelines for complaints procession.
<b>Proficiency:</b>			
Level 1 Performance requires regular supervision		Level 4 Performance is accomplished with the exercise of a high degree of independent judgment	
Level 2 Performance requires periodic supervision		Level 5 Performance is accomplished with the exercise of a high degree of decision-making discretion	
Level 3 Performance is accomplished with minimal supervision			

**ANNEX F: CAREER MAPS  
Series 0361 Equal Opportunity Assistant  
Key Assignments**

	General Schedule GS 04	General Schedule GS 05	General Schedule GS 06	General Schedule GS 07	General Schedule GS 08 Supervisory/ Nonsupervisory
<p><b>Typical Position Description Series 0361</b></p>	<p><b>Equal Opportunity Assistant:</b></p> <p>Assists the EEO Manager by performing a variety of routine office tasks such as reception, answering telephones, maintaining files, ordering supplies, copying documents, distributing mail and controlling suspenses. Uses a desktop computer to prepare narrative and tabular material in Microsoft Word and Excel. Arranges material in proper format to include grammatical construction, spelling, punctuation, paragraphing and spacing. Gathers, compiles and computes statistical information on factors such as gender, grade, occupation, race, ethnicity, age and number of EEO complaints. Organizes and tabs data. Provides administrative support to EEO complaint investigators and examiners. Obtains facts from individuals seeking EEO assistance. Assembles complaint case files in accordance with (IAW) regulations. Monitors training attendance to ensure mandatory EEO training is recorded in the Defense Civilian Personnel Data System (DCPDS). Performs other duties as assigned.</p>	<p><b>Equal Opportunity Assistant:</b></p> <p>Performs general administrative tasks related to the discrimination complaint process, the affirmative action program and special emphasis programs. Types letters and reports. Maintains office files. Gathers statistical data. Prepares charts and graphs. Inputs EEO complaint data into an automated tracking system. Gives new employees an EEO orientation. Refers aggrieved employees to EEO counselors for assistance. Enforces time requirements for processing informal and formal complaints. Checks EEO case files for completeness. Assists in production of EEO training materials. Supports EEO complaint investigations. Initiates requests for investigators and examiners. Schedules witnesses and court recorders. Secures required records, data and documentary information. Assembles case files.</p>	<p><b>Equal Opportunity Assistant:</b></p> <p>Provides technical assistance and administrative support at an EEO Office. Assists EEO Officers and Specialists in development, maintenance and implementation of the Command EEO Program. Assists in gathering information and evaluating progress and effectiveness in meeting program objectives. Assists in preparation of EEO reports. Assists in statistical analysis of management practices to assess workforce imbalances and other factors impeding employment opportunity. Handles routine correspondence and maintains office files. Types a variety of narrative and tabular materials, using proper format, grammar, spelling and punctuation.</p>	<p><b>Equal Opportunity Assistant:</b></p> <p>Provides technical advice and assistance to EEO Managers at an Army Command (ACOM) headquarters. Advises managers, supervisors, employees and EEO counselors on procedures for filing complaints. Compiles data and prepares reports on EEO program performance. Schedules and attends meetings with managers, supervisors and counselors. Writes articles for the EEO newsletter. Collects, compiles and analyzes employment data, highlighting EEO trends, shortfalls and accomplishments. Prepares reports on factors such as grade, occupation, race and gender in narrative and tabular formats. Also reports on promotions, removals, suspensions and complaints received and resolved.</p>	<p><b>Equal Opportunity Assistant:</b></p> <p>Provides technical assistance for EEO compliance and review at the Direct Report Unit (DRU) level. Performs administrative reviews and/or audits of individual and class complaints in accordance with (IAW) Federal and local procedures and technical requirements. Maintains the Defense Complaints and Appeals Tracking System (CATS), extracting statistical data and managing automated case files. Explains regulatory guidelines, identifies case precedents and ensures case documents reflect due process requirements. Controls receipt, tracking and processing of Army appeals. Reviews case files for sufficiency and transmits case files to EEOC. Utilizes word processing, graphics and spreadsheet software. Compiles statistics. Generates a variety of narrative and tabular products. Follows established formats IAW correspondence manuals. Prepares EEO and Affirmative Action reports. Assists higher grade specialists in the development and conduct of Special Emphasis Programs (SEPs). Participates in studies, surveys and publicity and policy development efforts. Provides technical oversight of clerical staff.</p>

**Academic Degree Training** – Academic degree training is training or education with the stated objective of obtaining a degree from a college or university that is accredited by a regional, national, or international accrediting body recognized by the U.S. Department of Education and listed in its Database of Accredited Post-Secondary Institutions and Programs. The academic degree MUST be related to the performance of the employee's official duties and part of a planned, systematic and coordinated program of professional development, endorsed by the Army that supports organizational goals and results, and the results are measurable in terms of individual and organizational performance.

