



CP36

ANALYSIS, MODELING & SIMULATION

CP36 – Analysis, Modeling and Simulation (AM&S)

Civilian Career Program

**Army Civilian Training, Education and
Development System (ACTEDS)**

September 2013

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Section I: Introduction to Career Program 36

SECTION I: INTRODUCTION TO CAREER PROGRAM 36 (CP36)

A. General

1. This CP36 Army Civilian Training and Education Development System (ACTEDS) Plan is a living document that outlines sequential and progressive training for functional specialties, leadership, supervision and managerial development. It also provides general information and guidance on management of the “Analysis, Modeling and Simulation” Career Program including career progression ladders; core, functional, leadership competencies; Master Training Plans; and mobility and continued service requirements.

2. This plan applies to DA civilian personnel occupying analysis, modeling and/or simulation positions in multiple federal occupational series in grades GS-07 through GS-15 and pay band equivalents. This plan also applies to interns/recent graduates in AM&S positions.

B. Purpose

1. ACTEDS is a DA program that provides guidelines to civilian careerists to support their professional growth and career development. The CP36 ACTEDS provides for the systematic training and development of Army CP36 career civilians.

2. The CP36 ACTEDS plan is a competency-based approach to provide technical, professional, managerial, and leadership training to civilian personnel at appropriate times in their careers. A competency is an observable, measurable pattern of knowledge, skills, and abilities, and other characteristics that individuals need in order to successfully perform their work. Career development opportunities are offered to provide individuals an effective mix of formal education and training, on-the-job training, developmental assignments and various self-development opportunities. Additionally, the CP36 ACTEDS provides for the recruitment and development of CP36 interns/recent graduates and provides for the educational and training needs to satisfy organizational requirements.

3. CP 36 is the career program for individuals across the Army who work in the functional areas of analysis, modeling and/or simulation. This CP 36 ACTEDS plan describes the education, training, and professional development opportunities that provide competencies for successful career progression within CP 36 and the Army.

4. Each CP36 careerist is ultimately responsible for his/her own professional development as he/she progresses from entry level to senior positions. This ACTEDS plan provides careerists with a roadmap to help guide and organize their training, career development and professional growth. Supervisors and mentors are responsible for encouraging, guiding, and advising individual careerists in the selection of the most advantageous on-the-job training, formal training courses, rotational/developmental, and self-development programs to assist them in achieving their goals as they progress through their careers.

Section I: Introduction to Career Program 36

C. CP36 Vision

Develop Army careerists to possess competencies that are technically grounded in analysis, modeling and/or simulation with an ability to harness and employ new technologies, processes, and techniques to support the full spectrum of Army missions.

D. Objectives of the CP36 ACTEDS Plan

1. Short-term objectives:

- (a) Provide the AM&S careerist with a roadmap of training and developmental opportunities to aid in career development.
- (b) Provide AM&S careerists and their supervisors with a single-source reference to assist in determining appropriate training and development both to enhance on-the-job performance and to prepare the careerist for progressively more responsible positions.
- (c) Assist AM&S management and civilian personnel representatives in allocating resources for civilian training and development by providing guidance as to the relative importance or applicability of individual AM&S courses of instruction.
- (d) Provide guidance to CP36 interns/recent graduates in developing Individual Development Plans (IDPs).

2. Long-term objectives:

- (a) Field and maintain a mature cadre of AM&S careerists across all grades.
- (b) Provide institutional knowledge and continuity for developing, using, managing, and/or integrating analysis, modeling and/or simulation capabilities.
- (c) Ensure that minimum essential managerial and technical training and development are systematically provided to individuals in accordance with the Army Civilian Leader Development Action Plan.

Section II: CP36 Career Program Overview

SECTION II: CP36 CAREER PROGRAM OVERVIEW

A. General

1. CP36 is a civilian career program for DA civilians who work with analysis tools, models and/or simulations (M&S) and decision support tools/systems. The program supports civilians who conduct analyses and develop, apply, manage and/or integrate M&S throughout the Army. CP36 provides the Army with improved scientific research, systems engineering, acquisition, costing, analysis, training, operational planning, testing, experimentation, medical, and logistics functions.

2. CP36 is comprised of Army Civilians working in a wide variety of organizations including: Acquisition Program Offices; Research Development and Engineering Centers; Army Labs; Analysis Centers; Test Ranges; Test Centers; Logistics Centers; Medical Research and Training Centers; Headquarters; Training Centers and Ranges. Any position with significant operations research, modeling and/or simulation responsibilities or functions can be included in CP36.

3. The intent of this ACTEDS Plan is to ensure that Army CP36 careerists have ample opportunity for education, training, developmental assignments and overall professional development in order to become highly skilled and technically competent individuals that can make positive contributions to the mission of the Army. This ACTEDS Plan will also help ensure that CP36 managers are competitive with other DoD and Federal Government agencies and the private sector in attracting and retaining highly skilled and technically competent individuals.

B. Management Overview

1. The Functional Chief (FC) is a senior Army leader designated to lead career management responsibilities for assigned career programs in accordance with AR 690-950. The Deputy Chief of Staff of the Army, G8 serves as the CP36 FC. FC responsibilities include identifying strategic workforce issues that need to be addressed in the life-cycle management of civilians in CP36.

2. The Chief, Simulation Proponent and School serves as the Functional Chief Representative (FCR) for CP 36. The FC and FCR are responsible for the enterprise view of the CP 36. They identify strategic issues that need to be addressed in life-cycle management of the workforce and they advocate for program and funding support, ensuring the vitality and advancement of this community.

3. CP36 Activity Career Program Managers (ACPMs) serve in key CP36 positions within an Army Command (ACOM), Army Service Component Command (ASCC), Direct Reporting Unit (DRU) or Field Operating Activity (FOA). Designated by their commands to

Section II: CP36 Career Program Overview

support CP 36, these leaders are responsible for reviewing ACTEDS training requests, maintaining effective lines of communication, and mentoring careerists.

4. Figure II-1 below shows the basic construct of the management process. Requirements for both interns/recent graduates and Competitive Professional Development (CPD) come from the ACOMs/ASCCs, and DRUs. Based on requirements from the field, funding to support the CP36 intern program comes through the CP36 FC from the Assistant Secretary of the Army (Manpower & Reserve Affairs) G-1 and funding to support CPD comes through the CP36 FC from the Deputy Chief of Staff of the Army G-3.

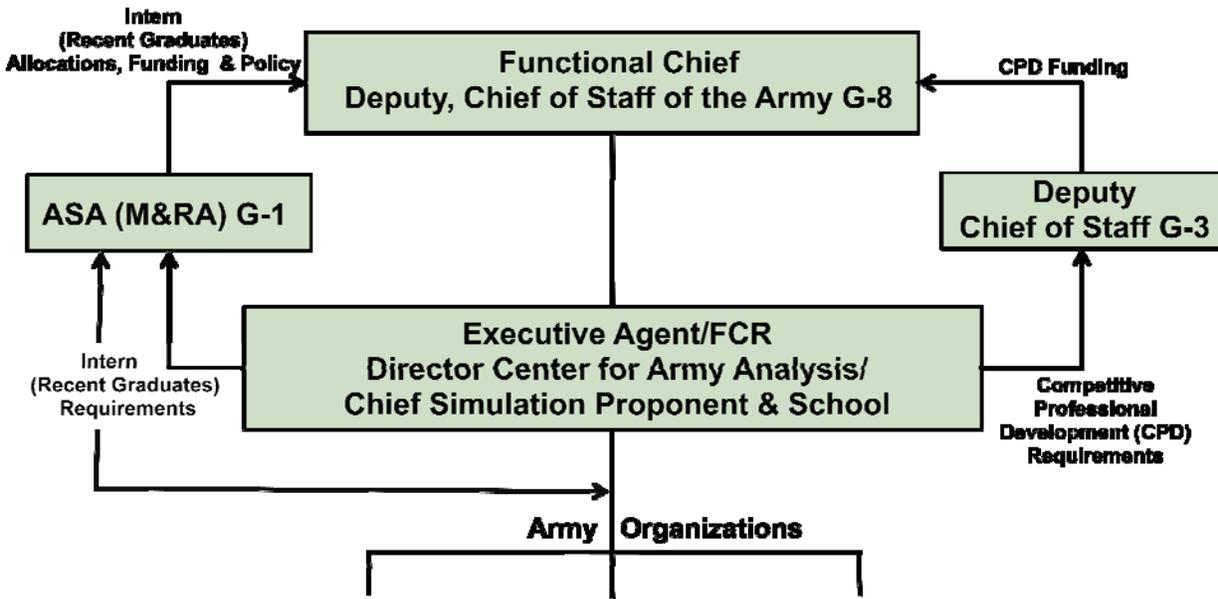


Figure II-1: CP36 Management Overview

C. CP36 Occupational Series

1. CP36 is one of many career programs that is comprised of multiple occupational series. Occupational series that have positions assigned to CP36 are identified in Figure II-2 below. With the role of AM&S taking on greater importance in the Army, it is expected that more occupational series will be included over time.

301	Miscellaneous Administration & Program
340	Program Management

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343	Management and program Analysis
344	Management Clerical and Assistance
346	Logistics Management
391	Telecommunications
801	General Engineering
802	Engineering Technician
830	Mechanical Engineering
850	Electrical Engineering
854	Computer Engineering
855	Electronics Engineering
861	Aerospace Engineering
1082	Writing and Editing
1501	General Mathematics
1515	Operations Research Analyst ¹
1520	Mathematics
1550	Computer Scientist
1701	General Education and Training
1702	Education and Training Technician
1712	Training Instruction
1750	Instructional Systems
2210	Transportation Industry Analysis

Figure II-2: Occupational Series in CP36

2. CP36 designation can be assigned to positions based on a comparison of competencies, duties and assigned responsibilities in careerist's position descriptions to the CP36 competencies, duties and responsibilities. When the preponderance of duties are representative of those described in paragraph 3 below, the position description should be coded CP36 and reflected in the Defense Civilian Personnel Data System (DCPDS). When questions arise regarding appropriate Career Program designation; managers, supervisors, or careerists should contact the CP36 Proponent Office staff for guidance. The servicing Civilian Personnel Advisory Center (CPAC) Human Resources advisor can also assist in coding career program designators as required.

3. CP36 duties and responsibilities that can justify recoding to CP36 can include but are not limited to:

- (a) Plan, conduct and/or lead Analysis of Alternatives
- (b) Conduct cost estimations for programs of record
- (c) Plan, conduct and provide cost benefit analyses
- (d) Plan and manage process improvements
- (e) Provide optimization recommendations
- (f) Prove results of human factors analyses

¹ CP36 does not include ORSAs that are comptrollers, which fall under CP11 or ORSAs that are in the Intelligence Community.

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- (g) Conduct system and system-of-system analyses
- (h) Conduct statistical analyses
- (i) Conduct data analyses
- (j) Apply the disciplines of decision theory
- (k) Utilize decision support systems
- (l) Conduct quality assurance
- (m) Plan and conduct test optimizations
- (n) Plan and conduct reliability analyses
- (o) Plan and conduct logistics analyses
- (p) Analyze manpower requirements
- (q) Apply knowledge management
- (r) Create, apply, integrate, and/or modify models, simulations and/or decision support tools.
- (s) Analyze, evaluate, instruct, train, or experiment with M&S and/or decision support tools.
- (t) Manage, develop, supervise and execute M&S and modeling & simulation programs
- (u) Determine requirements for the application of M&S.
- (v) Provide expert technical advice on M&S
 - capabilities
 - application
 - prototypes
 - data management
 - verification, validation and accreditation (VV&A)
 - Training Aids, Devices, Simulators and Simulations (TADSS)
 - Architectures: Distributive Interactive Simulation (DIS), High Level Architecture (HLA), and Test and Training Enabling Architecture (TENA)
- (w) Apply and/or develop M&S to include tools used in: offices; analysis-of-alternatives; systems analysis; engineering (design, systems, computer, electronic, electrical, mechanical and aerospace); systems-of-systems engineering and analysis; physics-of-failure modeling; the acquisition life-cycle; cost analysis; scientific research; competency and combat training; information technology (computer programming and system administration, network support, coordination of technical requirements, validation); operations research systems analysis (ORSA); medical research and training; developmental and operational test and evaluation; collaborative environments; reliability, availability and maintainability (RAM); Command, Control Communications and Computers (C4) networking.
- (x) Integrate Army Battle Command Systems (ABCS), TADSS, and Knowledge Management tools into live, virtual, and constructive simulations and game-supported training environments.
- (y) Apply the rigor of scientific inquiry and operations research and analysis.
- (z) Integrate, incorporate, and facilitate Battle Command Knowledge Management people, processes, and technology across all levels of the Army.
- (aa) Apply ORSA and M&S to the soft sciences to include social science, economics, political science, international relations, human factors, and irregular warfare.

Section II: CP36 Career Program Overview

- (bb) Ensure credibility of Army M&S by adhering to and applying sound verification, validation and accreditation (VV&A) practices.
- (cc) Design, develop, construct and apply live, virtual and constructive (LVC) simulations, Hardware-in-the-Loop (HWIL), and/or digital simulations in the application of experimentation, analysis, training, exercises, operations; acquisition; logistics; testing, wargaming and/or research environments.
- (dd) Develop, execute, integrate, and manage M&S, terrain databases; synthetic natural environments (SNEs); collaborative environments, and computer generated forces in the application of experimentation; analysis; training; exercises; operations; acquisition; logistics; testing; and/or research environments.
- (ee) Develop, review, and update modeling and simulation standards, policy, guidance and directives.
- (ff) Apply doctrinal and operational knowledge during simulation exercise execution.
- (gg) Plan and execute M&S to drive exercises.
- (hh) Apply real-world data in M&S for computer generated forces, mathematical modeling, physical modeling, scientific research, and statistical analysis.
- (ii) Provide technical test support, execution, evaluation, management, and interface with acquisition program managers, training audiences, and other user communities
- (jj) Conceptualize, develop, implement, integrate and/or evaluate techniques for software modeling, simulation and wargaming.
- (kk) Utilize physical, mathematical or logical representations of a system, entity, phenomenon, or process.
- (ll) Apply models, emulators, prototypes, simulators, and stimulators, to develop data as a basis for making managerial or technical decisions.

D. Army Organizations with CP36 Careerists Assigned

The list below identifies the Army commands that employ CP36 careerists. Figure II-3 is a graphical depiction of the functional areas where CP36 careerists are assigned. The majority of CP36 careerists are supporting the analysis, training, acquisition, or testing communities.

- Headquarters Department of the Army (HQDA)
- Assistant Secretary of the Army (Acquisition, Logistics & Technology) (ASA(ALT))
- Army Materiel Command (AMC)
- U.S. Army Forces Command (FORCCOM)
- U.S. Army Training and Doctrine Command (TRADOC)
- U.S. Army Europe (USAREUR)
- U.S. Army Pacific (USARPAC)
- Eighth Army (EUSA)
- U.S. Army South (USARSO)
- U.S. Army Special Operations Command (USASOC)
- U.S. Army Test and Evaluation Command (ATEC)
- U.S. Army Installation Management Command (IMCOM)
- U.S. Army Medical Command (MEDCOM)

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- Military Surface Deployment and Distribution Command (SDDC)
- U.S. Army Space and Missile Defense Command (SMDC)

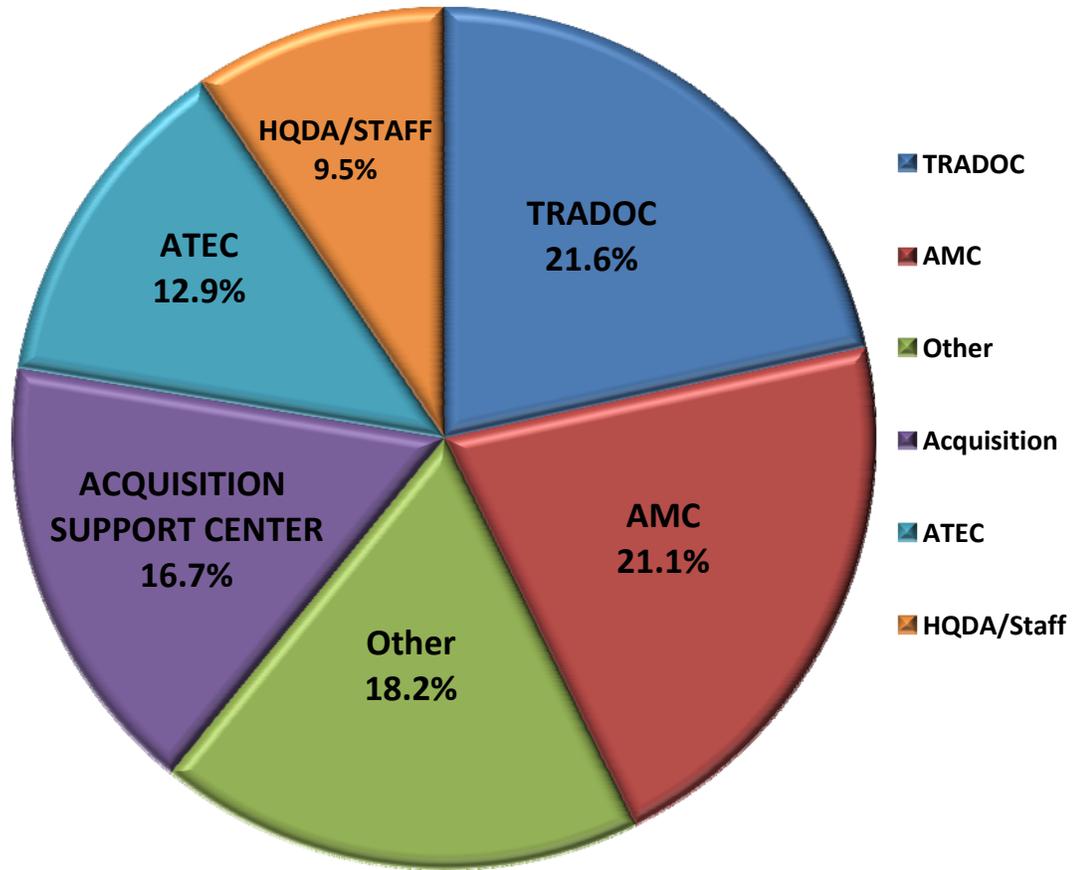


Figure II-3: CP36 Geographic Placements

E. CP36 Competencies

1. Competencies are intended to identify behavior, knowledge, skills and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved upon through mentoring, coaching, hands-on experience and taking advantage of learning opportunities available through CP36. Competencies are classified into three categories:

- (a) Core Competencies are those technical areas of knowledge, skill, abilities and other characteristics (non-technical e.g., interpersonal skills) 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. These competencies are applicable to all CP36 careerists.

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(b) Leadership Competencies are those that provide knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments. These competencies are applicable to all CP36 careerists.

