

Appendix O: Developmental Assignments/Training with Industry

A developmental/training with industry (TWI) assignment usually refers to a work assignment for a specified period of time (usually one year or less) designed to allow the employee to gain competencies required to become qualified to compete for higher level positions. Important competencies often cannot be obtained in the employee's current work location or assignment. This makes it imperative that developmental/TWI assignments be available to provide maximum potential for career progression. Assignments may be to a different function, command, geographic location, organizational level (operations, MACOM staff, HQDA), or outside Army. Extensive TDY may be required. These assignments should be designed to:

- Blend with formal training courses and other experiences to form a logical, sequential, and progressive development plan.
- Enhance staffing flexibility by strengthening the experience of employees to prepare them for higher responsibilities,
- Increase the competence of high potential personnel to prepare them for managerial or executive responsibilities.

The term "developmental assignment" can also refer to permanent assignments. By selecting promotions and reassignments carefully, a careerist will find that each position change could be considered a developmental assignment.

Types of Developmental/Training with Industry Assignments

Developmental/TWI assignments can be effected in several ways. The specific circumstances of each case will dictate the best choice, and the personnel office should be consulted for a recommendation. The various possibilities are:

- **Detail.** A temporary assignment to a different position or set of duties for a specified period with the employee returning to regular duties at the end of the assignment. Technically, a position is not filled by a detail, as the employee continues to be the incumbent of the position from which detailed. Therefore, an additional manpower space is not required, and the employee need not meet the Office of Personnel Management (OPM) qualification standards for the position detailed. Experience gained during the detail is fully creditable toward meeting qualification requirements for future assignments, Details are made in increments of 120 days and generally cannot exceed 1 year.
- **Temporary Promotion.** Temporary promotions can be used for developmental assignments. Since a promotion is involved, these assignments may not last longer than 120 days unless they have been effected through open competitive procedures. The employee must meet the OPM qualification standards prior to receiving a temporary promotion. Upon completion, the employee generally will return to the former position. If the assignment is to an activity serviced by a different civilian personnel office, the losing and gaining activities must agree in advance on which will be responsible for placing the employee in a permanent position upon completion.

- **Temporary Reassignment.** A temporary reassignment is an assignment to a position without promotion or demotion (same grade level) for a limited period of time. The employee must qualify for the position. Upon completion, the employee will generally return to the permanent position.
- **DoD Training Agreement.** Any component of the DoD is authorized under the DoD Training Agreement to use rotational assignments or cross-series training to develop executives, managers, and other eligible employees (grades 9-15) to meet projected manpower needs. The agreement provides for developmental assignments across functional lines between DoD components or other Federal agencies. These assignments will serve to enhance the performance of participants in their present series and also serve as a medium for qualification for reassignment in an accelerated manner to series other than the ones to which presently assigned. One month of training under the agreement equates to two months of experience.
- **Memorandum of Understanding (MOU).** The careerist works with his/her Activity Career Program Manager and the FCR in developing a TWI program that will enhance the careerist's development. Assignment periods should be for no less than 120 working days and no longer than one year. A MOU will be signed by the Career Activity Program Manager, careerists, and FCR. Another MOU will be negotiated and signed by the FCR and the corporation conducting the training. Memoranda will stipulate the objectives to be attained from the training.

Implementation

Any position can serve as a developmental assignment if it differs in some manner from other positions the employee has occupied. Certain positions offer excellent developmental opportunities for many employees in a given function. These include staff jobs at both the MACOM and HQDA levels and positions, which serve as deputies to key positions. Some of these positions should be earmarked as developmental assignments as they become vacant. Such positions, depending on circumstances and the hiring official's desires, could be used continuously on a rotational basis, or filled permanently through normal placement procedures after a developmental assignment is completed. Such an arrangement would work well for developing employees, allowing them to "shadow" a management official for a given period and affording an excellent learning experience while contributing to completion of their organization's mission.