**Army Campaign Plan** – The operational articulation of The Army Plan (TAP), coordinating and synchronizing a series of related lines of effort for building a balanced Army for the 21st century. TAP provides strategic direction on how the Army intends to fulfill its Title 10 obligations to organize, train, equip, deploy and sustain land forces.

**Career Development** – A method of obtaining additional knowledge, skills and abilities within a career program through training, assignment or self-development.

**Army Force Generation (ARFORGEN)** – A structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready and cohesive units prepared for operational deployment in support of geographic combatant commander requirements.

**Career Ladder** – A job hierarchy representing the steps or path for upward mobility within and between the occupational series of a career program.

**Career Map** – A documented source that provides employees comprehensive information on all available opportunities for development within the Army that includes specific career paths that define progressive and sequential functional training, professional training and developmental requirements for specific types of careers that are needed for enhancement and promotion.

**Career Program (CP)** – Occupational series aligned into consolidated groupings, based on common technical functions, associated command missions, and position knowledge, skills and abilities.

**Certification** – Designation awarded by a professional society or by law to validate one's skill qualification in accordance with established standards of proficiency.

**Civilian Education System (CES)** – The CES is the leader development program for all Army civilians. The CES is designed to assist Army civilians become agile leaders. CES training includes both distance learning and classroom instruction. CES eligibility criteria, course registration information and waiver procedures are provided at the Civilian Human Resource Training Application System (CHRTAS) located at:  
<https://www.atrrs.mil/channels/chrtas/student/main.aspx>.

**Civilian Expeditionary Workforce** – A subset of the DoD civilian workforce that is organized, trained, cleared and ready in a manner that facilitates the use of their capabilities either in a temporary reassignment and/or duty status or to stay in place overseas to support the DoD mission. Members of the CEW are organized, trained, cleared, equipped, and ready to deploy in support of combat operations by military; contingencies; emergency operations; humanitarian missions; disaster relief; restoration of order, drug interdiction; and stability operations in accordance with DoDD 3000.05. The CEW is composed of the existing category of Emergency-Essential (E-E) positions and new categories of positions, Non-Combat Essential (NCE), Capability-Based Volunteers (CBVs) and former Army employee volunteers.

**Civilian Workforce Transformation (CWT)** – A strategy and package of initiatives designed to enable a flexible and adaptable Army civilian workforce fully capable of supporting the Army and the Nation. *Flexible* refers to the capability to respond to institutional change across the Army and *adaptive* means delivering the right person to the right place at the right time. CWT addresses the civilian cohort from an enterprise perspective with view to realizing a capable Army civilian who is well grounded as a leader and is technically proficient with the requisite training to meet Army missions.

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

**Competency Gaps** – The gaps identified as a result of an analysis of the differences between the forecasted human resources competency needs and future human resource competency supply. This analysis reveals human resources surpluses and deficits in raw numbers and assists with further planning for addressing the competency gap if any.

**Competency Management System (CMS)** – The Army repository for validated competencies with interfaces for competency measurement and analysis, workforce planning, career development, performance management and Defense systems database integration.

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

**Continuing Education** – Further education encompassing a broad spectrum of post-secondary learning activities and programs to include degree credit courses, certification credentialing non-degree job training, personal and professional enrichment courses and self-development endeavors.

**Core Competency** – Technical areas of knowledge skill, abilities and other characteristics across all specialties that are required by the majority of the positions in an occupational series or career program for the successful execution of critical tasks associated with the duties and responsibilities of positions.

**Distributed Learning (DL)** – The delivery of standardized individual, collective and self-development to soldiers, Army civilians, units and organizations at the right place and time through the use of multiple means and technology. Distributed learning may involve student-instructor interaction in real time (e.g., via two-way audio/video communications) and non-real time (e.g., via computer-based training). It may also involve self-paced student instruction without benefit of access to an instructor (e.g., correspondence programs).

**Functional Competency** – Technical specialty areas of knowledge skill, abilities and other characteristics that are required by the majority of the positions in an occupational series or career program for the successful execution of critical tasks associated with the duties and responsibilities of positions.