(c) Functional Competencies are 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. The Functional Competencies are further divided into two subsets:

- (1) Functional Competencies for Operations Research Systems Analysts
- (2) Functional Competencies for Modeling and Simulation Professionals

2. CP36 Careerists do not necessarily need to be proficient in all the listed competencies but careerists, working with their supervisors, should make the effort to become proficient in those competencies that are identified as relevant to your specific job, grade and your command's mission. Careerists should consider incorporating applicable competencies into their Individual Development Plans. All the competencies associated with CP36 can be found in Annex C. On the CP36 Home Page <http://www.ms.army.mil/sp-div/index.html> careerists have access to a database that can help identify education and training opportunities to become proficient in the CP36 functional competencies for operations research and modeling and simulation.

F. Affirmative Action

Training and development opportunities for careerists covered by this plan will be provided without regard to political preference, race, color, religion, national origin, sex, marital status, disability, age, or sexual orientation.

G. Mobility

1. Job Mobility: Although CP36 careerists may be able to achieve their career goals within a single job or specialized area, multi-dimensional and multi-disciplined experience through other job experiences can be an important factor in individual professional development. CP36 supports job mobility, particularly for those personnel aspiring to progress to managerial and executive positions.

2. Geographic Mobility: Willingness to accept positions in other locations that may require a change in duty station is sometimes offered to careerists. Geographic mobility is often required to obtain the diverse experience required of GS-15 or Senior Executive Service level positions. Careerists are encouraged to exercise their mobility opportunities, so that competencies can be developed at a variety of organizational levels consistent with the individual's career goals and the needs of the Army.

3. Rotational/Developmental Assignments: Training and experience gained through rotational/developmental assignments is a proven method for expanding career opportunities. Such training exceeding 120 days typically requires completion of a "Continued Service

Section II: CP36 Career Program Overview

Agreement”. The obligated service period in the Department of the Army may not be less than three (3) times the period of the training.

Section III: CP36 Career Training, Education & Development

SECTION III: CP36 CAREER TRAINING, EDUCATION & DEVELOPMENT

A. Planning and Professional Development

1. This ACTEDS Plan serves as a tool for planning and professional growth. Analysis, Modeling and Simulation (AM&S) careerists have the primary responsibility for career planning and personal development. Careerists are expected to periodically conduct self-assessments of their performance and qualifications and to aggressively pursue activities to enhance their self-development. They should expect career assistance and counseling from supervisors, mentors and other program officials.

2. CP36 Supervisors are responsible for coaching, counseling, and mentoring their careerist on career development. This counseling includes assisting employees in establishing realistic career goals, assessing employees' shortfalls in competencies, training and experience, and identifying training and development. The supervisor will provide advice on individual career development and work with employees to guide and recommend selection of on-the-job training, formal training, and self-developmental programs. Supervisors should use DA Pam 690-43.

3. Careerists in Career Program 36 must assume primary responsibility for career planning and personal development and be actively involved to achieve results. Paramount to success is the establishment of individual career goals, ascertaining what training and development is needed to achieve those goals, and actively seek out and pursue training and development as required. In addition, individuals are strongly encouraged to obtain as much education (bachelor's/master's degrees) during their off-duty time as possible. This can be very beneficial to overall job performance.

B. Career Development

Formal Education, Training, Professional Development, and Experience are four components of development and are critical to the career growth of CP 36 careerists.

1. Formal Education is usually the long-term education achieved through an accredited institution of higher learning that is recognized with a degree. The central role of formal education is to provide intellectual tools and habits for effective training, competent job performance, and professional growth. It includes more than the accretion of knowledge, the ability to think, and the development of inquisitiveness; it also marks the growth of an empowered and entrepreneurial professional. Formal education is the foundation that effective training can build upon.

2. Training is typically short-term and focuses on an immediate objective area that complements formal education. Training's emphasis is on practical application: what-to-do and how-to-do it. Training focuses on acquiring limited, job-related skills to meet individual and organizational goals. Sources of training include classroom, distance learning, or computer-

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based courses delivered by governmental, contractual and other private-sector sources. See the “ACTEDS Training Catalog” located at <http://cpol.army.mil/library/train/catalog/> or the Army Civilian Training and Leader Development website located at <http://www.CivilianTraining.army.mil> for a current CP36 listing. Also, on the CP36 Home Page <http://www.ms.army.mil/sp-div/index.html> careerists have access to a database that can help identify education and training opportunities. This web site provides a repository of Analysis, Modeling and Simulation courses that are linked to competencies and assists users of in finding available training and education.

3. Professional Development is possible through several different programs centrally funded under CP36. Developmental assignments allow careerists to gain on-the-job experience for up to a year or more in positions separate from their own permanent jobs. Army-wide programs include the Civilian Education System (CES) at the Army Management Staff College (AMSC), the Army Congressional Fellowship Program, the Defense Senior Leader Development Program (DSLDP), and programs at Senior Service Colleges (SSC). Executive leadership programs include the CES Advanced Course and Continuing Education for Senior Leaders (CESL), Federal Executive Institute (FEI) courses, and Johns Hopkins/Syracuse University programs.

4. Experience: Experience is what the individual gains when applying education and training to specific situations to accomplish organizational missions. It validates training and enhances knowledge acquired and is indispensable to career growth. Throughout career progression, experience, which reinforces training and professional development and revalidates education, becomes more important to competency and career growth. Performance-enhancing job experiences are available through job exchange and interchange programs between the Army and the private sector (e.g., Training-With-Industry), between the Army and other federal government departments (e.g., Intergovernmental Personnel Act opportunities), between the Army and other DoD components, and within the Army at various levels of command. Army performance-enhancing job experiences can last for 30-90 days or longer, can be multi-functional and organizational in approach, and can have objectives jointly developed by careerists and supervisors. Similarly, under the Pathways Program, CP36 Interns/Recent Graduates are encouraged to participate in 45 to 90 day rotational assignments, to learn about and experience on-the-job training in analysis, modeling and simulation.

C. Career Progression and Career Ladder

1. CP36 recognizes the following five career progression levels:
 - (a) Entry/Intern (Recent Graduate) level: This level includes entry-level positions GS-7 through GS-9.
 - (b) Specialist level: This level includes mid-level full performance positions at grades GS-9 through GS-12. This is also recognized as the Journeyman-level.
 - (c) Intermediate level: This level includes specialist positions at grades GS-12 and GS-13.
 - (d) Management level: This level includes positions, usually GS-13 through GS-15, that have substantial technical or managerial responsibilities. This is also recognized as the Supervisor-level.

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(e) Executive level: This level includes SES positions.

2. There is no rigidly defined career progression by which an individual progresses from an Intern/Recent Graduate, through the Specialist and Intermediate levels and on to Managerial or Executive level positions. Individual progression primarily depends on demonstrated performance, potential, and both functional and geographical mobility. Advancement occurs either through increasingly competent managerial ability or through demonstrated technical ability and significant technical accomplishments. Additional factors may include availability of formal training programs and supervisory willingness to select and train careerists in developmental assignments.

3. The model shown in Figure III-1 below is a representative CP36 Career Development Ladder and is intended to be used to complement the career maps found in Annex D. It integrates pay grade or pay grade equivalent (PBE), training and position assignments recommended at various career points in the life cycle of a career. These courses and job positions are general patterns for career progression and are provided for illustration purposes and are not all inclusive. The intent of CP36 is to expose all careerists to ample formal education, training, professional development and performance enhancing job experiences, so that all careerists can grow professionally throughout their careers. More details on career development opportunities are located in the Master Training Plans at Annex A. Career maps specific to each CP36 job series identified in Figure II-2 are located in Annex D or can be accessed online through Army Career Tracker at: <https://actnow.army.mil/login/login.fcc>

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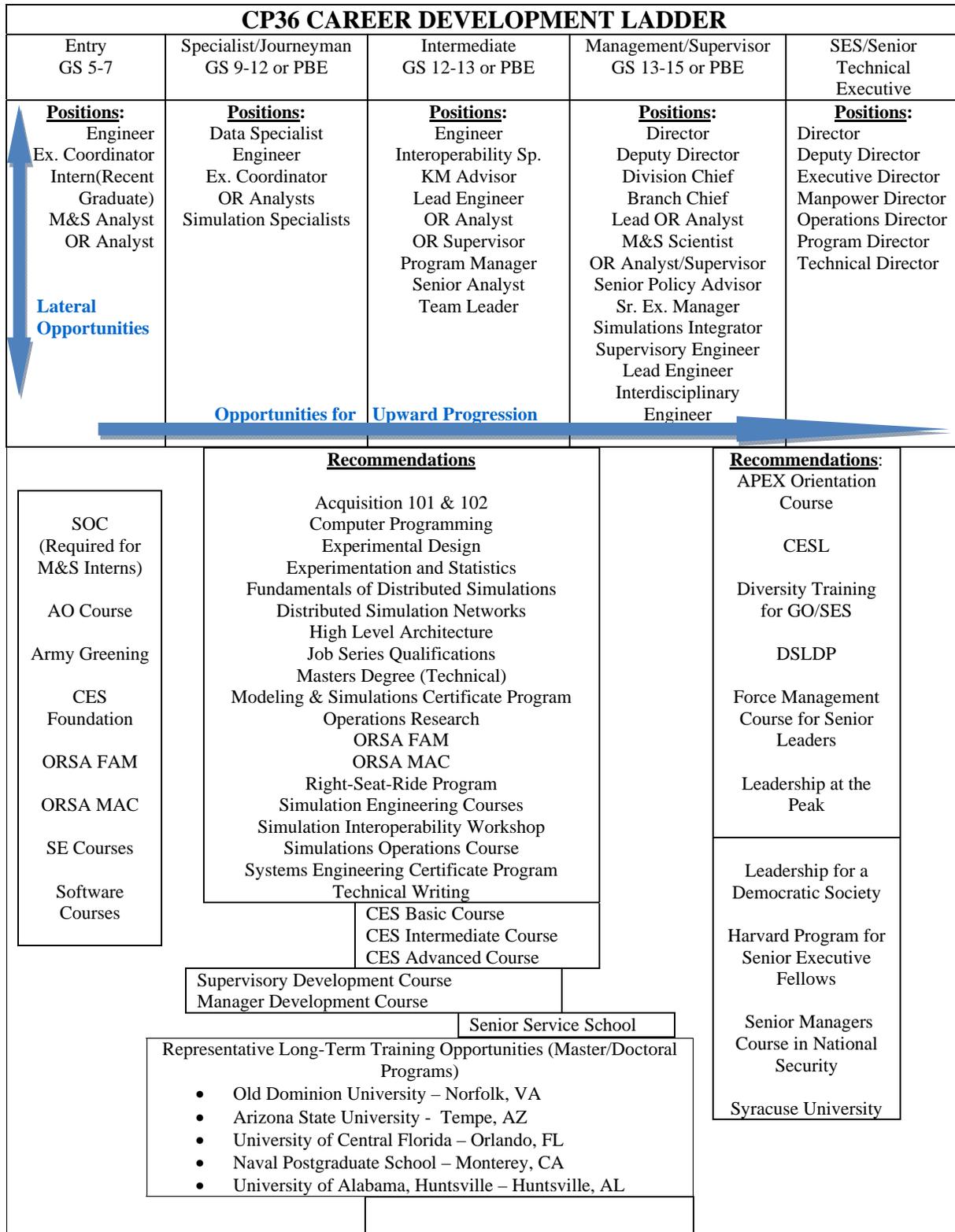


Figure III-1: CP36 Career Developmental Ladder

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E. Development Categories

ACTEDS is divided into two categories: Universal Training Requirement and Competitive Professional Development:

1. **Universal Training** requirements provide standardized knowledge, skills, and abilities (KSAs) across the occupational area to all individuals who have similar duties and responsibilities.

2. **Competitive Professional Development (CPD) Training** is training for which CP36 careerists must apply and for which they are competitively selected. The mode of training is usually formal classroom training and may be either short- or long-term. Usually, this training is designed to develop these individuals for positions of greater responsibility. Competitive professional development generally consists of a combination of training in Army-sponsored programs and a series of developmental assignments.

(a) Competitive professional development can be achieved through established Army programs such as Senior Service Colleges, the Defense Senior Leader Development Program (DSLDP), Army Research and Study Fellowship, Training with Industry programs, and the Army Management Staff College. For graduate and post-graduate education, the CP36 will identify programs, such as long-term training at colleges and universities. Details, application procedures, and application forms can be found in the Catalog of Army Civilian Training, Education and Professional Leader Development Opportunities, which is published on the Internet at <https://cpolrhp.cpol.army.mil/eur/training/acft.htm>.

(b) Developmental assignments at HQDA, or HQ ACOM/ASCC/DRU are usually for one year. They provide unique opportunities for candidates to broaden and deepen their leadership and management skills. The CP36 Career Program Office announces long-term training opportunities through emails and the CP 36 webpage <http://www.ms.army.mil/sp-div/index.html>, and through the ACPMs. Application procedures are contained in each announcement. Developmental assignments to strengthen technical expertise may for example include research positions in academia, training with industry, and work at other federal or national laboratories, other Research, Development, and Engineering Centers (RDECs), and other sections of the same ACOM. Reciprocity of assignment of an individual from the other organizations is not required but is clearly desired and is normally beneficial to both organizations. These individuals are ambassadors from the Army and should be carefully selected and briefed before their assignment. Participants may also incur a continued service obligation based on the type and duration of the assignment.

(c) Opportunities for competitive professional development are limited and must be broadly publicized and supported at ACOM/ASCC/DRU, and activity levels so that all eligible personnel are aware of the opportunities and are given a chance to apply. ACPMs and supervisors must assure that nomination procedures include all eligible

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personnel with particular attention being given to minorities, women, and those who may be disabled.

(d) Suspense dates are established annually to ensure nominations are received in the OASA (M&RA) Functional Chief Representative's office NLT than the nomination suspense date stated on the announcement. Announcements, suspense dates, and forms can be found in [The ACTEDS Training Catalog](#) or on the Army Civilian Training and Leader Development website located at <http://www.civiliantraining.army.mil>.

F. Operational Training for CP36 Careerists

1. "Greening" is an operational training opportunity open to civilians working for the Army. Greening refers to the process of familiarizing civilians with the operations and workings of the Army in a field environment. There are options listed below by which this familiarization can take place.

- (a) Scientists and Engineers Field Experience with Soldiers (SEFEWS) Program
- (b) National Training Center's Right Seat Ride
- (c) The U.S. Army Soldier and Biological Chemical Command's (SBCCOM) Greening Program Airborne Operations

2. The Army Modeling and Simulation School located at Fort Belvoir, VA is operated by the Simulation Proponent and School which offers the following modeling and simulation training opportunities for both uniformed FA-57s and CP36 careerists.

- (a) M&S Basic Course
- (b) Simulation Professional Course
- (c) Army Battle Command and Knowledge Management Synchronizing Course
- (d) Advanced Simulation Course
- (e) Battle Command Officer Integration Course
- (f) Simulation Operations Course
- (g) Simulation S7 Course

3. The Army Learning Management System (ALMS) is a web-based information system that delivers training to soldiers, manages training information, provides training collaboration, scheduling, and career planning capabilities. Examples of relevant operational training include the following:

- (a) Command Post of the Future (CPOF) Battle Staff Web-Based Sustainment Training
- (b) CPOF Commander's Web-Based Sustainment Training

4. Additionally, CP36 civilians have the opportunity to deploy to current operations throughout the world.

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G. Master Training Plan

1. The Master Training Plan (MTP) for Analysis, Modeling and Simulation careerists is discussed in detail in Annex A. The Master Training Plan consists of a Common Program containing the Civilian Education System, and Common Core Training for CP36 careerists. The Common Program lists those training, education, and developmental assignments used by all CP36 careerists to acquire core competencies.

2. The MTP is a comprehensive plan that delineates core training needs and training courses, starting with entry-level CP36 careerists. It provides a logical career development plan for personnel at all levels from entry into the Career Program through SES. Personnel who enter as interns/recent graduates will first follow the Master Intern Training Plan (MITP) in Annex B. After graduating from the Intern/Recent Graduate program, personnel will then use the appropriate MTP, starting at the Journeyman level.

3. The training, education, and developmental assignments described on this plan are not intended to be all-inclusive; rather, the plan shows the range of courses that should be considered by personnel for career development planning. Training opportunities listed in the MTP serve as a reference for personnel when preparing their Individual Development Plans (IDPs). Employees are encouraged to identify and participate in the training that is necessary to fulfill mission requirements and to enhance their career progression. Their supervisors and the ACOM/ASCC/DRU may also suggest or recommend substitute courses to meet the requirements of the mission and the developmental needs of the workforce.

H. Self-Development Activities

1. In addition to training outlined in the MTP, CP36 careerists at all levels are encouraged to undertake individual self-developmental activities. Some recommended self-development components are:

- (a) Correspondence courses
- (b) Technical papers
- (c) Participation in professional societies
- (d) Presentations
- (e) Opportunities for study at nearby colleges or universities
- (f) Seminars, workshops, teleconferences, videos, and meetings sponsored by professional organizations

2. Personnel should seek to increase their awareness and depth of knowledge in their specific and other related disciplines, including key defense sciences and technologies, public affairs, public administration, domestic and foreign policies, and professional reading programs.

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I. Mentoring

1. Mentoring is an essential component of career development. Mentoring facilitates partnerships between experienced careerists and less experienced individuals by sharing insights and experiences that lead to enhanced career development and growth.

2. Mentoring takes many forms, but for the purposes of this ACTEDS Plan, the focus is on the professional and career development of the less experienced CP36 careerist. Formal mentor-associate relationships are encouraged because of the favorable impact a mentor can have on the career development and professional growth of a protégé.

3. DA Pamphlet 690-46, Mentoring for Civilian Members of the Force, is a comprehensive resource and is recommended reading for mentors and associates. Periodic review of DA Pamphlet 690-46 will enable CP36 mentors and their associates or protégées to gain the greatest benefit from these relationships. More detailed information can be found in Annex F of this document. The following link is also an excellent recourse for mentoring: <http://www.armyg1.army.mil/hr/mentorship/default.asp>

4. Mentors serve as unbiased confidants and advisors with whom personnel may discuss work-related and other concerns that effect their job performance and/or career development. Mentors listen; offer information, contacts, support, and encouragement; share their experience and knowledge; assist personnel in assimilating into the culture and values of the Army; and regularly provide career and relationship evaluations to the personnel. Mentors serve as role models (professional attitudes, values and ethics) and as technical and/or academic advisors to the personnel.

5. CP36 careerists must demonstrate dedication to quality, integrity, tenacity, and the ability to apply practical and technical learning. The careerists must observe, listen, and act upon given advice to master the competencies required for current success and for future positions of greater responsibilities. Figure IV-3 below is a snapshot of mentoring relationships. Annex F provides additional guidance on Mentoring, Coaching and the Analysis, Modeling and Simulation Mentoring Program.