Some assignments can be arranged at the employee's permanent duty site and thus may not incur additional cost. The position left vacant while an employee is on temporary assignment could serve as a developmental assignment for another employee.

Developmental/TWI assignments can also be effected through mutually agreeable employee exchange, both internal to organizations and external, or between organizations at varying organizational levels and geographic locations. Additionally, in many cases, jobs which are not desirable for reasons such as location can be structured as developmental assignments to make them more attractive to potential candidates. TWI assignments are normally uniquely designed and individually tailored. These assignments are designed to strengthen the leadership, visionary

planning, customer service, and technology skills of employees. TWI provides participants a better understanding of leading the workforce and operating effective programs and services in the 21st century. Additionally, TWI assignments will provide insight into providing optimum customer service and the application of cutting edge technology in powerful learning opportunities with training and education.

Method of Selecting Individuals for Developmental Assignments

A developmental assignment to a position at the same or lower grade as the employee occupies on a permanent basis may be effected through reassignment or detail without regard to formal competitive procedures if it is determined that the participant will not gain an advantage over other potential applicants for assignment to the next higher grade. If such an advantage would likely be gained or if the assignment will last more than 120 days, and it involves a grade higher than the employee occupies, it must be effected through formal competition. It is always advisable to get a personnel specialist's opinion on whether or not competition is required.

Developmental assignments may be arranged at any of several levels (or areas of consideration).

- **Local.** At the lowest level, a first line supervisor may be able to arrange a local developmental assignment for one or more employees, The supervisor should consider the performance, career goals, and developmental needs of all employees of the work unit before deciding which employees will participate.
- **Installation, MACOM, or DA wide.** An open developmental assignment, sponsored (funded) at the installation, MACOM, or career program (HQDA) level must be announced so that all available employees in that respective area of consideration can make their interests known.

Making the arrangements (or recruiting) for developmental assignments above the work unit level can be effected in various ways.

- **Announcement of a specific vacancy.** A position available for developmental opportunity can be announced to the installation, MACOM, or DA career program work force as a temporary developmental assignment. To apply, interested employees must submit the necessary application forms to the organization sponsoring the assignment, either directly or through command or career program channels.
- **Announcement of an open opportunity.** The career program may offer a given number of developmental opportunities each year. After announcement, interested employees will apply by submitting information regarding their career goals, the type of assignment they desire, what they plan to achieve during the assignment, etc. Screening will then take place at the level funding the assignment and an assignment will be designed to meet the needs of the selected employee.

Applicant screening or evaluation will be based on such elements as the employee's career goals, past experience and education, proposed plan for utilization and placement upon completion of

the assignment, plus supervisor and career program manager recommendations. The selecting authority will be at the level sponsoring the assignment. Education Services University Program

Assessment of Employee's Performance and of the Developmental/Training with Industry Assignment

Assessment of Employee's Performance

The employee should be evaluated by the immediate and second line supervisors of the position in terms of demonstrated performance, recommended future assignments, and potential for advancement.

Assessment of the Developmental/Training with Industry Assignment

Upon completion of a developmental/TWI assignment, the participant will formally evaluate or assess that assignment to determine its effectiveness in enabling the employee to achieve his/her objectives. The assessment will include such elements as knowledge, skills or abilities gained or enhanced through the assignment, progress made toward career goals, and under what circumstances that type position is considered beneficial for developmental purposes for other personnel. This assessment should be used by the employee, counselor, and career program advisor and the information should be used in deciding if this type of developmental/TWI assignment should be used in the future.

Funding

Resources for centrally funded Competitive Professional Development opportunities are allocated based upon recommendations of the DA Career Program Policy Committee's Prioritization Subcommittee, which is composed of FCRs representing all career programs. Within Education Services, resources to fund ACTEDS training and developmental/TWI assignments will be furnished from different sources based upon recommendation of the Education Services ACCES/ACTEDS Steering Committee. For example, some developmental assignments are centrally (DA) funded, some are MACOM funded, and some are funded locally.