**Generating Force** - Those Army organizations whose primary mission is to generate and sustain the capabilities of the Operational Army for employment by joint commanders.

**Intern** – An employee who has met all entrance requirements for an entry-level position in an established career program. The employee accepts an obligation to complete a highly structured training program and occupies a position with known potential for noncompetitive promotion to a target level grade.

**Intern Program** – A civilian leader development program designed to establish planned intake of personnel with high potential to meet career program (CP) staffing needs and to give these high potential personnel the knowledge, skills, and abilities necessary to advance and successfully perform in target level positions. Intern graduates form the feeder group for future leadership in the Army's professional occupations.

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

**Key Assignment** – Positions that represent windows of opportunities for professionals to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development.

**Leader Development** – Experience, training and education that focus on methods to support decision-making, quick thinking, sound judgment, and ways to accelerate the development of Army leaders by improving interpersonal and team-building skills. The goal is to leverage

cognitive and instructional technologies in ways that improve critical thinking skills needed by current and future leaders. Leader development also focuses on enhancing leadership styles and skills in order to improve leader performance.

**Leadership Competency** – Knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments.

**Master Intern Training Plan (MITP)** – A detailed training plan issued by HQDA showing on-the-job training and formal courses that will prepare career interns for target-level career program positions Army-wide.

**Master Training Plan (MTP)** – The syllabus of training and educational opportunities that support a career program (CP). The MTP is competency-based and has the dual purpose of furthering individual and organizational performance to accomplish Army missions.

**Mandatory Training** – All Defense and Army training requirements established as mandatory in AR 350-1.

**Mobility** – A change in duty position and/or change in permanent duty station for the purposes of career development, promotion opportunity or mission effectiveness.

**Operational Army** – Those Army organizations whose primary purpose is to participate in full spectrum operations as part of the joint combat force.

**Professional Development** – Activities, programs and assignments designed to increase knowledge and expertise in a profession through education, training, experiential learning and mentoring by qualified professionals.

**Life-Cycle Career Management** – Following a continuum of manageable steps and processes to guide career progression through the personnel life cycle (Structure, Acquire, Develop, Distribute, Sustain and Transition).

**Mission Critical Occupation (MCO)** – Occupational series designated by Department of Defense (DoD) and Department of Army (DA) as essential to current and future military and organizational mission accomplishment.

**Program Objective Memorandum (POM)** – The final product of the programming process within the Department of Defense, displaying the resource allocation decisions of the Military Department in response to, and in accordance with, the Guidance for Development of the Force (GDF) and Joint Programming Guidance (JPG).

**Resource Allocation Selection System (RASS)** – A web-based computer application that centralizes the management of funds for Army Civilian Training, Education and Development

System (ACTEDS) funded programs. RASS enables the online creation, submission, approval, status tracking and reporting of training.

**Senior Enterprise Talent Management (SETM)** – A Civilian Workforce Transformation (CWT) initiative administered by the Civilian Senior Leader Management Office (CSLMO) Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA). The program prepares participants for positions of greater responsibility through advanced senior-level educational and developmental experiences. SETM opportunities include the Enterprise Placement Program, Developmental Experiences, Senior Service College, and the Defense Senior Leader Development Program.

**Target position** – The position in which an intern is placed when the intern training program is completed.

**Temporary Duty (TDY)** – Assignment of short duration (less than six months) at a location other than one's permanent duty station usually involving travel and reimbursement for travel expenses.