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Participants	Roles	Responsibilities	Major Benefits	Possible Difficulties
Mentor	Trusted counselor Coach Technical advisor Role Model Sponsor	Create and further trust and respect Maintain confidentiality Support supervision Share knowledge and experiences Be available Provide insight, feedback, perspective	Achieve personal satisfaction Receive new ideas and information Receive respect from organization Develop networks and allies Enhance skills Develop potential successors	Increased time and energy demands Risks - if protégé does not perform; if protégé or mentor violates trust Potential for conflict with supervisor
Protégé/Associate	Apprentice Competent professional Learner Assistant	Create and further trust and respect Maintain confidentiality Demonstrate professional competence Maintain balance - supervisor and mentor Be receptive/proactive	Learn organization culture Develop technical and professional skills Receive guidance in career decisions Increase visibility Develop networks and sponsors	Increased time and energy demands Risks - mentor may not succeed; protégé may become dependent Supervisor/peers may feel alienated
Organization	Supporter Enabler Facilitator	Allow time for meetings Provide awareness and skills training Reward/recognize mentors Create opportunities	Improve socialization and integration Create greater commitment Increase communication Increase morale Improve retention of valued employees Increase overall productivity	Takes time and energy away from other tasks May increase personnel needs May create unrealistic expectations Time/funds for training

Figure III-2: Mentoring Relationships

J. Training Requests

Personnel are advised to maintain a well-developed Individual Development Plan (IDP) that anticipates training needs at least one year in advance. In almost all cases, job related absence for training and associated costs (to accommodate or support training) require planning at least several months in advance to gain a classroom quota and approval. Thus, requests for training must be initiated by the CP36 careerists and approved at the local level in accordance with the timing and procedures established at each command/activity. The CP36 Program Office will also send quarterly calls for any required training. Once required training has been identified and approved, careerists must formally request training through the CP36 Proponent Office by using the Resource Allocation Selection System (RASS) which requires electronic submission of the online Standard Form 182 “Authorization, Agreement, and Certification of Training”. Detailed information on the use of RASS can be found at <http://cpol.army.mil/library/train/rass/>.

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K. Career Evaluation

Personnel should take the initiative in establishing their personal career goals. Supervisors, career program managers, mentors, and careerists should assist in determining how best to achieve the established goals. A detailed assessment of individual strengths and areas for improvement is the initial step in developing a training and professional development plan. Tools to assist both the individual and his/her supervisor in such an assessment include the following:

1. The competencies included within the CP 36 Army Civilian Training, Education and Development System (ACTEDS) Plan can be used to develop performance elements. Employees below the grade levels covered by ACTEDS and those who are not participating in an evaluation system may use the competency listings to accomplish their own evaluations.

2. The Total Army Performance Evaluation System (TAPES) is the system used to evaluate civilian employee performance. Demonstrated successful performance is an important evaluation criterion.

3. Supervisors are essential to successful career management and planning. Their evaluation input, as well as their concurrent discussions with their people, provide the most immediate and important source of feedback on performance and functional qualifications. In addition, supervisors are in the best position to assist their personnel in evaluating training and development opportunities, establishing realistic career progression goals, and advising personnel on how best to achieve those goals. Annex D of this document contains more specific information on career planning.

4. Army Career Tracker (ACT) is the Army's leader development tool that integrates training, education, and experiential learning into one personalized and easy-to-use interface to assist careerists in effectively taking ownership of their own careers. ACT allows the individual careerists to track required and accomplished training and the ability for supervisors to monitor careerist's progress. ACT is accessible at: <https://actnow.army.mil/login/login.fcc>.

SECTION IV: INTERN/RECENT GRADUATE PATHWAYS TRAINING PROGRAM

A. General

1. The CP 36 Intern/Recent Graduate Pathways Program is competitive and centrally managed and funded. It has formally replaced the Student Career Experience Program (SCEP) and Student Temporary Employment Program (STEP). Selection of DA interns/recent graduates is based on their education and potential. During training, interns are assigned to the DA ACTEDS Student Detachment Table of Distribution and Allowances (TDA). While assigned to the Student Detachment TDA, ACTEDS interns/recent graduates are protected from any personnel reduction actions (such as reduction in force) at their host commands.

2. Salaries and entitlements are centrally funded either for two years or until the intern/recent graduate reaches the target grade, whichever occurs first. Training costs that exceed available central funding may be augmented by their host command. After two years of central funding, the intern/recent graduate is assigned to the local TDA (either at the ACOM/ASCC/DRU or Activity level) where both salary and costs for any additional training necessary to reach the target grade are assumed by the local command.

B. Intern/Recent Graduate Pathways Training Program Purpose

1. The CP 36 Intern/Recent Graduate Pathways Training Program provides a full range of education, training, and developmental opportunities to develop the competencies needed by Interns/Recent Graduates to participate effectively in the workforce and to serve as a strong foundation for future professional growth and advancement.

2. The Pathways Program instills the following:

(a) **Knowledge of the job:** The Intern/Recent Graduate should learn what competencies are necessary to perform the job, what job output is expected, and how the intern's effort contributes to the overall mission.

(b) **Knowledge of the local command:** The Intern/Recent Graduate should know the mission of the local command and how the local command fulfills its mission. Through on-the-job training (OJT), details, and shadow assignments, the Intern/Recent Graduate will become aware of the variety of positions available locally and the competencies required to qualify for these positions.

(c) **Knowledge of the Army:** The Intern/Recent Graduate should have a thorough understanding of Army structure, command, planning, budgeting, and management. Additionally, interns should know how requirements for technology under development by their commands are established and utilized by the Army.

(d) **Knowledge of Acquisition:** When the intern's career plan includes becoming a member of the Army Acquisition Workforce, (i.e., the intern's target position is an acquisition position), the Intern/Recent Graduate must complete all of the acquisition courses required for Level 2 certification in the intern's Acquisition Career Field before graduation.

3. Established by Executive Order 13562, the Pathways Programs replaced the Department of the Army Internship program effective July 10th, 2012. The Pathways Program consists of the Internship Program, the Recent Graduates Program and the Presidential Management Fellows Program for students and recent graduates. Below is a brief description of the three discrete excepted service internship programs for students and recent graduates under Pathways:

- (a) The **Internship Program** is for current students to provide high school, undergraduate, graduate, and professional students, opportunities to be exposed to government work through federal internships.
- (b) The **Recent Graduates Program** is a new program that will provide developmental opportunities in federal jobs for individuals who have recently graduated from qualifying educational institutions or programs.
- (c) The **Presidential Management Fellows (PMF) Program** has been the federal government's premier leadership development program for graduate and professional degree candidates for over three decades.

C. Intern/Recent Graduate Progression

1. Intern/Recent Graduate progression is achieved through noncompetitive promotion when training and time-in-grade requirements are met. The length of training is 24 months, according to the entry qualifications, the grade of each Intern/Recent Graduate when starting the program, and progression during the program. The length of training for the Intern/Recent Graduate and final job placement is determined by the employing organization.

2. Funding for centrally managed Interns/Recent Graduates is limited to 24-months or when the Intern/Recent Graduate is placed into a permanent billet. The target grade for Interns/Recent Graduates is GS-11. When the intern's program exceeds 24-months, the Intern/Recent Graduate must be moved to the organization's (either ACOM/ASCC/DRU or local) TDA. The intern's organization is then responsible for funding any additional salary, training, or expenses.

D. Intern/Recent Graduate Mobility

An employment and mobility agreement is required as a condition of employment for all centrally funded Interns/Recent Graduates (AR 690-950, paragraph 3-24). Mobility allows management to place graduating Interns/Recent Graduates in available permanent target positions DA wide. Local interns may also be required to complete employment and mobility agreements. Most Interns/Recent Graduates will be able to achieve their career goals in their respective geographic areas; however, a geographic move may be necessary to obtain developmental experience and for permanent placement of the intern upon graduation. Interns/Recent Graduates need to be mobile so that skills can be developed at a variety of organizational levels consistent with career goals and the needs of the Army.

E. Intern/Recent Graduate Evaluation

1. All Interns/Recent Graduates will be evaluated according to AR 690-400, Chapter 4302, Total Army Performance Evaluation System (TAPES). Special evaluations will be prepared to keep track of performance if the Intern/Recent Graduate rotates from one supervisor to another. Using the MITP, the IDP, and input from the Intern/Recent Graduate, raters will establish critical objectives to document the training to be accomplished.

2. Requirements will be developed for the semiannual and annual rating period. Reviews by the supervisor determine the intern's performance, potential for advancement, future assignments, and training needs. All raters who will be training the Intern/Recent Graduate during the rating period should participate in developing the objectives.

F. Intern/Recent Graduate Training Phases

1. Intern/Recent Graduate training requirements are categorized by and associated with the intern's career development phases. To the maximum extent possible, Interns/Recent Graduates and supervisors should establish learning objectives and plan attendance at the appropriate training during each phase. The focus of this effort is to be sure that there are no obvious gaps in training as the s progresses through different career development phases.

2. Phase I. Orientation: This phase (the initial 6-9 months) is designed to give the CP36 Intern/Recent Graduate a general orientation to federal employment, the Army, and the intern's organization. Based on individual needs, this phase may include training in general skills such as writing, briefing techniques, and automation applications. The training in this phase should also focus on developing basic leadership skills and introducing specialty, technical, and job-related formal training in the full range of functional skills. The mandatory CES Foundation Course is generally taken during this phase. In addition, the acquisition courses required for Level 1 certification should be completed and, if applicable, Level 1 certification awarded.

3. Phase II. Training on the Job: On-the-job training (OJT) is an important supplement to formal functional and acquisition training. OJT offers multiple benefits: It prepares Interns/Recent Graduates for the challenges they will face, while allowing others to assess the intern's ability to do the job. OJT, rotational assignments, and formal technical training should be provided during this phase. The Intern/Recent Graduate should be allowed to apply skills learned. OJT should directly relate to the intern's projected position as a journeyman. The intensity of the training will depend on the intern's background and how close this background meets job requirements. When on the job, the Intern/Recent Graduate receives written and oral instructions on the nature and priority of work to be done. The intern's work will be reviewed and the supervisor will have frequent discussions with the Intern/Recent Graduate regarding work completed and work still in progress. Progress is evaluated to assess capabilities, comprehension of subject matter, and initiative.

4. Phase III. Advanced Specialty Training: This phase is designed to provide interns with advanced skill development in their specialty through intensive OJT and functional area

training in preparation for graduation to the journeyman level. Counseling by the mentor and supervisor should now focus on job placement and performance. Advanced academic training should be completed or nearing completion.

G. Equivalency Credit for Mandatory Functional Training

If courses from alternative training sources (such as colleges or universities) are considered by the Intern/Recent Graduate and his or her supervisor, as equivalent to CP36 careerist mandatory functional training, a request for equivalency credit (using the form: Request for Equivalency Credit for Mandatory Functional Training) may be prepared and forwarded to the CP36 Proponent Office for evaluation. Relevant documents (the basis for the request) must be forwarded to the following address:

U.S. Army Simulation Proponent and School
Attn: CSCA-SP
5801 Hurley Road,
Fort Belvoir, VA 22060

H. Intern/Recent Graduate Individual Development Plan (IDP)

1. An IDP will be prepared within 30-days of an intern's appointment as a federal employee. See AR 690-950, Paragraph 3-17.
2. The IDP is used to facilitate career progress, record keeping and career planning discussions among Interns/Recent Graduates, their mentors, and supervisors to foster the early development of Interns/Recent Graduates into fully productive members of the Army.
3. It encourages a deliberate thought process requiring the development of both short- and long-term career goals; identification of training and developmental assignments and opportunities; and periodic reevaluation of progress.
4. The intern's supervisor will complete DA Form 5469-R, (Cover Sheet for Career Intern Development Plan) and attach it to the IDP. The ACPM and the local civilian personnel training office must approve the IDP, which may be used in conjunction with TAPES. As each portion of the intern's formal training or OJT is completed, the appropriate supervisor will complete the documentation section of the IDP.

I. Intern/Recent Graduate Recruitment Options

1. Central Recruitment for HQDA Interns/Recent Graduates: The North Central Civilian Personnel Operations Center (NC CPOC) in Rock Island, Illinois is the total service provider for centrally recruiting HQDA Interns/Recent Graduates, to include advertising vacancies, rating applications, and issuing referral lists to selecting officials. Referral lists of candidates who are

qualified for CP36 HQDA Intern/Recent Graduate positions are forwarded from the North Central CPOC to the AM&S FCR for selection.

2. Pathways Intern Program: Many commands that employ CP36 personnel participate in the Pathways Intern Program designed for students pursuing graduate, bachelor, and associate degrees in science, engineering, and technology as well as students who are pursuing high school diplomas. Students enrolled in the program are appointed to term positions. Graduates from these programs can qualify for permanent entry-level and Recent Graduate positions.

3. Eligibility and Benefits: To be eligible for the Pathways Intern Program, the student must be a citizen of the United States, enrolled in a college/university or high school, and maintain good academic standing. Most programs allow for flexible work schedules - alternating and parallel.

(a) Alternating periods of study and work means alternating academic terms or semesters of full-time study with periods of full-time employment.

(b) Parallel periods of study and employment means concurrent periods of study and employment, during which a student must carry at least a half-time academic course load. Interns/Recent Graduates in the Pathways program may be eligible for the following benefits:

- Retirement credit
- Life and health insurance
- Vacation, sick, and holiday leave
- Tuition assistance
- Travel and transportation payment

(c) Interns/Recent Graduates in the Pathways Program are eligible for noncompetitive conversion to a permanent entry-level position within 120-days after completing a high school diploma or completing their degree and having completed at least 640-hours of work experience.

4. Posting of Vacancies. The CPOC uses the USAJOBS page at <http://www.usajobs.gov/>, and the ASA (M&RA) Web site <http://acpol.army.mil/employment/> for publication of ACTEDS Intern/Recent Graduate vacancy announcements. Vacancies are also posted at <http://ncweb.ria.army.mil/dajinterns/default.htm>. The servicing CPOC receives all applications. Using this Web site, applicants can check the status of their applications, and managers can check the status of their recruitment action.

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SECTION V: ACQUISITION, LOGISTICS & TECHNOLOGY WORKFORCE

A. General

1. The Defense Acquisition Workforce Improvement Act (DAWIA), enacted as part of the 1991 Defense Authorization Act and modified in subsequent years, focused heavily on a systematic approach to professionalize the Department of Defense (DoD) Acquisition workforce. DAWIA and its implementing documents address requirements for position requirements and provide specific training, education and experience standards which must be achieved within a specific period of time. Within the Department of the Army, the Director for Acquisition Career Management (DACM) is responsible for implementation of the Army's Acquisition, Logistics and Technology (AL&T) workforce training, education, and career development program.

2. Commanders, managers, and CP36 careerists in AL&T coded positions must possess a clear understanding of their roles and responsibilities in AL&T workforce members' training, education, and career development. Organizations are expected to plan for and release AL&T workforce members for mandatory and other training, education, and developmental opportunities which will enable them to better accomplish the Army's mission. Military acquisition career development is addressed in DA Pamphlet 600-3, Commissioned Officer Professional Development and Utilization.

B. Applicability

This section applies to all CP36 careerists and Interns/Recent Graduates who occupy AL&T coded positions. CP36 careerists and Intern/Recent Graduates assigned to AL&T positions must comply with the mandate of DAWIA and associated policies which stipulate that AL&T workforce members must meet specific education, experience, and training standards to hold such positions.

C. Responsibilities

Within the Army AL&T community, the positions shown below have been identified as having unique requirements, roles, and responsibilities to accomplish the full spectrum of acquisition missions. Descriptions of the career management duties of these positions follow.

1. Army Acquisition Executive (AAE): The AAE is responsible for the AL&T Workforce Education, Training and Career Development Program within the Army. The AAE is also the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(ALT)). The AAE retains the authority to:

- (a) Designate Key Leadership Positions (KLPs)

- (b) Approve selection for Program Executive Officers (PEOs), Acquisition Senior Executive Service civilians, Centrally-Selected List Project/Product Managers (PMs)/Acquisition Commanders, and Deputy Project/Product Managers.
- (c) Charter PEOs/PMs and sign CSL PM and Tenure Agreements
- (d) Set KLP tenure requirements and grant KLP position and tenure waivers

2. Director of Acquisition Career Management (DACM): The Army DACM develops policy and carries out the program for the AAE. The DACM is also responsible to:

- (a) Oversee the AL&T Workforce Career Management Program, including AL&T position accountability (e.g., position identification and validation, etc.)
- (b) Maintain oversight and control of the process for assignment to acquisition positions
- (c) Provide guidance that clearly identifies Army Acquisition Corps' membership and position certification requirements for acquisition positions
- (d) Provide broad policy guidance on training matters associated with DAWIA implementation, including Defense Acquisition University (DAU) training and the Continuous Learning Program
- (e) Establish programs to provide career development opportunities for the AL&T Workforce
- (f) In conjunction with community leaders, establish forums (e.g., boards, Lean Six Sigma meetings or working groups) and designate senior level representatives to advise on matters that affect the education, training and career development of the AL&T workforce

3. Deputy Director, Acquisition Career Management (DDACM): The DDACM reports directly to the DACM and holds the following responsibilities:

- (a) Responsible for the organization and daily management of the Army's Acquisition Career Management Program, to include the development and approval of policies and procedures
- (b) Ensures all major acquisition career management decisions are elevated to the DACM for resolution
- (c) Grants position and tenure waivers for all CAPs not specifically reserved for AAE and DACM approval
- (d) Establishes policy and procedures that provide a common foundation of knowledge necessary to ensure the validation of certification is consistent Army-wide and is in accordance with references
- (e) Signs certification certificates. Grants position and tenure waivers for all non-KLP Central Selection List (CSL) Critical Acquisition Positions (CAPs)
- (f) Oversees the Acquisition Tuition Assistance Program (ATAP)
- (g) Signs all AAC documentation: DD Form 2587 (Department of Defense Acquisition Corps—Certificate of Admission), AAC Certificates, and Welcome Letters
- (h) Establishes policy and procedures that provide a common foundation of knowledge necessary to ensure the validation of AAC membership and any waiver thereof is consistent Army-wide and is in accordance with references.

- (i) Responsible for Acquisition Career Record Brief (ACRB) policy, procedures, instructions, and format.
 - (j) Approve AAC membership and assists the DACM and AAE in carrying out their responsibilities under DAWIA
 - (k) Verifying AAC qualifications and processing the documents for accession into the AAC. All CAP selections are tentative until the review is complete and the DDACM has approved AAC membership
 - (l) Following the Army Waiver Guidance and Procedures for AL&T Workforce Critical Acquisition Positions (CAPs) when waivers of AAC requirements are requested
 - (m) Responsible for Acquisition Career Record Brief (ACRB) policy, procedures, instructions, and format
4. Functional Chief Representative (FCR): The CP36 FCR, with assistance from the U.S. Army Acquisition Support Center (USAASC) is responsible to:
- (a) Integrate the CP36 workforce into the Acquisition Career Fields.
 - (b) Provide CP36 functional representation at the DoD Functional Integrated Product Team (FIPT) meetings during which career path, acquisition certification, core-plus and other related acquisition topics are addressed.
5. Acquisition Career Management Advocates (ACMAs)
- (a) Serve as the DACM's link to the AL&T workforce in the field, and provides an opportunity for AL&T communities to express concerns affecting their workforce
 - (b) Are expressly chartered by the DACM to perform specific AL&T Workforce related duties
 - (c) Participate as an ACMA Executive Council member. The Council meets once a year at the AL&T Workforce Conference, or via video teleconference (VTC), with the DACM and DDACM to address AL&T workforce issues
 - (d) Act as a principal advisor to the DACM, acquisition leaders and the AL&T workforce on matters related to acquisition career development policy, procedures, programs and management
 - (e) Promote and encourage acquisition career management functions in organizations in addition to the normal position responsibilities. USAASC Acquisition Career Managers (ACMs) are available at regional Customer Support Offices (CSOs) to assist ACMAs with the execution of their roles/responsibilities
6. Chief, USAASC Workforce Management Division.
- (a) Serve as the Special Assistant for career management development to the DDACM Office
 - (b) Manage the CSOs.
 - (c) Execute Career Field certification, Acquisition Corps Membership and waivers for DA Civilians.
 - (d) Interface with the U.S. Army senior leadership.
 - (e) Market acquisition career management training/opportunities/programs (ATAP, CDG, DAU, NPS, SSCF, and AETE).

- (f) Provide career management advice and assistance to commands, PEOs, supervisors, and workforce members.
- (g) Communicate acquisition career management policy and procedures from the U.S. Army Acquisition Support Center to the AL&T Workforce.

7. Acquisition Functional Representatives (AFRs)

- (a) Certify all Army civilian non-acquisition individuals
- (b) Recommend approval/disapproval of questionable requests for certification, fulfillment and validation referred to them by a Certifying Official (CO) for Army civilian or military AL&T workforce members and non-Army individuals who have been tentatively selected for a CAP
- (c) Provide the final approval/disapproval of an appeal to a denied request for certification or fulfillment referred to them by the appropriate COh. Certifying Officials are responsible for validating, reviewing, and approving/disapproving requests for certification and fulfillment in all Acquisition Career Fields and levels, ensuring that requesting individual successfully meets all mandatory education, experience, training requirements.

8. Acquisition Career Managers (ACMs)

- (a) ACM contact information can be found at <http://asc.army.mil/contacts/acms.cfm>
- (b) ACMs support and promote USAASC policies and programs and provide assistance to the AL&T Workforce through supervisor outreach, career counseling, and assistance with certification requirements
- (c) The Acquisition Certification Manager for the U.S. Army Human Resources Command (HRC) Acquisition Management Branch (AMB) is responsible for active duty officers and non-commissioned officers (NCOs)
- (d) ACMs are responsible for all civilian AL&T Workforce members
- (e) ACMs process and update ACRBs for all AL&T Workforce members
- (f) The Army National Guard (ARNG) Acquisition Management Office is responsible for ARNG officers and technicians
- (g) ACMs/Assignment Officers in U.S. Army HRC are responsible for officers in the US Army Reserves (USAR)
- (h) ACMs process AAC membership requests as required
- (i) ACMs review all waivers and ensure that all documentation has been provided by Civilian Personnel Advisory Center (CPAC) for requesting a waiver for an individual who has been tentatively selected for a CAP when they do not meet AAC membership or acquisition position requirements
- (j) Military certification managers process/update ACRBs, Officer Record Briefs (ORBs), Enlisted Record Briefs (ERBs) for active duty officers and non commissioned officers
- (k) USAASC ACMs manage, process, update ACRBs for certification, board applications, and personnel actions, but only the sections that AL&T Workforce members cannot personally edit. ACMs assist supervisors and individuals in reviewing and improving their ACRBs

9. Members of the AL&T workforce.

(a) Positions throughout the Army are designated by their organizations as either acquisition or non-acquisition. The AL&T workforce consists of government personnel who work in these AL&T positions. They are military (active, guard and reserve) and DA civilian positions that meet the general definition of Acquisition as contained in the DoD AT&L Workforce Desk Guide: “the conceptualization, initiation, design, development, test, contracting, production, deployment, logistics support, modification, and disposal of weapons and other systems, supplies, or services (including construction) to satisfy DoD needs, intended for use in or support of military missions.”

(b) These positions are then reviewed to determine if the preponderance of the duties of the position aligns with a specific Position Category Description (PCD) associated with an ACF; if so, they are determined to be acquisition positions. More information on the identification and designation of AL&T positions can be found in the DoD Desk Guide for AT&L Workforce Career Management, located on the Defense Acquisition University (DAU) website: <http://www.dau.mil/workforce/>.

(c) Individual AL&T Workforce members shall:

- Meet acquisition position requirements within established timeframes.
- Maintain accuracy and completeness of all acquisition records (i.e. IDP, ACRB, ORB, and ERB) when requesting certifications, AAC membership, Training with Industry (TWI)/Advanced Civil Schooling (ACS), and Military/Civilian boards. Each workforce member is responsible for his/her own career management.
- Update as much of the ACRB, ERB, or ORB allowed and contact a Regional ACM or Assignment Officer for further updates, according to the instructions found at <https://rda.altess.army.mil/camp/>. Any changes that a workforce member is unable to edit can be made by the appropriate ACM or Assignment Officer (ORB/ERB).
- Maintain an IDP.

10. Army Acquisition Corps (AAC): The National Defense Authorization Act for FY 2004 established a single Defense Acquisition Corps. The Army Acquisition Corps (AAC) falls under this Defense Acquisition Corps. The AAC is a subset of the Army AL&T workforce and is comprised of accessed civilian and military personnel in the grades of Major and GS-13/broadband/payband equivalent and above. AAC membership is mandatory for all workforce members who occupy Critical Acquisition Positions (CAPs) or Key Leadership Positions (KLPs). There are two ways to become an AAC member as listed below:

(a) Critical Acquisition Positions (CAPs): CAPs are a subset of AL&T positions and a position is so designated based upon the criticality of the position to the acquisition program, effort or function it supports. The requirements to encumber a CAP are contained in Section F below. Persons selected for CAPs that have been designated as KLPs must sign an agreement to remain in the position for a period tailored to the unique requirements of the specific program or effort to be performed, such as significant milestones, events, or efforts. The DD Form 2889, Critical Acquisition Position Service Agreement Key Leadership Position, will document this tenure requirement as established by the CAE. Note that changes to DAWIA in

2005 eliminated the grade requirement for civilian CAPs (see aforementioned DoD Desk Guide for full details) while military AL&T billets at the 05 grade level and above must be designated as CAPs. In addition to the positions identified in the DoD Desk Guide, the following Army positions are designated as CAPs:

- All Army Acquisition Senior Executive Service (SES) positions.
 - All Army Acquisition Centrally Selected positions.
 - Deputy Project Managers, Deputy Product Managers, Project Directors, Deputy Project Directors, Product Directors and Deputy Product Directors.
 - All Officers 0-5 and above
 - All supervisory Army Acquisition civilian positions in grades GS-14 & 15.
- (b) In addition to the above specific positions, organizations have the latitude to designate additional CAPs provided they are at least GS-14/broadband and above.

11. Key Leadership Positions (KLPs): A newly established subset of CAPs, called Key Leadership Positions (KLPs), has been established to identify positions that require special AAE and USD(AT&L) attention with regard to qualifications, accountability, mobility and tenure. KLPs are designated by the AAE and approved by the USD (AT&L).

D. Acquisition Position Categories and Acquisition Career Fields

Acquisition Position Categories (APCs) and Acquisition Career Fields (ACFs) recognize the diversity of acquisition positions and functional disciplines for which there are additional requirements. The 15 ACFs and related Acquisition Position Codes (APC) supported by the Army are shown in the following table.

	Acquisition Position Category	Code
1	Program Management	A
2	Contracting	C
3	Industrial/Contract Property Mgt	D
4	Purchasing	E
5	Facilities Engineering	F
6	Production, Quality and Manufacturing	H
7	SPRDE-Science & Technology Manager	I
8	Business-Financial Management (BUS-FM)	K
9	Life Cycle Logistics	L
10	Business-Cost Estimating (BUS-CE)	P
11	Information Technology	R
12	SPRDE-Systems Engineer	S
13	Test & Evaluation	T
14	Auditing	U
15	SPRDE-Program Systems Engineer	W

Figure V-1: Acquisition Position Codes

E. Entry into and Membership in the Army Acquisition Corps (AAC)

The two ways to become an AAC member are listed below:

1. Request ACC membership upon meeting the following training, education and experience conditions:
 - (a) Training: Level II certified in any Acquisition Career Field (ACF)
 - (b) Education: A baccalaureate degree and one of the following:
 - o 24 semester credit hours in business related disciplines from an accredited college (courses must be on a transcript)
 - o 24 semesters credit hours in current ACF or in the ACF tentatively selected for and 12 semester credit hours in business related disciplines.
 - o Exception to education requirement – possess ten years of acquisition experience prior to 1 Oct 1991.
 - (c) Experience: Four years of acquisition experience (government, military or private industry)
 - (d) Salary equivalent to that of GS-13 or above.
2. Through reciprocity policy wherein the Army honors Acquisition Corps membership from other DoD Services

F. Critical Acquisition Position Requirements

1. The following Critical Acquisition Position (CAP) requirements apply to incumbents of these positions and are consistent across the Department of Defense:
 - (a) Individual must be a member of the Army Acquisition Corps (AAC)
 - (b) Individual must achieve Level III certification within 24 months of placement into a CAP
 - (c) Individual must execute a three-year tenure agreement (DD Form 2888)
 - (d) Individuals who are not AAC members must obtain approval of a position requirements waiver to occupy a CAP (DD Form 2905). This waiver does not grant membership into the AAC but allows the individual to occupy a CAP for a specific period of time. The waiver is position-specific and must be approved prior to the individual being assigned to the position. This waiver does not transfer to future assignments or to future incumbents of the position
 - (e) AL&T workforce members must obtain 80 Continuous Learning Points (CLP) within the established two-year cycle. It is recommended that the AL&T workforce member strive to earn 40 CLPs per year
2. Individuals should achieve Level III acquisition certification prior to assignment to a CAP. If the individual is not Level III certified within 24 months of placement in a CAP, the individual's supervisor is responsible for submitting a position requirements waiver to their respective Regional Director for review. The waiver may or may not be granted. This waiver does not grant certification but allows the individual to occupy the position while pursuing the

necessary certification. The AL&T workforce member and the supervisor shall document on the Individual Development Plan how and when the certification requirements will be met. The individual's supervisor is responsible for ensuring that certification is achieved or move the AL&T workforce member to a non-CAP.

G. Competitive Development Group/Army Acquisition Fellowship Program

The Army's Competitive Development Group/Army Acquisition Fellowship (CDG/AAF) Program is a three-year program of training, education, and developmental assignments. Successful completion of the CDG/AAF Program entails achieving the goals identified in each member's Individual Development Plan (IDP) over a three-year period or successfully competing for a promotion into a CAP.

H. Continuous Learning Policy

DoD Instruction 5000.66 emphasizes the importance of improving professional knowledge and performance by setting forth requirements for continuous learning activities for members of the AL&T workforce. AL&T workforce members must participate in meaningful learning activities in addition to achieving the acquisition certification required for the acquisition position encumbered. Members of the AL&T workforce are required to acquire 80 Continuous Learning Points (CLPs) every two years, with a goal to attain 40 CLPs each fiscal year. A summary of recommended activities and points can be found at www.dau.mil. The Individual Development Plan is the document on which Continuous Learning activities are identified and serve to stimulate discussion between the employee and his/her supervisor on desired continuous learning interests. Upon completion of continuous learning activities, the associated CLPs are approved by the employee's supervisor. The CLPs achieved are then recorded on the employee's Acquisition Career Record Brief (ACRB).

I. Individual Development Plan

1. The Individual Development Plan (IDP) is a critical document in identifying and tracking an acquisition professional's career objectives in the areas of experience, education, and training. It is required that each member of the Army acquisition workforce, military and civilian, complete an IDP regardless of grade, pay band equivalent, military rank or certification level. The IDP is a living document and should be reviewed at a minimum during annual performance evaluation reviews, but more frequently if needed to assist careerists in meeting objectives. For military personnel, normal assignment process will continue to be followed to ensure the Army's and the AL&T workforce professional development requirements are met.

2. An automated process has been created by the Army to facilitate the development and modification of IDPs. The automated IDP may be found on the Army Acquisition Corps Home Page at <https://rda.altess.army.mil/camp/>. An automated IDP must be approved before applicants can apply for a course offered by the Defense Acquisition University. This is strictly for the acquisition community. It is not Army's designated system for developing an IDP.

J. Acquisition Career Record Brief (ACRB)

The ACRB is a one-page display of an employee's pertinent acquisition information. It contains personal, position, assignment, training, education, awards, and certification information. The ACRB is primarily designed for civilian members of Army AL&T Workforce. USAR and NGB workforce members use the ACRB to reflect their acquisition qualifications. It is also an essential part of the application package for Civilian Army Acquisition selection boards or processes such as Acquisition career field certification, AAC accession, ATAP, AETE, and Civilian Project/Product Manager Best Qualified Boards. ACRBs are considered "official" only when printed with the USAASC watermark. Active Army Acquisition Officers' official record is the ORB.

K. Acquisition Education, Training, and Experience (AETE) opportunities

Numerous AETE opportunities are available to Army AL&T workforce members. These opportunities are included in the Army's Acquisition Education, Training and Experience (AETE)/ Acquisition Tuition Assistance Program (ATAP) Catalog posted on the USAASC website. The catalog is updated annually and provides detailed information on application requirements, deadlines and selection criteria for the many competitive opportunities beyond functional Defense Acquisition University (DAU) training.

<http://asc.army.mil/career/pubs/aete/default.cfm>. Assistance in preparing application package can be obtained by contacting you're Acquisition Career manager.

<http://asc.army.mil/contacts/aems.cfm>

L. Acquisition Tuition Assistance Program (ATAP)

The ATAP(http://asc.army.mil/docs/pubs/aete/AETE_catalog_2007.pdf) is designed for civilian Army AL&T workforce members who wish to complete an undergraduate degree at an accredited college or university, or fulfill the business hour requirement for the acquisition career field certification requirements or the overall Acquisition Corps membership education requirements. It is also available for civilian level II certified workforce members GS 11 and above who are interested in pursuing graduate studies at an accredited college or university in a business, scientific or technical specialty. Workforce members must be certified in their position of record to be eligible for any ATAP program. For more information on ATAP, visit the ATAP website at: http://asc.army.mil/career/programs/atap/atap_docs.cfm.

M. Acquisition-Specific References

1. Chapter 87, Title 10 USC, Defense Acquisition Workforce (DAWIA), as amended
2. DoD Directive 5000.52, AT&L Workforce Education, Training, and Career Development Program, January 12, 2005

3. DoD Instruction 5000.66, Operation of the Defense AT&L Workforce Education, Training and Career Development Program, December 21, 2005
4. DoD- A Desk Guide for Acquisition, Technology, and Logistics Career Management, January 10, 2006
5. Army Supplemental to DoD Desk Guide-USAASC, September 1, 2010

N. Additional AL&T Resources

1. <http://asc.army.mil>
2. <http://www.dau.mil/>
3. <https://rda.altess.army.mil/camp/>

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ANNEX A: MASTER TRAINING PLAN

I. General

Master training plans provide the framework and offerings for developing a careerist's 3-Year Individual Development Plan (3yIDP). When selecting courses, the individual's experience and previous training should be taken into consideration. The individual and his/her supervisor should jointly determine whether a course may be required. This determination is to be based on the extent to which the individual possesses the competencies provided by the course.

In addition to the formal courses that comprise the Civilian Education System (CES), this CP36 Master Plan identifies specific, yet not all inclusive, CP36 courses that a careerist will want to consider when developing his/her 3yIDP. A careerist may be aware of other education and training opportunities that are not listed in this master plan. In those cases the CP36 Program Office should be notified so that a determination can be made on the course relevance and funding for the training. This master plan also identifies relevant courses for professional development for Modeling and Simulation and professional development for ORSA disciplines. Additionally, there will be rotational and developmental assignments opportunities that become available that can be included in the 3yIDP.

Professional associations and organizations are also valuable resources for self-development and training opportunities. Attending professional events provides opportunities to exchange ideas and concepts with individuals who have similar interests and concerns. Many of these organizations conduct education and training symposia, workshops and instruction on simulation management issues and topics. Several professional associations and organizations sponsor certification programs and also conduct applicable training in support of these programs. Examples of professional organizations that offer professional development events include but are not exclusive of the following:

- American Institution of Aeronautics and Astronautics (AIAA)
- American Society for Engineering Education (ASEE)
- Army Operations Research Symposium (AORS)
- Association of the US Army (AUSA)
- International Testing and Evaluation Association (ITEA)
- Military Operations Research Society (MORS)
- National Defense Industrial Association (NDIA)
- National Training Systems Association (NTSA)
- Simulation Interoperability Standards Organization (SISO)
- Society for Computer Simulation (SCS)

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II. Army Civilian Education System

The Civilian Education System (CES) is a progressive and sequential leader development program that provides enhanced leader development and education opportunities for Army civilians throughout their careers. It provides a good starting point when developing a 3yIDP. CES provides the Army Civilian Corps self-development and leader development opportunities to develop leadership attributes through distance learning (dL) and resident training. Below are the courses that are part of the CES leader development program. Specifics about each of these offerings can be found in [the ACTEDS Training Catalog](http://cpol.army.mil/library/train/catalog/toc.html) at <http://cpol.army.mil/library/train/catalog/toc.html>.

- Action Officer Development Course (AODC)
- Foundation Course (FC)
- Basic Course (BC)
- Intermediate Course (IC)
- Advanced Course (AC)
- Supervisory Development Course (SDC)
- Manager Development Course (MDC)
- Continuing Education for Senior Leaders (CESL)

Also at this link there is good information pertaining to the Senior Service College (SSC) Programs and Academic Degree Training (ADT). This link typically reflects the latest changes and revisions and is a good source for obtaining additional input for your 3yIDP.

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III. Professional Development for Modeling and Simulation (M&S)

The following are descriptions of Simulation competitive training and professional development programs. All CP 36 personnel at the targeted grade levels are equally eligible to compete for these programs. CP 36 careerists are eligible to attend all of the following courses subject to established prerequisites.