## ANNEX H: REFERENCES

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## ANNEX H: REFERENCES

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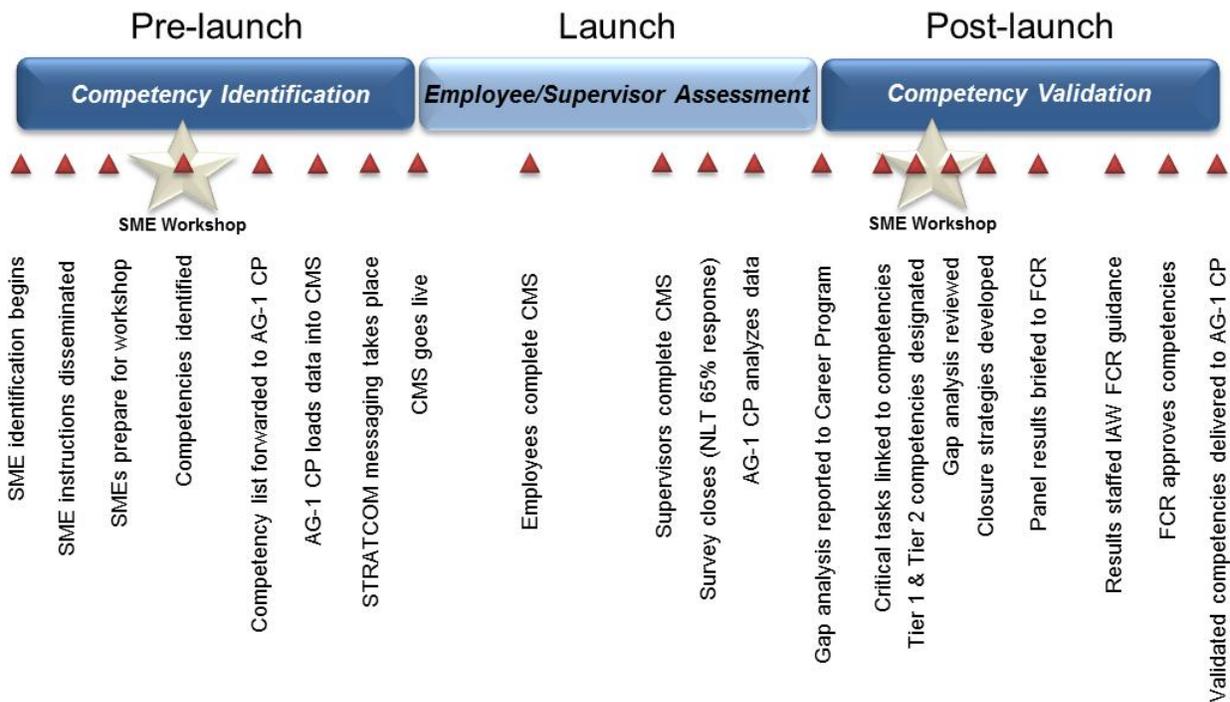
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The Center for the Army Profession and Ethic, *The Army Profession 2012*, October 2011

**Strategy.** The AG-1 CP ACTEDS Plan Template is the construct for the CP 28 ACTEDS Plan. The construct is competency-based, relying on a process of competency validation to derive career development strategies for shaping the civilian workforce to meet current and future Army missions.

**Competency Development Process.** Consistent with Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA M&RA) guidance to identify and validate competencies for the civilian workforce using the Army’s Competency Management System (CMS), CP 28 used CMS to inform ACTEDS Plan development. In concert with ACTEDS Plan development, CP 28 undertook competency development, adhering to the CMS process depicted below.



Source: Strategic Human Capital Development Division, Office of the Assistant G-1 for Civilian Personnel

**Content Validation Method.** The CMS process represented a content validation approach to competency development, entailing Subject Matter Expert (SME) analysis of job tasks, duties, and work behaviors and workforce sampling, as required by the Uniform Guidelines on Employee Selection Procedures (29 CFR, Part 1607, 1978). The steps taken by CP 28 to produce CMS validated competencies were —

- SME review of competency definitions.
- Competency assessment by employees and supervisors.
- SME analysis of assessment results (e.g., competency validation).
- FCR approval of SME validated competencies (See Annex A).

**SME Panels.** SME panels were formed to undertake competency development. SMEs were selected based on being –

- Experienced (at least five years' performing and/or supervising the technical work of CP 28 occupational series).
- Proficient (a top performer in respective field).
- Current (recent experience performing and/or supervising the technical work).
- Representative (knowledgeable of the work and of the command/geographic setting of the work).

The mission of the SME panels was to –

- Identify technical competencies.
- Confirm non-technical competencies.
- Review employee/supervisor assessments.
- Validate technical and non-technical competencies for CP 28 Functional Chief Representative (FCR) approval.