A. Army Simulation Proponent: Simulation Operations Course

1. Simulation Operations Course (SOC), Fort Belvoir, VA; (8 Weeks)
2. Target Career Phase: Specialist/Journeyman Level
3. Description: The eight-week Simulation Operations Course provides individuals with an understanding of the roles, responsibilities, practices, procedures, and concepts necessary to integrate battle command, models and simulations into the operational environment. Functional Area 57 officers must attend this course for award of the Functional Area 57 designation. The curriculum emphasizes the following topics:
 - a. Battle Command Officer roles and responsibilities
 - b. Knowledge of battle command, modeling and simulation
 - c. Applying battle command activities, models and simulations to a operational environment
 - d. Creating and modifying models and simulations
 - e. Integrating models & simulations with unit training programs & battle command systems (See <http://www.ms.army.mil/school/soc.html> on how to request attendance)

B. Army Simulation Proponent: Simulation Operations Professional Course

1. Simulation Operations Course (SPC): Various Installations; (3 Weeks)
2. Target Career Phase: Specialist/Journeyman Level
3. Description: This course is designed as three separate one-week courses that are independent of each other. Curriculum includes: Fundamentals of M&S Program Management; Technical Aspects of Simulations; and Employing Simulations. Careerists may be enrolled in all three weeks at one time, or may request to take each week at separate offerings. (See <http://www.ms.army.mil/school/spc1.html> or contact the Simulation Proponent and School for more information)

C. Army Simulation Proponent: Battle Command Officer Integration Course

1. The Battle Command Officer Integration Course (BCOIC) provides individuals with an understanding of how to manage a digital tactical operation center, manage digital staff training, and how to integrate and manage organizational knowledge at a Brigade Combat Team headquarters. Provide the Brigade Command Team Commander with a

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trained expert who understands both the art and the science of battle command and the technology that support effective decision making. The course will build competent and confident Battle Command Officers by focusing on integration, problem solving, and critical thinking skills while providing the student with opportunities to practice their tasks with battle command systems. 2 – Weeks (For more information, see <http://www.ms.army.mil/school/bco.html>)

2. Target Career Field: Those who work in a Battle Command Training Center (BCTC) or those who work with ABCS equipment.

3. Description: The BCOIC will enable students to:

- a. Develop an understanding of how battle command systems impact the “art” of battle command and appropriately apply techniques and procedures to situations that a battle command officer would encounter during a unit’s deployment
- b. Integrate ABCS into the unit Military Decision Making Process (MDMP)
- c. Establish and manage a common operational picture
- d. Develop and manage digital battle staff training strategies
- e. Design and manage Information and knowledge architectures
- f. Improve a brigade’s knowledge and informational flow
- g. Manage digital information and knowledge

4. Purpose: The BCOIC provides individuals with an understanding of how to manage a digital tactical operation center, manage digital staff training, and how to integrate and manage organizational knowledge at a Brigade Combat Team headquarters. Provide the Brigade Command Team Commander with a trained expert who understands both the art and the science of battle command and the technology that support effective decision making. The course will build competent and confident Battle Command Officers by focusing on integration, problem solving, and critical thinking skills while practicing the student with opportunities practice their tasks with battle command systems.

D. Collegiate M&S Training: GTI – Fundamentals of M&S

1. Fundamentals of Modeling: Georgia Technical Institute, Atlanta, GA (24 Hours)

2. Target Career Phase: All levels

3. Description: The course will cover Introduction to Modeling, The Science of Modeling, Problem Formulation, Model Foundations, Model Engineering Current Issues, Causes of Simulation Failure, and Lessons from History.

4. Purpose: This course will cover a range of topics on the philosophy and uses of models, the relationship of models to theory, model foundations, and techniques and formalisms.

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E. Collegiate M&S Training: UAH - M&S Certificate

1. Modeling and Simulation Certificate Program: University of Alabama in Huntsville
2. Target Career Phase: Specialist/Journey Level
3. Description: Courses may be taken individually, without completing the entire certificate program. Students who wish to earn the Modeling and Simulation Certificate are required to complete core courses and one elective. All students will be awarded Continuing Education Units (CEUs) for the successful completion of each course, and those students who successfully complete the program will be presented with a Modeling and Simulation Certificate of completion. The following courses pertain:
 - a. Core courses:
 - M&S Fundamentals and Applications
 - Simulation Development
 - Interactive and Interoperable Simulations
 - Simulation Verification, Validation, and Accreditation
 - b. Electives:
 - Hands-On Simulation Lab
 - Systems Analysis, Modeling, and Simulation
 - Modeling and Simulation for T&E

F. Collegiate M&S Training: UAH - Systems Engineering Certificate

1. Systems Engineering Certificate Program - University of Alabama in Huntsville;
2. Target Career Phase: Specialist/Journeyman Level
3. Description: Systems engineering is one of the most rapidly expanding disciplines in engineering today. It is concerned with design and development of complex systems, and addresses the total life cycle, from initial concept development, to system retirement. With the need for qualified systems engineers rising to a critical level, new engineers need the knowledge to come up to speed quickly, and experienced engineers need to update their capabilities. Providing a solution for those needs, the Certificate Program includes courses covering every aspect of the field, and provides a broader understanding of both the process and application of Systems Engineering methods. Developed with an Advisory Committee composed of senior practitioners at the U.S. Army Aviation and Missile Command, the Space and Missile Defense Command, NASA Marshall Space Flight Center, and private industry, the program offers managers, prospective managers, engineers, analysts, technical specialists, and support personnel the chance to learn from the most respected industry experts. Those students who successfully complete the Certificate Program have the option of applying for three hours of elective credit toward the MSE degree in Systems Engineering. Courses may be taken individually and in any order. The Systems Engineering Certificate is awarded after the successful completion of the following courses:

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- a. Systems Engineering Overview
- b. Requirements Development
- c. Trade Studies and Decision Making
- d. System Validation and Verification
- e. Systems Analysis, Modeling, and Simulation
- f. Risk Assessment and Management
- g. Related class: Managing System Integration Projects

G. Collegiate M&S Training: UAH - T&E Certificate

1. Test and Evaluation Certificate Program - University of Alabama in Huntsville;
2. Target Career Phase: Specialist/Journeyman Level
3. Description: This certificate program is designed to present processes applicable to any test and evaluation activity and provides participants the reality of test application to the product life cycle and how the appropriate application of T&E can identify component/system failures and influence design modifications. Successful completion of the following courses will earn the T&E Certificate:
 - a. Test and Evaluation Foundation
 - b. Requirements Development
 - c. Data Collection, Analysis and Reporting
 - d. Test Design, Planning and Conduct

H. Collegiate M&S Training: DoD Acquisition Certificate

1. Models, Simulations and DoD Acquisition Certificate Series – George Mason University (48 hours)
2. Target Career Phase: Specialist/Journeyman Level
3. Description: This program is the convergence of an emerging technology, a need and a requirement that gives you an opportunity to gain an advantage in the M&S arena; an understanding of the concepts and issues that make M&S a Critical National Technology. Interested personnel should first get approval from CP36 Proponent and then register online at: http://www.ocpe.gmu.edu/programs/msa/msa_cert.html#description. The Certificate is awarded after successful completion of two courses:
 - a. MSA 0100 - Foundations for DoD Modeling and Simulation
 - b. MSA 0105 - Applications of Modeling and Simulation

I. Collegiate M&S Training: UCF – Systems Simulation for Engineers

1. Graduate Certificate in Systems Simulation for Engineers – University of Central Florida (12 Credit Hours)

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2. Target Career Phase: Specialist/Journeyman Level

3. Description: Discrete event simulation provides very powerful modeling capabilities to engineers. Simulation is particularly valuable because models of complex systems can be constructed and probabilistic or random forces can be represented in those models. The Graduate Certificate in Systems Simulation for Engineers provides students with the necessary background in probability and statistics, fundamental simulation modeling skills, essentials for designing and analyzing simulation experiments, and an introduction to an area of advanced simulation modeling. The Certificate is awarded after successful completion of four courses:

- a. ESI 5219 - Engineering Statistics (3 credit hours)
- b. ESI 5531 - Discrete Systems Simulation (3 credit hours)
- c. ESI 6217 - Statistical Aspects of Digital Simulation (3 credit hours)
- d. ESI 6532 - Object-oriented Simulation (3 credit hours)

4. Admission: Admission is open to those with a bachelor's degree from a regionally accredited institution. An application to the graduate certificate program and official transcripts must be submitted. Applicants are encouraged to apply online after obtaining approval from the CP36 Proponent to attend the course. Apply at: http://graduate.ucf.edu/CurrentGradCatalog/content/Degrees/ACAD_PROG_185.cfm.

J. Collegiate M&S Training: UCF – Training Simulation

1. Graduate Certificate in Training Simulation – University of Central Florida – (12 Credit Hours)

2. Target Career Phase: Specialist/Journeyman Level

3. Description: Due to the tremendous growth in military and commercial training simulation, many people in this industry are facing the need for additional education. The Graduate Certificate in Training Simulation provides a fundamental understanding of the significant topics regarding systems, requirements, design, development, and use of training simulations. The Certificate is awarded after successful completion of four courses:

- a. EIN 5255 - Interactive Simulation (3 credit hours)
- b. EIN 5317 - Training Systems Engineering (3 credit hours)
- c. EIN 6645 - Modeling and Simulation of Real-Time Processes (3 credit hours)
- d. EIN 6649 - Intelligent Tutoring Training System Design (3 credit hours)

4. Admission: Admission is open to those with a bachelor's degree from a regionally accredited institution. An application to the graduate certificate program and official transcripts must be submitted. Applicants are encouraged to apply online after getting approval from the CP36 Proponent to attend the course. Apply at: http://graduate.ucf.edu/CurrentGradCatalog/content/Degrees/ACAD_PROG_190.cfm.

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K. Government M&S Training: Presentation Techniques

1. Presentation Techniques: Fort Lee, VA; (3 Days)
2. Target Career Phase: Specialist/Journeyman Level
3. Description: Topics include: elements of the “briefing process” discussed in detail, and recent examples of successful Army presentations are discussed.
4. Purpose: This course offers practicing and future government employees the ability to communicate ideas to an audience orally.

L. Government M&S Training: Effective Writing

1. Effective Writing in the Federal Government; Management Development Center, OPM, Shepherdstown, WV and Denver, CO, (4 days); www.leadership.opm.gov
2. Target Career Phase: Specialist/Journeyman Level
3. Description: Learn how to plan, outline and write technical reports; achieve clarity, brevity and precision; add touches of variety, emphasis, rhythm and figures of speech; present data in tabular form and write summaries and abstracts.
4. Purpose: This course offers in-depth focus on the study and application of good writing principles.

M. Distance Learning: DAU- Logistics 101

1. Acquisition Logistics Fundamentals (LOG 101): Defense Acquisition University, Fort Belvoir, VA; (non-resident – Self paced) via Distance Learning
2. Target Career Phase: Individuals recently assigned responsibility to plan, establish, and maintain the logistics support infrastructure for DoD systems and equipment in reach phase of the acquisition life cycle should attend.
3. Description: This is a non-resident, self-paced course available via the internet. Modules cover the logistics-relevant aspects of requirements identification, life cycle costing, integrated product and process development, sustainment logistics, supportability analysis, product support, contracting and contracting support. The prerequisite for this course is ACQ 101.
4. Purpose: This course provides an overview of the role of acquisition logistics in the system acquisition life cycle and system engineering processes.

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N. Distance Learning: DAU - Logistics 102

1. Systems Sustainment Management Fundamentals (LOG 102): Defense Acquisition University, Fort Belvoir, VA; (Self-paced) via Distance Learning.
2. Target Career Phase: Individuals recently assigned responsibility of establishing and maintaining the life cycle logistics support for defense systems and equipment during the sustainment phase of their life cycle.
3. Description: Students who successfully complete this course will be able to recognize the role of the life cycle, identify the concepts, policies, and practices of logistics/supply-chain management as they apply to new and legacy systems during the sustainment phase of their life cycle, and identify the best practices in developing and implementing performance-based support. Prerequisite is LOG 101.
4. Purpose: This course provides a broad overview of the role of the life cycle logistician, during the sustainment phase of a weapon system life cycle.

O. Distance Learning: DAU – Logistics 201A

1. Intermediate Acquisition Logistics (LOG 201A): Defense Acquisition University, Fort Belvoir, VA; (Self-paced) via Distance Learning
2. Target Career Phase: Specialist/Journeyman. Students should have 2 to 4 years of acquisition and/or logistics experience.
3. Description: This is a non-resident, self-paced course available via the internet. Students who successfully complete this course will be able to understand modeling and simulation, test and evaluation, market research and analysis, open systems design and interoperability, evolutionary acquisition, performance-based logistics, and support planning. The prerequisites for this course are LOG 101, LOG 102, and acquisition logistics experience. This course is offered at the Defense Acquisition University, Fort Belvoir, VA.
4. Purpose: To provide advanced acquisition logistics training.

P. Distance Learning: DAU- Acquisition 101

1. Fundamentals of Systems Acquisition Management (ACQ 101) - Defense Acquisition University, Fort Belvoir, VA; (Self-paced) via Distance Learning
2. Target Career Phase: Intern/Intermediate/Specialist/Journeyman Level
3. Description: This is a self-paced course offered through Defense Acquisition University's Distance Learning Program. It introduces the Joint Capabilities Integration and Development System (JCIDS) and resource allocation processes, the DoD 5000

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Series documents governing the defense acquisition process, and current issues in systems acquisition management. This course is designed for individuals who have little or no experience in DoD acquisition management.

4. Purpose: This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition.

Q. Resident Defense Acquisition University: Logistics 201B

1. Intermediate Acquisition Logistics (LOG 201B): Defense Acquisition University, Fort Belvoir, VA; (5 Days)

2. Target Career Phase: Specialist/Journeyman. Students should have 2 to 4 years of acquisition and/or logistics experience.

3. Description: This is a five-day resident course. Students who successfully complete this course will be able to understand life cycle cost, contracting, modeling and simulation, test and evaluation, market research and analysis, systems engineering, performance-based logistics, and support planning. Prerequisites are LOG 201A, and acquisition logistics experience. This course is offered at the Defense Acquisition University, Fort Belvoir, VA.

4. Purpose: To provide advanced acquisition logistics training.

R. Industry Courses: Serious Games

1. Military Simulation and Serious Game Technology: Distributed Simulation Technology, Inc. (DisTi), Orlando, FLA.; (3 Days)

2. Target Career Phase: All levels

3. Description: This is a three-day course. Explore the power of simulation in military experimentation, concept exploration, doctrine development, weapon system design and evaluation, mission rehearsal, and leadership and skills training. This includes the growing role of serious games in military systems. (More details at DisTi website.)

4. Purpose: To provide knowledge on a variety of simulations in the military world.

S. Industry Courses: Visual Simulation Techniques & Technology

1. Visual Simulation Techniques and Technology: Distributed Simulation Technology, Inc. (DisTi), Orlando, FLA; (3 Days)

2. Target Career Phase: All levels

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3. Description: This three-day course. Students will become familiar with the wide range of technologies that go into the design, development and delivery of a visualization system. This course addresses many critical issues of visual simulation design and provides a practical approach to database development. In this class students will learn how: purchasing a visual system for a simulator can be a simple COTS buy; specifying procuring, and validating visual databases requires a sound understanding of visual simulation technology; planning and developing a visual is an engineering specialization that requires diverse knowledge from diverse disciplines. (More details at Disti website.)
4. Purpose: To provide knowledge that builds on the background provided in the Military Simulation Techniques and Technology course.

T. Industry Courses: HLA

1. High Level Architecture (HLA): A Practical Guide to HLA Development Distributed Simulation Technology, Inc. (DisTi), Orlando, FLA; (4 Days)
2. Target Career Phase: All levels
3. Description: This 4-day hands-on course provides students with an in-depth look at the HLA and the Run Time Infrastructure (RTI). Learn the skills to design, implement, and test HLA Federates and Federations. (More details at DisTi website.)
4. Purpose: To provide the student with knowledge of HLA and its applications.

U. Industry Courses: Distributed Interactive Simulation

1. Distributed Interactive Simulation (DIS) Applications: Distributed Simulation Technology, Inc. (DisTi), Orlando, FLA; (4 Days)
2. Target Career Phase: All levels
3. Description: This is a 4-day Hands-On training course. The objective of this course is to provide students with practical experience in the design and implementation of real-time distributed simulation applications utilizing the DIS protocol. This course focuses on real development considerations and situations that arise when utilizing the DIS protocol and associated network mechanisms. Students will also learn fundamental concepts of networking technology and visual simulation interfaces within the context of DIS application development. (More details at DisTi website.)
4. Purpose: To explore the technology uses in distributing simulations across a network using the DIS (IEEE 1278.1 & 1278.1a) protocol and related tolls.

V. CP36 M&S Professional Development: Right Seat Ride

1. Right-Seat-Ride Program: National Training Center (NTC), For Irwin, CA; (3-5 Days)

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2. Target Career Phase: All levels
3. Description: This is an opportunity for a 7-9 day rotation at the NTC, Fort Irwin, CA. The intent of this rotation is to provide participants with an opportunity to spend approximately three to four days of their rotation experiencing the art of the possible in Live, Virtual, and Constructive simulations in support of training and military operations. (See <http://www.ms.army.mil/school/sorsr.html>).
4. Purpose: To provide hands-on training experience at the NTC.

W. CP36 M&S Professional Development: I/ITSEC

1. Interservice/Industry Training, Simulation and Education Conference (I/ITSEC), Orlando, FL; (4 Days)
2. Target Career Phase: All levels
3. Description: The I/ITSEC promotes cooperation among the Armed Services, Industry, Academia and various Government agencies in pursuit of improved training and education programs, identification of common training issues and development of multiservice programs. (More details on Education and Training opportunities are at the I/ITSEC Web site.)
4. Purpose: To gain exposure to new innovations pursued by the training education, and simulation communities across the services and industry.

X. CP36 M&S Professional Development: SIW

1. Semi-annual Simulation Interoperability Workshop (SIW)
2. Target Career Phase: All levels
3. Description: The SIW is a semiannual event encompassing a broad range of model and simulation issues, applications and communities. The Workshop consists of a series of forums and special sessions addressing interoperability issues and proposed solutions; tutorials on state-of-the-art methodologies, tools and techniques; and exhibits displaying the latest technological advances. (More details at the SISO website).
4. Purpose: Semi-annual event at Simulations Interoperability Standards Organization (SISO)

Y. CP36 M&S Professional Development: SEDRIS

1. Synthetic Environment Data Representation and Interchange Specification (SEDRIS)
2. Target Career Phase: All levels

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3. **Description:** SEDRIS technologies provide the means to represent environmental data (terrain, ocean, air and space), and promote the unambiguous, loss-less and non-proprietary interchange of environmental data. Various opportunities are offered through workshops at the SEDRIS website.

4. **Purpose:** To provide the student knowledge on environmental data representation and interchange for use in modeling and simulation, geographical information systems, and C4I.

Z. CP36 M&S Professional Development: DoDAF

1. DoD Architecture Framework (DoDAF): Federal Enterprise Architecture Certification (FEAC) Institute, Washington, DC

2. Target Career Phase: All levels

3. Description: Developed initially by the FEAC Institute of Washington DC and offered in cooperation with the California State University at Hayward, this 20 CEU professional Practitioner's Enterprise Architecture Certificate Program covers Enterprise Architecture as mandated, used and applied in the Federal Government. The programs are presented via two in-class sessions, each balanced equally in the work to be performed in class and over a Virtual University (VU) System. FEAC is Federal Enterprise Architecture Certification. (More details at FEAC or DODAF website.)

4. Purpose: To provide knowledge of Enterprise Architecture in the Federal Government.

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IV. ORSA Training, Education and Professional Development

The College of Professional and Continuing Education at the Army Logistics University (ALU) in Fort Lee, Virginia conducts functional education and training for operations research systems analysis (ORSA) for the Army's officers (FA-49) and civilians (Job Series 1515) in the ORSA career field. CP36 manages the civilian ORSA quotas at ALU. ALU and other ORSA offerings that can be funded by CP36 include:

A. Army Logistics University Fourteen-Week ORSA Course

1. Operations Research Systems Analysis Military Applications Course (ORSAMAC), Fort Lee, VA; (14 Weeks)
2. Target Career Phase: Entry Level
3. Description: Course includes a comprehensive block of instruction in probability and statistics, as well as a review of calculus. In addition, there is an in depth instruction in the use of computer software to conduct data analysis and spreadsheet modeling, including database structure and data retrieval. The classroom presentation will emphasize principles, demonstrate techniques of analysis, and illustrate typical applications of the analytical techniques

B. Army Logistics University One-Week ORSA Course

1. Operations Research Systems Analysis Familiarization (ORSAFAM), Fort Lee, VA (1 Week)
2. Target Career Phase: Entry to Management Level
3. Description: ORSA Familiarization Courses provide a good ORSA introductory overview designed for personnel working with analysts or requiring the understanding of basic analytical tools.

C. Army Logistics University One-Week ORSA Course

1. Operations Research Systems Analysis Continuing Education Program, Fort Lee, VA (1 Week)
2. Target Career Phase: Specialists to Management Level
3. Description: Short courses designed to provide graduate or postgraduate level instruction in subjects of interest to Army operations research analysts. These courses provide professionals the opportunity to gain an in-depth knowledge of a particular subject and to keep pace with the latest developments in the field of operations research.

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D. Army Logistics University/Center for Army Analysis Two-Week ORSA Course

1. Deployed Analyst Course (DAC)(2 Weeks), Fort Belvoir, VA (2 weeks)
2. Target Career Phase: All Levels
3. Description: The DAC is a two-week course held at the SECRET level and trains up to 40 deploying ORSAs. The course includes a mix of quantitative refresher classes, former deployed discussion panels, doctrine assessment, practice lectures/discussions, hands-on use of data tools (such as CIDNE/WebTAS, Palantir, and ArcGIS), and general networking opportunities.

E. Collegiate ORSA Education (Georgia Institute of Technology)

1. Masters of Science in Operations Research: Georgia Institute of Technology), Atlanta, GA (30 Hours)
2. Target Career Phase: All Levels
3. Description: At Georgia Tech the discipline of Operations Research (OR) resides within the School of Industrial and Systems Engineering. OR at Georgia Tech has achieved the substantial research and educational presence it now enjoys across the field with approximately 45 full-time academic faculty members that conduct research in virtually every topic and sub-discipline identified with modern Operations Research. Students will typically satisfy the requirement for a masters degree with 6000-level coursework that is traditionally identified with and clearly supports the stated degree concentration of "Operations Research". A full list of approved technical electives can be found in the Academic Office as well as the Graduate Handbook.

F. Collegiate ORSA Education (George Mason University)

1. Masters of Science in Operations Research: (George Mason University), Fairfax, VA (30 Hours)
2. Target Career Phase: All Levels
3. Description: The department offers a Master of Science (M.S.) in Operations Research. Students with special interests in optimization, stochastic modeling, decision analysis, military operations research, or financial systems engineering may elect to concentrate in these areas. In addition, the department offers graduate certificates in military operations research and computational modeling. The MS program prepares students for research and professional practice in the formulation, analysis, and computer implementation of mathematical models of operational systems. Major components of the program are mathematical programming, queuing and network theories, computer simulation and modeling, applied and computational probability, and the application of these components to realistic problems.

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G. Collegiate ORSA Education (University of Alabama Huntsville)

1. Masters of Science in Operations Research: (University of Alabama Huntsville), Huntsville, AL (36 Hours)
2. Target Career Phase: All Levels
3. Description: The Master of Science in Operations Research program is concerned with optimization, stochastic systems analysis, and operations research applications. Areas of application include large-scale systems analysis, analysis of urban and socioeconomic systems, and management sciences. Program modules include: Introduction to Operations Research, Systems Modeling, Introduction to Digital Simulation, Linear Programming, Reliability Engineering, System Simulation etc.

H. CP36 ORSA Professional Development: AORS

1. Army Operations Research Symposium (AORS), Fort Lee, VA (2Days)
2. Target Career Phase: All Levels
3. Description: AORS occurs once each year. It is a two-day event that provides an excellent opportunity for Army Operations Research analysts to meet with their colleagues, present their best work, and exchange professional knowledge, experiences, and insights. The symposium provides a forum for sharing information and experience gained from ongoing and recently completed analyses. It also exposes practitioners to constructive critique and, in general, broadens the perspective of the analytical community.

I. CP36 ORSA Professional Development: MORSS

1. Military Operations Research Society Symposium (MORSS), Location Varies, (4 Days)
2. Target Career Phase: All Levels
3. Description: The annual MORSS Symposium has been the premier opportunity for the national security community to exchange information, examine research and discuss critical national security topics. Held in various locations in June of each year, the symposium gathers over a thousand OR professionals from military, government, industry and academic to share best practices and peer-to-peer networking. Learning opportunities are offered in the Monday tutorials and are followed by three information-packed days of working group sessions. The Symposium is an opportunity to stay current and get ahead. During the Symposium, work in progress and work completed is shared.

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J. CP36 ORSA Professional Development: INFORMS

1. Institute for Operations Research and the Management Sciences (INFORMS)
Location Varies, (4 Days)
2. Target Career Phase: Management
3. Description: The mission of INFORMS is to lead in the development, dissemination and implementation of knowledge, basic and applied research and technologies in operations research, the management sciences, and related methods of improving operational processes, decision-making, and management. To those ends INFORMS declared that it would strive to: a. support efforts to extend, unify and integrate related branches of knowledge and practice; b. support the free interchange of information relevant to the purposes of the Institute; c. promote greater use of this knowledge by all organizations and the general public; d. encourage the education of students and the continuing education of practitioners in these fields of knowledge; and promote high professional standards and integrity in all work done in the field.

K. Distance Learning GMU – Introduction to Decision Analysis

1. Introduction to Decision Analysis (PEVS 0505): George Mason University (GMU), Fairfax, VA; (Self-paced) via Distance Learning
2. Target Career Phase: Entry Level
3. Description: The series of twelve non-credit online synchronous short courses and the related certificate program, Introduction to Systems Engineering and Operations Research (SEOR), offers an opportunity for engineering professionals to increase their technical knowledge of systems engineering and operations research and to enhance their ability to engineer, optimize, plan, integrate, and manage the design of complex systems.

L. Distance Learning GMU – Introduction to Operations Research: Optimization

1. Introduction to Operations Research: Optimization (PEVS 0501): George Mason University (GMU), Fairfax, VA; (Self-paced) via Distance Learning
2. Target Career Phase: Entry Level
3. Description: This course introduces the generally accepted principles of optimization, concentrating on linear and integer programming and associated models. The course provides an overview of methodologies, and resources for the analyst at various levels of experience. The focus is on optimization from a practitioner's perspective, concentrating on the art of modeling while surveying the science of solution methodologies. The course provides students with an understanding of the foundations of quantitative and qualitative analysis for the decision-making process, emphasizing the generation and evaluation of very large numbers of alternatives.

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M. Distance Learning AFIT – Introduction to Probability & Statistics

1. Introduction to Probability and Statistics (STAT 583): Air Force Institute of Technology (AFIT), Dayton, OH; (Self-paced) via Distance Learning
2. Target Career Phase: Entry Level
3. Description: Basic concepts of probability and statistics with computer science applications are covered. Topics include permutations and combinations; random variables; probability distributions; estimation and confidence intervals; hypothesis testing.

N. Distance Learning AFIT – Quantitative Modeling

1. Quantitative Modeling (LOGM 593): Air Force Institute of Technology (AFIT), Dayton, OH; (Self-paced) via Distance Learning
2. Target Career Phase: Entry Level
3. Description: This is an introductory course in operations research/management science. The course develops the fundamentals of building and using computer-based models to investigate the behavior of systems. Major topics covered include linear and integer programming, multiple objective optimization, and discrete event simulation. Emphasis is on understanding the mathematical concepts, their underlying assumptions, and associated terminology. Students will be expected to demonstrate their ability to identify applications, formulate appropriate models, and obtain and interpret analytical results. The focus is on managerial decision making.

O. Distance Learning UNC – Business Decision Modeling

1. Business Decision Modeling (OMGT 3223): University of North Carolina (UNC) Chapel Hill, NC; (Self-paced) via Distance Learning
2. Target Career Phase: All Levels
3. Description: Managerial problem solving and decision making skills using quantitative methods and computer skills. Registration preference given to declared and intended majors with a minimum 2.5 GPA.

P. Distance Learning Texas Tech – Statistical Data Analysis

1. Statistical Data Analysis (IE 5344): Texas Tech University, Lubbock, Texas; (Self-paced) via Distance Learning
2. Target Career Phase: All Levels

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3. Description: Exploratory data analysis, graphical displays and analysis. Linear and nonlinear regression, response surfaces. Selected mainframe and microcomputer packages.

Q. Industry Distance Learning MathWorks – Computational Mathematics Tutorial

a. Computational Mathematics Tutorial: MathWorks; (160 Minutes) via Distance Learning

b. Target Career Phase: All Levels

c. Description: Learn to use MATLAB and Optimization Toolbox™ for applying numerical methods. Start now! Some knowledge of MATLAB and Simulink is required; the MATLAB and Simulink tutorials fill this prerequisite. Includes Linear Algebra, Solving Ordinary Differential Equations, Data Fitting and Working with Nonlinear Equations. Learn using interesting case studies, such as medical imaging, web page ranking, commodities pricing, spacecraft landing, and electricity consumption data.

R. Distance Learning GMU - Systems Definition and Cost Modeling (SYST 510)

1. Systems Definition and Cost Modeling (SYST 510): George Mason University (GMU), Fairfax, VA; (Self-Paced) via Distance Learning.

2. Target Career Phase: All Levels

3. Description: - Comprehensive examination of methods and processes for the identification and representation of system requirements. Investigation of the systems acquisition life cycle with emphasis on requirements definition, including functional problem analysis. Examination of the systems engineering definition phase including requirements, problem analysis, definition, and functional economics. Specification of functional and nonfunctional requirements, and associated requirements proto-typing. Functional economic analysis, including the use of prevailing cost estimation models and planning and control of common operating environments. Lecture and group project including creation of requirements and use of cost estimation model. Prerequisite(s): Graduate standing. Hours of Lecture or Seminar per week: 3 Hours of Lab or Studio per week: 0; Offered: Fall, Spring.

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V. Other Short Term Competitive Training for All CP36 Careerists

Training that is 120 calendar days or less is considered short-term training. Training instances may include, but are not limited to, professional workshops, seminars, and university courses. Workshops and seminars must have a demonstrated training purpose and must be documented in this ACTEDS Plan for CP36 or in the Individual Development Plans, or requested 60 days in advance.

A. Planning, Programming, Budgeting Execution System

1. Planning, Programming, Budgeting Execution System (PPBES), USA Finance School, Fort Jackson, SC; (1 Week)
2. Target Career Phase: Specialist/Journeyman/Manager level. Students in positions requiring knowledge of PPBES.
3. Description: This is a one week, four days course. The course covers Resource Management organizations and functions; budgeting, review and analysis, RDA management, special appropriations management; commercial activities; cost analysis; economic analysis; installation management programs; total Army quality; commitment and obligation principles and rules; manpower and force structure management; management controls; auditing, flow, receipt and administrative control of funds; fiscal code; working capital funds. This course is offered at the USA Finance School, Fort Jackson, SC.
4. Purpose: To provide the student with knowledge of PPBES at the intermediate level.

B. Contracting Officer's Representative

1. Contracting Officer's Representative (COR): Army Logistics Management College (ALMC), Fort Lee, VA; (1 Week)
2. Target Career Phase: This course is opened to any personnel who work with contractors in their daily functional areas.
3. Description: ALMC provides training to individuals so they can be certified by their contracting officer to become CORs. Discussions focus on services, supplies medical and construction contracts. The course is designed to help the student become familiar with statutory laws and regulations that govern the contracting process with emphasis on the Federal Acquisition Regulation and Defense Federal Acquisition Regulations.
4. Purpose: This course provides the student with an overview of the contracting process, with the major emphasis in contract administration.

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C. Capabilities Development Course

1. Capabilities Developments Course: Army Logistics Management College, Fort Lee, VA; (2 Weeks)
2. Target Career Phase: Civilian personnel (specialist/journeyman/managers in the fields of 132 (intelligence), 301 (general), 343 (management), 345 (program), 346 (logistics management), 393 (communications), 801 (engineer), 803 (safety engineer), 1515 (operations research), or other appropriate career fields. NOTE: Interns must attend ALMC-TI [Combat, Training, Doctrine Developers Integration Course (CTDDIC)] prior to attendance at the Combat Developers Course. All CP 36 personnel at the targeted grade levels are eligible to compete for these programs. The nomination and selection process is managed through the chain of command, by the Office of the Assistant Secretary of Army (Manpower and Reserve Affairs) (OASA (M&RA)).
3. Description: The processes covered in this course focuses on determining, documenting, and processing war fighting concepts, future operational capabilities, and doctrine, organization, training, materiel, leader development, personnel and facilities (DOTMLPF) requirements. This course concentrates on inputs to the joint capabilities integration and development system (JCIDS) process; its sub-process and products; its relationship to the planning, programming and budget execution systems (PPBES); and its relationship to the acquisition process. The PPBES is presented as the means of prioritizing, funding, integrating and synchronizing solutions to the identified need. The JCIDS process and the acquisition process (materiel life cycle model) provide the structure used to tie together blocks of instruction in the course. During this course, students are organized into an integrated concept team (ICT). In the ICT forum, teams will research problems, prepare documentation, and present briefings needed to initiate solutions to achieving actual operational capabilities. Students also gain familiarity with various TRADOC and other acquisition organizations they will interact with during their assignment as combat developers. This is a two-week course. (See http://www.almc.army.mil/ALU_COURSES/ALMCCD-MAIN.htm for more information)
4. Purpose: This course provides knowledge on the processes used to achieve desired joint and Army war fighting capabilities needed for the 21st century.

D. Combat, Training & Doctrine Developers Integration Course

1. Combat, Training and Doctrine Developers Integration Course: Army Logistics Management College, Fort Lee, VA; (Resident 2-Weeks; Distributed Learning – 13 Weeks)
2. Target Career Phase: CP 36 interns (This is a CP 32 course, but it is open to interns from other career programs. The nomination and selection process is managed through the chain of command, by the Office of the Assistant Secretary of Army (Manpower and Reserve Affairs) (OASA (M&RA)).

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3. Description: This course will provide the doctrine developers, combat developers and training developers with skills and knowledge to integrate the basic concepts and principles of doctrine, combat and training developments as part of the requirements determination and acquisition process. The course will orient students to the relationships of the three disciplines and the efficiencies to be gained by coordinating and integrating requirements throughout the planning process. The course will provide a foundation for subsequent courses that address the technical aspects of each discipline.
4. Purpose: To provide interns with knowledge of Combat, Training and Doctrine Development.

E. Basic Force Management Course

1. Basic Force Management Course - The Army Force Management School, Fort Belvoir, VA; (2 Weeks)
2. Target Career Phase: Below the Journey level. The nomination and selection process is managed through the chain of command, by the Office of the Assistant Secretary of Army (Manpower and Reserve Affairs) (OASA (M&RA)).
3. Description: This is a two-week course. This course is designed to educate and train military and civilian personnel in the basics of Army Force Management. The course provides instruction in functions and processes employed in raising, provisioning, sustaining and maintaining, training and resourcing the Army. Instruction includes the "why" and "how to" of determining force requirements and alternative means of resourcing in order to accomplish Army functions and missions. The lessons provide a systematic investigation/overview of "How the Army Runs". The course familiarizes students with force management processes, from the determination of force requirements to the resourcing of requirements including the allocation of resources and the assessment of their utilization in order to accomplish Army functions and mission in a joint/combined environment.
4. Purpose: Educate and train military and civilian personnel with the "why" and "how to" of determining force requirements and alternative means of resourcing, in order to accomplish Army functions and missions.

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VI. Other Long-Term Competitive Training for All CP36 Careerists

Long-term training (LTT) and education is training to which an employee is assigned on a continuous, full-time basis for more than 120 calendar days. The assignment may be at either government or non-government facilities and may include both formal training programs and strategically planned career assignments. Long-term training enables employees to stay abreast of changes and innovations in their occupational fields, learn new skills or develop/improve abilities needed in current or future positions and meet emerging Army requirements.

The following are descriptions of the principal Army-wide competitive training programs. All CP 36 careerists at the targeted grade levels are equally eligible to compete for these programs. For the Senior Service Colleges and Fellowships, the nomination and selection process is managed through the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs (OASA M&RA)). Additional details are included in the "ACTEDS Training Catalog," updated each fiscal year by the OASA (MR&A) and distributed through civilian personnel channels. The catalog is also available on the World Wide Web. The address is <http://www.cpol.army.mil/>.

A. National War College

1. National War College (NWC): Fort McNair, Washington, DC; (10 Months)
2. Target Career Phase: Manager/5 slots Army-wide; 4 for DLAMP
3. Description: The curriculum focuses on broad-based national security decision-making for senior policy makers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events. The curriculum consists of interrelated courses that are presented in a balanced mix of seminars and lectures. The program employs the case-study method, complemented by extensive student reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program.
4. Purpose: To prepare selected personnel for high-level policy, command, and staff responsibilities by acquiring knowledge of national security strategy.
5. Executive Core Qualification(S) (Associated OPM Leadership Competencies):
 - a. Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
 - b. Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
 - c. Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
 - d. Business Acumen (Financial Management, Technology Management, Human Resources Management)

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e. Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

6 Nomination Procedures: Minimum grade GS-14 or pay band. Suspense dates (usually November 1 of each year to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA)). Candidates nominated for this course must build in sufficient lead-time based on Installation and ACOM level approval processes.

B. Industrial College of the Armed Forces

1. Industrial College of the Armed Forces (ICAF): Fort McNair, Washington, DC; (10 Months)

2. Target Career Phase: Manager/16 slots Army-wide; 7 for DLAMP

3. Description: The curriculum focuses on broad-based national security decision-making for senior policy makers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events. The curriculum consists of interrelated courses that are presented in a balanced mix of seminars and lectures. The program employs the case-study method, complemented by extensive student reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program.