**CMS Terms of Reference.** CMS terms of reference for competency development were as follows.

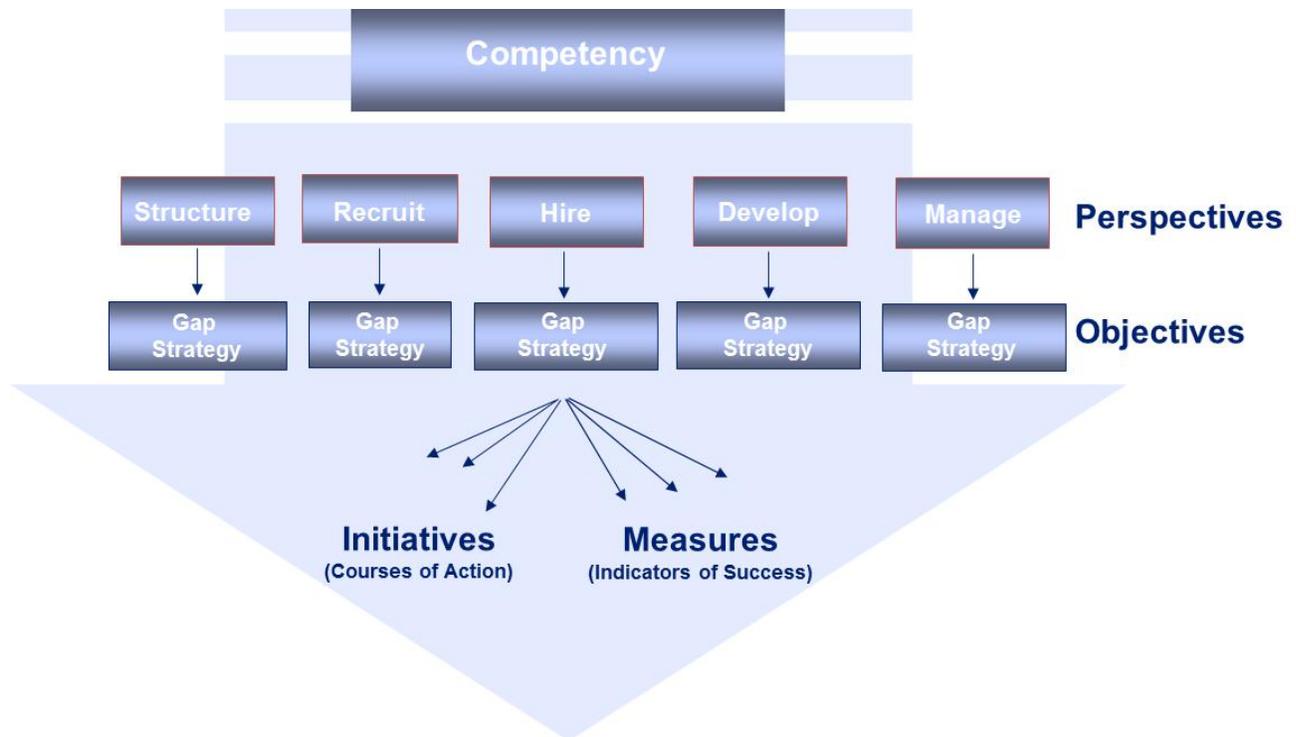
- Competency. An (observable) measurable pattern of knowledge, abilities, skills, and other characteristics that individuals need in order to successfully perform their work.
- Technical Competency. A competency that is non-behavioral. It is a specific knowledge or ability such as digital network exploitation analysis and computer programming.
- Non-Technical Competency. A behavioral competency such as attention to detail or problem solving. Non-technical competencies, such as written communication, are not specific to a function but may also be required for the successful execution of job responsibilities.

**ACTEDS Planning.** CP 28 ACTEDS planning was done within the context of the Army personnel lifecycle –

- Structure.
- Recruit.
- Hire.
- Develop.
- Manage.

As a part of competency development, CP 28 created a strategy map (e.g., balance scorecard model) to address competency shortfalls, as determined by employee/supervisor assessment (e.g., CMS). Objectives, aligned to the lifecycle perspectives, were established to correct

shortfalls (e.g., gap closure strategies). The graphic that follows depicts this conceptual framework.



Adapted from Robert S. Kaplan and David P. Norton, "Using the Balanced Scorecard as a Strategic Management System," Harvard Business Review, 1996

The strategy map, in turn, supported ACTEDS planning, influencing development of –

- The Master Training Plan (Annex B).
- The Master Intern Training Plan (Annex C).
- Program Objective Memorandum (POM) submissions for CP 28 training and education.

**ACTEDS Plan Review.** This ACTEDS Plan was developed in partnership with the CP 28 Board of Directors (BOD) so as to ensure Army wide command representation (e.g., Army Commands, Army Service Component Commands, Direct Report Units, installations and Army Reserve units) and to leverage senior functional knowledge and expertise. BOD members vetted the Draft ACTEDS Plan and the FCR accepted the CP28 ACTEDS Plan, having considered and acted upon BOD review and comment.

**References.** The references at Annex H were used to guide ACTEDS Plan Development.