4. Purpose: To prepare selected personnel for senior leadership and staff positions by conducting postgraduate, executive-level courses of study and associated research dealing with the resource component of national power, with special emphasis on materiel security strategy for peace and war.

5. Executive Core Qualification(s) (Associated OPM Leadership Competencies):

a. Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)

b. Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)

c. Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)

d. Business Acumen (Financial Management, Technology Management, Human Resources Management)

e. Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

6. Nomination Procedures: For grades GS-14/15 or pay band equivalent. Suspense dates (usually 1 November of each year to the OASA (M&RA)/civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA)). Candidates

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nominated for this course must build in sufficient lead-time based on Installation and ACOM level approval process.

C. Army War College

1. Army War College (AWC): Carlisle Barracks, PA – Resident; (10 – 12 Months)
2. Target Career Phase: Manager/14 slots Army wide; 4 for DLAMP
3. Description: Ten to twelve month professional development course focusing on the role of land power, as part of a joint or combined force, in support of the US national military strategy. The curriculum emphasizes theory, concepts, systems and the national security decision-making process. It teaches through numerous case studies, exercises and war games. The student seminar group is the fundamental learning vehicle at the school. Nomination procedures: For grades GS-14/15 and high potential GS-13s or equivalent grades. Suspense dates (usually 1 November of each year) to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA). Candidates nominated for this course must build in sufficient lead-time based on Installation and ACOM level approval process.
4. Purpose: To prepare selected personnel for leadership responsibilities in a strategic security environment during peace and war.
- 5 Executive Core Qualification(s) (Associated OPM Leadership Competencies):
 - a. Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
 - b. Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
 - c. Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
 - d. Business Acumen (Financial Management, Technology Management, Human Resources Management)
 - e. Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

D. Army War College

1. Army War College (AWC) - Corresponding Studies - (2 Years)
2. Target Career Phase: Manager/9 slots Army wide ; 7 for DLAMP
3. Description: Two year professional development course, including 22 resident academic days during midcourse and end-of-course periods.
4. Purpose: To prepare selected personnel for leadership responsibilities in a strategic security environment during peace and war.

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5. Executive Core Qualification(s) (Associated OPM Leadership Competencies):
 - a. Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
 - b. Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
 - c. Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
 - d. Business Acumen (Financial Management, Technology Management, Human Resources Management)
 - e. Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

6. Nomination Procedures: For grades GS-14/15 and high potential GS-13s or pay bands equivalents. Suspense dates (usually 1 November of each year) to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA).

E. Command and General Staff Officer Course

1. Command and General Staff Officer Course (CGSOC), Fort Leavenworth, KS

2. Target Career Phase: GS 13-14 or pay band equivalents

3. Description: The Command and General Staff School (CGSS) curriculum addresses the contemporary operating environment and provides instruction addressing full spectrum Army Joint, Interagency and Multinational environment. You will find the courseware challenging, thought provoking, and interesting. Upon graduation you will find yourself better prepared to operate across the broad spectrum of operations demanded of today's field grade officer. Throughout this circular the words "he" and "his" represent both the masculine and feminine genders unless otherwise specifically stated. The goals of the college are to 1) educate leaders; 2) act as executive agent for leader development; 3) develop doctrine; and promote and support advancement of military art and science.

4. Purpose: The US Army CGSC develops leaders prepared to execute full spectrum joint, interagency, intergovernmental, multinational operations, advances the profession of military art and science, and supports operational requirements.

5. Executive Core Qualification(S) (Associated OPM Leadership Competencies):
 - a. Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
 - b. Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)

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- c. Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- d. Business Acumen (Financial Management, Technology Management, Human Resources Management)
- e. Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

F. Secretary of the Army Research and Study Fellowships

1. Secretary of the Army Research and Study Fellowships (SARSF), Washington, DC
2. Target Career Phase: GS-12 and above
3. Description: Fellowships may be awarded to include study or research at institutions of higher learning or in comparable educational/research environments that best support the project. Proposed projects must indicate a high potential value to the Army and benefit the applicant as well. The applicant must be able to complete the project within the time proposed.
4. Purpose: Fellowships are granted with the intent to: support study and research on selected projects relevant to Army's mission; develop and increase the use of the best talents among Army career civilians; and support basic creativity of selected individuals.
4. Executive Core Qualification(s) (Associated OPM Leadership Competencies):
 - a. Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
 - b. Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
 - c. Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
 - d. Business Acumen (Financial Management, Technology Management, Human Resources Management)
 - e. Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)
5. Nomination Procedures: For grades GS-12 and above or pay band equivalents. Suspense dates (usually 1 November of each year) to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA).

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VII. Academic Degree Training (ADT)

The CP 36 Functional Chief Representative (FCR) can recommend approval of job related ADT to the Assistant Secretary of the Army (Manpower & Reserve Affairs) who has final approval authority for ADT. CP36 funding can support training at various colleges and universities to provide professional development opportunities. ADT provides a valuable learning experience and competitive edge for future advancement in leadership positions to those attending. It is also a useful means to cultivate equal employment opportunity objectives for minorities, women and disabled employees. Tuition and book costs are centrally funded. Per diem and travel expenses are funded on a case by case basis. Generally it is easier to approve university LLT in a careerist's local area so that per diem and travel will not be required.

ADT is competitively available to CP 36 Army GS-11 civilians and above (GS-9 by exception), with 3 years of civilian service with the Army. Careerists develop their own course of study with a local college or university. Courses to be studied are flexible depending on the background of the CP 36 careerists and advice or recommendations made by their immediate supervisor. Studies may be pursued full-time or part-time.

Careerists must complete an application packet comprising of the following forms that can be found at this link: http://cpol.army.mil/library/train/catalog/pkt_adt.html

- Academic Degree Training Application Form - For ACTEDS Funding
- Nominee's Statement of Interest (500 words or less)
- Letter of Acceptance from Accredited institution
- Continued Service Agreement - On line
- Ethnicity and Race Identification Form (SF 181) - On line
- Resume (includes list of government-sponsored training and individual courses funded by ACTEDS)
- Academic Degree Plan Form - On line
- Supervisor's Validation of Requirement: Utilization Plan (NTE 500 words) - On line
- Career Program Functional Review Form - On line
- Request for Central Resource Support Form - On line
- Other Career Program unique documents
- Endorsement from the Commander or designated representative of the appropriate Army Command (FORSCOM, TRADOC, AMC), Service Component Command, or Direct Reporting Unit. Employees who work for an Army Staff Principal, Headquarters Department of the Army, the Army Staff, or a Program Executive office must obtain endorsement from the Administrative Assistant to the Secretary of the Army (AASA).
- Other Command unique documents
 - Most recent performance appraisal
 - Endorsement cover letter on letter head

Typical CP36 ADT opportunities include:

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A. Bachelor of Science Degree in M&S Engineering

1. Bachelor of Science Degree in Modeling and Simulation Engineering; Old Dominion University, Norfolk, VA
2. Description: In order to receive a bachelor's degree in M&S engineering, a student will be required to earn a total of 128 credit hours, which is in line with undergraduate engineering programs nationally. The program will require 41 credit hours of course work in modeling and simulation engineering core subject areas; 32 credit hours of course work in math and science; 37 credit hours of general education course work; 11 credit hours of additional requirements and elective course work; and a seven-hour capstone experience. This program will become available in the Fall of 2010.
3. Purpose: With the spread of computer technology in the 1990s, the applications for M&S technology have expanded to many fields, from medicine to disaster preparedness.

B. Master of Engineering and Master of Science in M&S

1. Master of Engineering and Master of Science, Study in Modeling and Simulations-Old Dominion University, Norfolk, VA; (30 Credit Hours)
2. Description: The Master of Engineering and the Master of Science in Engineering with a Concentration in Modeling and Simulation each require 30 hours of graduate credit. The Master of Science in Engineering with a Concentration in Modeling and Simulation requires six hours of thesis credit. The Master of Engineering with a Concentration in Modeling and Simulation requires three hours of credit through a capstone course. In addition to the thesis and capstone requirement, 12 credit hours of foundation courses and 3 credit hours of graduate-level statistics are required. Foundation courses focus on the topics of discrete-event simulation, systems modeling, project management, and human/computer interaction. Nine to twelve (9 to 12) elective credits are necessary to complete the degree requirements. The Graduate Program Director works with each student to select the courses that both meet the needs of the student and also follow an acceptable and appropriate theme.
3. Purpose: These degree programs have the objectives of being integrative across disciplines, discovery producing, and job-oriented. A significant resource to the program is the Virginia Modeling, Analysis and Simulation Center (VMASC) whose primary purposes include the advancement of the state-of-the-art in modeling and simulation through research and development and the transfer of modeling and simulation technology to industry, education, and government. Numerous industrial partners as well as local Department of Defense organizations, including the Joint Training Analysis and Simulation Center (JTASC) and other elements of the Joint Forces Command, the U.S. Air Force, the U.S. Army, and the U.S. Navy, share constituent interest in this center.

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C. Master of Engineering in M&S

1. Master of Engineering in Modeling and Simulation; Arizona State University Tempe, Arizona; (30 Credits Hours)

2. Description: The Master of Engineering degree program offers an area of study in Modeling & Simulation at ASU (Arizona State University). This track offers specialized courses founded on the fundamentals and principles of simulation modeling and software engineering. The applications of modeling and simulation (M&S) incorporate state-of-the-art engineering advances with a focus on systems of the future. The main academic emphasis includes defense applications, large-scale computer and supply chain networks, software factory, and intelligent systems. Students will learn about key technical barriers faced by government organizations - e.g., those set to institutionalize M&S such as MSCO (Modeling and Simulation Coordination Office), - and others in developing increasingly complex decision-making systems. In addition, students will become skilled in M&S science, enabling them to engineer novel solutions for multifaceted problems that the Departments of Defense and Homeland Security, commercial industries, and private and non-profit agencies must contend with.

3. Purpose: Advancements within computer science and engineering are accelerating rapidly, challenging the visionary engineer to find a place in the intensely competitive world of high technology. The online graduate professional program will connect you to the challenges of global integration and prepare you for the many exciting career possibilities the 21st century promises.

D. Modeling, Virtual Environments and Simulation (MOVES)

1. Master of Science (M.S.) and Doctor of Philosophy (Ph.D), Modeling, Virtual Environments and Simulation (MOVES); Naval Postgraduate School MOVES Institute, Monterey, CA; (2 Years).

2. Description: The Modeling, Virtual Environments and Simulation (MOVES) Academic Program of the Naval Postgraduate School provides the MS and Ph.D. student both fundamental and specialized courses in applied visual simulation technology and the application of quantitative analyses to human-computer interaction in simulation technology. The MS program is a two-year, eight-quarter program whose core covers the fundamentals of computer science, human-computer interaction, and data analysis. These topics include object-oriented programming, artificial intelligence, computer communications and networks, computer graphics, virtual worlds and simulation systems, probability, statistics, stochastic modeling, data analysis, human-performance evaluation and human-behavior modeling. Specialization by the MS student is accomplished by completing course blocks providing depth in a selected area. There are eight blocks available of which the student must select three. Once the MOVES core courses have been taken and while the specialization courses are underway, the final step in the MS degree is the completion of a written thesis. This thesis is usually conducted on a research problem specified by a MOVES faculty thesis advisor. MOVES has a

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program leading to the degree Doctor of Philosophy. Areas of special strength in the group are networked virtual environments, adaptable software agents, human factors in virtual environments, physically based modeling for virtual environments, modeling human and organizational behavior, discrete-event systems modeling, data and model visualization, and combat modeling.

3. Purpose: This curriculum is designed for research, application and education in the grand challenges of modeling, virtual environments, and simulation. The research product directions include 3D visual simulation and networked virtual environments, computer-generated autonomy and computational cognition, human-performance engineering and Immersive technologies, Game-based simulation, learning and analysis, and combat modeling and analysis.

E. Masters in Operations Research

1. Military Operations Research Master's Degree, George Mason University, Fairfax, VA.

2. Description: The Department offers a master's degree in operations research with a concentration in military operations research. The program is designed to provide the knowledge, tools and techniques necessary to support military decision making with quantitative analysis. Our students include active-duty military personnel, government employees, and commercial contractors both domestic and from abroad.

3. Purpose: The program focuses in particular on analysis to support defense decisions at the national level, a focus most pertinent in the Washington DC area. There is also a certificate program appropriate for students who cannot complete all the requirements for a master's degree in operations research, but who want concentrated study in military modeling. It is also appropriate for those who already possess a quantitative master's degree and want concentrated studies in military modeling.

F. Masters of Science in Operations Research

1. Masters of Science in Operations Research, Georgia Tech, Atlanta, GA (30 Credits Hours)

2. Description: Students will typically satisfy this requirement with 6000-level coursework that is traditionally identified with and clearly supports the stated degree concentration of "Operations Research". In addition to relevant Industrial and Systems Engineering offerings, courses may be taken in other fields such as computing and mathematics. Selected courses at the 4000-level may be allowed subject to the approval of the student's advisor and the Associate Chair for Graduate Studies.

3. Purpose: Regarding prerequisite coursework for the masters degree in Operations Research, it is to be understood that candidates pursuing any of the the degree should have or be willing to attain a mathematics background essentially equivalent to the first

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two years of an engineering degree, including exposure to a course in linear algebra. In addition, solid undergraduate-level courses in probability, statistics, and the fundamental methodologies of operations research will be required before enrolling.

G. Masters of Science in Operations Research

1. Masters of Science in Operations Research, Florida Institute of Technology, Melbourne, FL (30 Credits Hours)

2. Description: The Master of Science in Operations Research offers concentrations that emphasize those areas of application most in demand in today's job market. Graduates have skills that include probability and statistics, deterministic and stochastic models, optimization methods, computation and simulation, decision analysis and the ability to effectively communicate with clients and managers. In addition, graduates have a breadth of knowledge that allows them to work in teams, interacting with people who bring different expertise to a problem. All areas involve expertise with standard computer software packages.

3. Purpose: The program's curriculum is designed to provide breadth with some flexibility to accommodate the diversity of backgrounds typically found in an operations research program. Greater flexibility is provided for the elective courses beyond the core. A student has the choice of developing greater depth in one area of specialization, aiming at eventual research in that area, or continuing to develop breadth across more than one area.

H. Masters of Science in Operations Research

1. Masters of Science in Operations Research (MSOR), Kansas State University (30 Credit Hours)

2. Description: Actual degree requirements will be summarized on an approved plan of study. Some general guidelines include: at least 60 percent of classes must be above 700 level, no more than 6 hours can be taken from outside the department without prior permission, courses in the Industrial and Manufacturing Systems Engineer (IMSE) department must be above the 600 level, courses outside the department must be above the 500 level, no more than 6 hours can be taken at the 500 level, no course can count as both a core course and an additional operations research course, and students are required to enroll in the graduate seminar each semester. The MSOR program can be completed with either a thesis or coursework only option. Both options require the completion of 30 graduate credit hours. The MSOR degree is offered to on-campus and to a limited number of off-campus students through distance learning media.

3. Purpose: the MSOR curriculum expands the methodologies available for solving decision problems in engineering, economics, business and social systems. Incorporates applied mathematics and computer technologies into solution methods.

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I. Doctor of Philosophy in Engineering with a concentration in M&S

1. Doctor of Philosophy in Engineering with a concentration in Modeling and Simulation; Old Dominion University, Norfolk, VA; (Coursework - 24 Credit Hours) – (Dissertation Research – 24 Hours)
2. Description: A major focus of the Ph.D. degree is the conducting of independent, original research in an area of modeling and simulation. The program of study for the modeling and simulation concentration is developed with the approval of the student's advisor and advisory committee. The program shall consist of a minimum of 24 credit-hours of course work beyond the Master's degree plus 24 hours of dissertation work.
3. Purpose: The Modeling and Simulation Ph.D. Program is for students who have completed bachelor's and/or master's degrees in a science and/or engineering based discipline with heavy emphasis on analytical models and analysis. Fields could include all engineering disciplines, physics, chemistry, psychology (human factors), economics, as well as certain life and earth sciences.

J. Doctor of Philosophy in M&S

1. Doctor of Philosophy in Modeling and Simulation; Master of Science, Modeling and Simulation, University of Central Florida, Orlando, FL; (At least 30 Credit Hours)
2. Description: The Master of Science (M.S.) in Modeling and Simulation prepares scientists who can work with interdisciplinary teams to use simulation and modeling in solving important problems in both the public and private sectors. The Doctor of Philosophy (Ph.D.) in Modeling and Simulation is primarily intended for students with an academic or work background in mathematics, engineering, or computer science who wish to pursue a career in academia, defense, entertainment, or manufacturing.
3. Purpose: Input from industry and government M&S users and developers have been instrumental in identifying the key competencies for M&S professionals and have been critical to the development of this curriculum. The purpose of simulation is to evaluate the behavior of the human(s), organization, equipment, and/or systems under study through the evaluation of output from the corresponding simulation construct. Due to the scale and complexity of modeling and simulation, practitioners have developed both generalized and specialized skills, and this curriculum comprises both.

K. MS & PhD in M&S

1. Master of Science (M.S.) and Doctor of Philosophy (Ph.D), Modeling and Simulation; the Center for Modeling, Simulation, and Analysis, University of Alabama, Huntsville (2 years)

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2. Description: Two options are available for the master's degree: The thesis option requires completion of 24 credit hours of course work and 6 credit hours of thesis research, for a total of 30 credit hours. The non-thesis option requires completion of 33 credit hours of course work and a final comprehensive examination. The graduate Studies policies on transfer courses and degree timelines apply. (For more information, see http://catalog.uah.edu/preview_program.php?catoid=5&poid=375&returnto=97)

3. Purpose: This curriculum is designed for research and development in modeling and simulation and systems engineering. The Mast of Science in M&S program prepares students for careers as simulation professionals in government and industry, teachers of modeling and simulation at the high school or junior college level, and advanced graduate studies in modeling and simulation or related disciplines. The program of study includes a required set of core courses addressing M&S fundamentals and a set of approved elective courses facilitating a more detailed study of M&S fundamentals or addressing application areas for M&S.

L. Doctor of Philosophy in Operations Research

1. Doctor of Philosophy in Operations Research; Florida Institute of Technology, Melbourne, FL

2. Description: The doctoral program in operations research does not fall within the traditional boundaries of a single discipline. The scope is broad and interdisciplinary. Consequently, every course in a student's program of study is evaluated in terms of how it complements other courses and provides breadth and depth to the program. Considerable latitude is permitted in course selection, provided the core requirements for operations research/mathematics/computation are met. The remaining courses are selected in collaboration with the doctoral committee according to the interests and research objectives of the student.

3. Purpose: The doctor of philosophy program provides a more advanced level of education, as well as demonstrated ability to perform independent research. These additional strengths should qualify the graduate for vital positions of leadership in industry, business, government and academia.

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VIII. Courses for New SES Members and Executive Professionals

Statute requires the continuing professional development of SES members. The SES Development Program is customer-focused and combines mandatory and optional institutional training, operational assignments, and self-development activities. Mandatory development courses facilitating the transition to SES are:

A. APEX Orientation Program Objectives - HQDA, Washington, DC; (2 Weeks)

1. Target Career Phase: Mandatory General Officers and SES Members (within 1 year of appointment to the SES)
2. Description: The program addresses issues and topics of common concern, regardless of Component affiliation including DOD goals and priorities; the Joint Chiefs and Joint Commands; Component plans and perspectives; Service structures; acquisition; budget and financial administration; personnel and resources; leadership; evolving issues; logistics; diversity; ethics; integrity; conflict of interest; and protocol. The program includes a one-week residential seminar and a week of travel to four Unified Combatant Commands and neighboring military week is to enhance the participants' knowledge of the joint military environment and give them a greater appreciation of the roles and responsibilities of U.S. service members.
3. Purpose: The objective of the APEX orientation course is to improve the newly appointed executive's effectiveness on the job through enhanced leadership and decision making strategies, an increased understanding of the Department's structure and processes critical to its operation, the integration of DOD and Component priorities, and by fostering a sense of jointness.
4. Executive Core Qualification(s) (Associated OPM Leadership Competencies):
 - a. Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
 - b. Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
 - c. Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
 - d. Business Acumen (Financial Management, Technology Management, Human Resources Management)
 - e. Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

B. Force Management Course for Senior Leaders: Army Force Management School, Humphreys Hall Fort Belvoir, VA 22060; (1 Week)

1. Target Career Phase: Executive/General Officer (within one year of appointment to the SES)

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2. Description: The school will provide information packets approximately four weeks prior to the course date.
3. Purpose: To familiarize senior leaders with the how and why of determining force requirements and alternative means of resourcing requirements in order to accomplish Army functions and missions as related to their executive management positions within the joint/combined arena.
4. Executive Core Qualification(s) (Associated OPM Leadership Competencies):
 - a. Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
 - b. Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
 - c. Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
 - d. Business Acumen (Financial Management, Technology Management, Human Resources Management)
 - e. Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

C. Senior Executive Diversity Awareness Training (SEDAT) - Defense Equal Opportunity Management Institute (DEOMI). Patrick AFB, FL 32925-3399; (2 Days)

1. Target Career Phase: Executive/General Officer (within one year of appointment to the SES)
2. Description: DEOMI will provide information packets approximately four weeks prior to the course date. Participants will be asked to complete an EO/EEO Climate Survey prior to course date.
3. Purpose: To enhance the leadership skills required to manage a diverse workforce effectively.
4. Executive Core Qualification(s) (Associated OPM Leadership Competencies):
 - a. Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
 - b. Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
 - c. Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
 - d. Business Acumen (Financial Management, Technology Management, Human Resources Management)
 - e. Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

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D. Leadership at the Peak (LAP), Center for Creative Leadership, Colorado Springs, Colorado; (5 Days); Davos, Switzerland

1. Target Career Phase: For executives with 15-plus years of management experience, who have leadership responsibility for 500 or more people and/or executive staff functions. Admission is by application only.
2. Description: This dynamic program blends self-discovery, self-development and fitness activities and sets it all against a backdrop of real-world business themes.
3. Purpose: This program gives top executives a comfortable, secure environment in which to evaluate their leadership style and effectiveness and focus on high-level challenges in the company of their peers. It is one of the most highly regarded programs of its kind in the world.
4. Executive Core Qualification(s) (Associated OPM Leadership Competencies):
 - a. Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
 - b. Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
 - c. Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
 - d. Business Acumen (Financial Management, Technology Management, Human Resources Management)
 - e. Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

E. Army Senior Leader Communications Workshop, Office of the Chief of Public Affairs, Pentagon; (3 Hours)

1. Target Career Phase: Senior Leaders
2. Description: Each senior leader spends approximately an hour in the workshop with one of the Army's top media trainers, discussing skills and techniques needed for successful interviews. Next, its time to put the skills to the test. You will have the opportunity to be interviewed in three or four relevant scenarios. After taping each interview, the facilitator will review and critique the tape with you, offering helpful tips on how to improve for the next interview.
3. Purpose: An extensive, individualized training program is developed for each participant using scenarios and issues relevant to their area of expertise and experience.
4. Executive Core Qualification(s) (Associated OPM Leadership Competencies):
 - a. Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)

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- b. Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- c. Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- d. Business Acumen (Financial Management, Technology Management, Human Resources Management)
- e. Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

F. Senior Manager's Course in National Security, George Mason University (2 Week Resident Course) (Old information, please update)

1. Target Career Phase: Executive/General Officer
2. Description: This two-week course is targeted to personnel assigned to designated National Security Professional positions at GS-14/15 or equivalent levels. It is held in Washington, DC, and includes site visits and briefings from policy-makers. The course systematically examines the forces that influence U.S. national security decision-making: the interagency process, the wider policy community, and threats in the international arena. It also focuses on developing three critical areas:
 - National Security Management Skills: through a range of specially developed sessions in the analytical tools and techniques of policy analysis.
 - Foundational Knowledge: through instruction, active learning, policy briefings, and table-top exercises focused on the defense environment.
 - Understanding of Key Issues: through instruction, policy briefings, and site visits.

Participants will fully utilize Washington, DC, with site visits and briefings by policy makers. A central case study will be used to improve management skills and prepare participants for the culmination of the course, a one-day simulation exercise, which requires successfully utilizing the substantive expertise and analytical skills developed during the course.

For further information, go to the National Security Studies website at <http://www.gwu.edu/~nssp/>

3. Executive Core Qualification(s) (Associated OPM Leadership Competencies):
 - a. Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
 - b. Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
 - c. Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
 - d. (d) Business Acumen (Financial Management, Technology Management, Human Resources Management)

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- e. Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

G. Harvard University Program for Senior Executive Fellows (SEF): John F. Kennedy School of Government, Harvard University, Cambridge, MA 4 Weeks

- a. Target Career Phase: Executive/General Officer
- b. Description: Participants are expected to contribute their professional expertise to complement the program's learning experience, and are selected to reflect a broad cross-section of functional and operational responsibilities. The program is a unique opportunity to gain perspectives on public policy and management, to strengthen managerial skills and to acquire insights into managerial practice, and to interact across agency and executive-legislative branch boundaries.
- c. Purpose: To build executive skills in political and public management, negotiation, human resource management, policy-making, organizational strategy, communication, ethics and leadership.
- d. Executive Core Qualification(s) (Associated OPM Leadership Competencies):
 - (1) Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
 - (2) Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
 - (3) Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
 - (4) Business Acumen (Financial Management, Technology Management, Human Resources Management)
 - (5) Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

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ANNEX B

ANNEX B: MASTER INTERN/RECENT GRADUATE TRAINING PLAN

I. General

This Master Intern Training Plan (MITP) describes the universal requirements for training and development of Simulations Specialists and Operations Research Analysts. The plan will cover a 24-month period, and may be used in conjunction with the Intern/Recent Graduate career phase. Target grade may be GS-9 or GS-11/pay band equivalents, depending on the individual's qualifications at entry into the Intern/Recent Graduate program, and grade structure at the employing organization.

II. Master Intern Training Plan (MITP) Components

A. Organization

The Master Intern Training Plan should identify training for the intern's specific job series within CP-36. The six elements of the plan are listed below:

1. Orientation - Orientation to federal government, Department of the Army, and the individual's organization. Basic understanding of the Army, how it is organized and operates. Conducted at the local command level.
2. General Skills Training - More training to help one succeed as an Army Civilian. Includes writing, briefing techniques, and staffing processes and procedures or as determined by one's supervisor. Conducted at the local command level.
3. Core Competencies - General knowledge, skills, and abilities central to the intern's success and required to perform one's tasks at a proficient level. Core competencies are defined in Annex D of this document and sources for training can be found in the ACTEDS Catalog.
4. Functional Competencies - Specific knowledge and skills necessary to perform one's tasks at a professional level. Functional competencies are defined in Annex D of this document and sources for training can be found in the ACTEDS Catalog. Careerists do not necessarily need to be proficient in all of the competencies but should be proficient in those identified by their supervisors as important for careerists to do their job and contribute to the success of the command's mission.
5. Leadership Competencies - Training and education that enable the leader to be innovative, adaptive and able to tea successfully in uncertain and complex operating environments. Leadership competencies are defined in Annex D of this document and sources for training can be found in the ACTEDS Catalog.
6. Rotational Assignments - Training received during a rotational assignment in another office, or organization, or level and concentrating on CP36 Competencies. Rotational assignments can be at the same installation, subordinate commands, or at the ACOM/ASCC/DRU levels.

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7. On-the-Job Training - Training received during assignment in the office that is the target or future permanent assignment.

B. Phases of the MITP

The MITP provides general guidance for a 4-phase training program of 24 months. Each phase within the training plan corresponds with the performance appraisal cycle, and blends a variety of training formats, as shown in the charts below. Supervisors are encouraged to use 6-month evaluations to ensure successful completion of each phase of the IDP. Career interns who successfully complete the program will qualify for non-competitive promotion to their target grade.

EVENT	PHASE 1 (6 Months)	PHASE 2 (12 Months)	PHASE 3 (18 Months)	PHASE 4 (24 Months)
Orientation	→			
General Skills Training	→	→		
Simulation/ORSA Core Competencies		→	→	→
Simulation/ORSA Functional Competencies		→	→	→
Leadership Competencies		→	→	→
Rotational Assignments		→	→	→
On-the-Job Training		→	→	→

Figure B1: Structure of the Master Intern Training Plan for CP36 Careerists

1. Phase 1: The first six months of training provide an orientation to federal employment, DoD/DA, the individual's organization, DA civilian leader development training and introductory functional specialty training (formal and on-the-job). Based on the needs of the individual employee, this phase may also include training in general skills such as writing, briefing techniques, and automation applications. Training in the core competency areas of simulations should also begin at the halfway point of this phase.

a. Recommended Courses for M&S Careerists:

- (1) CES Foundation Course
- (2) Simulations Operations Professional Course
- (3) Action Officer Development Course (available on-line)
- (4) Analysis or Research Course
- (5) Statistics Course
- (6) Project Management Course

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- b. Recommended Courses for Operations Research Careerists:
 - (1) CES Foundation Course
 - (2) ORSA Familiarization
 - (3) Operations Research Systems Analysis Military Applications (ORSAMAC)
 - (4) Action Officer Development Course (available on-line)
 - (5) Analysis or Research Course
 - (6) Statistics Course
 - (7) Project Management Course

2. Phase 2: The second 6-month phase emphasizes completion of the general skills training requirements. Modeling and simulation or ORSA specific training continues in this phase. Beginning in this phase is the necessary training in the competency group of Leadership. Phase 2 may also include rotational assignments to enhance job experience and on-the-job training. (Any further general skills training should be completed during this phase.)

- a. Recommended Courses for M&S Careerists:
 - (1) Simulation Operations Course (Mandatory)
 - (2) Interactive and Interoperable Simulations
 - (3) Organizational and Leadership Management Courses
 - (4) Performance Enhancing Job Experience Rotational Assignments

- b. Recommended Courses for Operations Research Careerists:
 - (1) ORSAMAC
 - (2) Organizational and Leadership Management Courses
 - (3) Performance Enhancing Job Experience Rotational Assignments

3. Phase 3/Phase 4: The primary emphasis for phases 3 and 4 should be on the area of performance enhancing job experience through rotational assignments and on-the-job training. Rotations should be scheduled so that the interns are exposed to most, if not all the supporting competency areas associated with Modeling and Simulation or Operations Research. Rotations should be sought at all levels of the Army (HQDA, ACOM/ASCC/DRU, NTC, installation, and agency) and could be both internal and external to the organization and the Army.

III. Career Ladders

Career ladders for Intern/Recent Graduate development are depicted at Figure B-2 below. The Intern/Recent Graduate career ladders apply to all CP-36 interns (both centrally (DA) and locally funded). All interns will prepare a 3-Year Individual Development Plan (3yIDP). Since the Intern/Recent Graduate program covers only two years of the 3yIDP, the third year of the IDP will be used by supervisors (if necessary) to provide interns, who lack some of the necessary qualifying experience the training, and/or education required for successful completion of the Intern/Recent Graduate program.

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Interns who successfully complete the Intern/Recent Graduate program requirements, their supervisors may use the third year of the 3yIDP to identify the next phase of professional development and training that graduating interns will be required to accomplish in their first year at the journeyman level.

Department of the Army or Local CP36 Intern/Recent Graduate

	1 st Year	2 nd Year	3 rd year
GS-12			Target
GS-11		Target	12 + Months
GS-9	Target	12 Months	
GS-7	12 Months		

Figure B2: CP36 Intern/Recent Graduate Career Ladders

IV. Performance Standards and Evaluations

The supervisor is responsible for completing the intern's 6 month and annual performance evaluations. After each rotation, the rotational supervisor should complete an evaluation. A copy should be provided to the Intern Coordinator and his/her supervisor. The supervisor will then incorporate the rotational performance evaluations into one annual evaluation in accordance with the agency's policies and procedures. The Intern/Recent Graduate must have a satisfactory annual performance appraisal to be promoted during the internship and to be converted to a permanent competitive position at the end of it. The supervisor will work closely with the Intern/Recent Graduate prior to scheduled performance evaluations to correct any unsatisfactory performance.

V. Roles Associated with the Intern/Recent Graduate Program

Clearly defined roles and responsibilities of the various players throughout a intern's two-year tenure are important to the success of the Intern/Recent Graduate Program and the individual Intern/Recent Graduate. Each participant in the Intern/Recent Graduate Program contributes greatly to the overall development of the Intern/Recent Graduate, both individually and in concert with other participants. Communication and coordination enhance the intern's experience, and the agencies involved in the program. The major players in the Intern/Recent Graduate Program are listed below, along with their primary responsibilities:

A. Supervisors' Roles:

Supervisors provide instruction, guidance, and feedback to interns. The success of interns and the Intern/Recent Graduate Program is due in large part to the interaction interns have with their supervisors. An Intern/Recent Graduate supervisor is responsible for:

1. Meeting with the Intern/Recent Graduate to establish the office's expectations and conditions for evaluating performance and achieving developmental objectives;

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2. Completing the intern's performance evaluation;
Assisting the Intern/Recent Graduate in the development of an IDP which allows for a reasonable number of rotations;
3. Monitoring the execution of the intern's IDP;
4. Maintaining contact with the Intern/Recent Graduate's rotational supervisors and the CP36 Program Office
5. Assisting with administrative issues, e.g. travel, health benefits, etc.
6. Assigning the Intern/Recent Graduate appropriate work;
7. Initiating all appropriate personnel actions in a timely manner;
8. Providing regular feedback and guidance;
9. Maintaining a basic knowledge of the Intern/Recent Graduate Program; and
10. Helping interns develop and evaluate potential rotational assignments.

B. Interns' Roles

An Intern/Recent Graduate is offered many different learning opportunities throughout his/her 2-year program. However, the Intern/Recent Graduate must also take control of his/her own career development and advancement by:

1. Being flexible and developing a professional reputation;
2. Developing and following up on the goals established in the IDP;
3. Achieving goals and objectives established for each rotation by the Intern/Recent Graduate and his/her supervisor;
4. Working closely with the agency Intern/Recent Graduate program manager, and supervisor selecting rotations with both long- and short-range career goals in mind.

C. Intern/Recent Graduate Program Managers' Roles

Each ACOM/ASCC/DRU and agency should have an Intern Program Manager who is responsible for:

1. Conducting and orientation to agency mission and structure;
2. Acting as a resource person for the Intern/Recent Graduate, supervisor and mentor;
3. Helping interns and supervisors identify and clarify responsibilities and commitments;
4. Guiding the Intern/Recent Graduate and the supervisor in the design of the IDP with goals and objectives;
5. Receiving and reviewing all rotational agreements and evaluations, and insuring that all requirements are met; and,
6. Providing information on external and in-house technical and managerial training opportunities for the Intern/Recent Graduate.

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D. Rotational Supervisors' Roles

The rotational supervisor is the manager responsible for the Intern/Recent Graduate during the temporary assignments outside of the intern's core area. These supervisors are responsible for:

1. Ensuring that the Intern/Recent Graduate is assigned a full and appropriate workload;
2. Developing objectives to be accomplished during the assignment;
3. Communicating the objectives to the Intern/Recent Graduate prior to the beginning of the assignment;
4. Evaluating the intern's performance during the rotation and providing an assessment to the supervisor.

VI. Rotational Assignments

Rotational assignments are an important part of the Intern/Recent Graduate experience. They allow interns to learn management skills for simulations at different organizational levels, develop a broad understanding of Army M&S management, establish a professional network, acquire a variety of professional skills, and lay the foundation for future managerial/supervisory responsibilities. Rotations must be carefully planned. Before a rotational assignment is finalized, a written learning objective planning memo should be developed. After action memos will be prepared to evaluate the interns' success in meeting these objectives (see Annex L for forms). Ideally rotational assignments should have the following characteristics:

- Last at least 30 days and involve different types of work assignments
- Include interaction with as many different parts of the Army as possible
- Focus on developing specific professional skills or fulfilling particular managerial competencies
- Complement the careerist's existing knowledge or professional interests
- Allow the Intern/Recent Graduate to gain different perspectives by moving around in the Department of the Army or agency.
- Allow an Intern/Recent Graduate to gain experience at a variety of levels
- These rotations should be at the installation, major subordinate command, major commands, and Headquarters, Department of the Army. For many interns, more will be appropriate. Overall, the number and time allotted for rotational assignments will vary greatly. Ideally rotational assignments should be planned for the second year of the internship.

VII. Professional Associations

Although participation in professional organizations is not reflected in the Individual Development Plan, it is a valuable source of self-development. Meetings, workshop, symposia, training events and institutes sponsored by professional associations and societies provide valuable professional development opportunities. They are also forums for exchanging ideas and

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concepts with individuals who have similar interests and concerns. Examples of professional associations include:

- Army Operations Research Symposium (AORS)
- Association of United States Army (AUSA)
- International Council on Systems Engineering (INCOSE)
- International Test and Evaluation Association (ITEA)
- Military Operations Research Society (MORS)
- National Defense Industrial Association (NDIA)
- National Training Simulation and Association (NTSA)
- Simulation Interoperability Standards Organization (SISO)
- Society for Computer Simulation (SCS)

ANNEX B

**MASTER INTERN TRAINING PLAN (MITP)
UNIVERSAL TRAINING**

PART A: ORIENTATION							
Training Description	Type	Source	Length	Knowledge, Skill or Ability To be Achieved	Individual Dates	Training Location	Planning Supervisor
1. Employee Orientation a. Federal employment, civil service, employee benefits, standards of conduct, security requirements, etc. b. Benefits Orientation for New Employees c. Army Career Management Programs	OJT	Assigned work center	40 hrs	Upon completion the Intern/Recent Graduate will be able to: a. Demonstrate an understanding of the provisions, benefits, and responsibilities of Federal employment and the provisions and structure of the Army Career Management system. b. Identify the key components of the Federal benefits package. Learn appropriate resources to assist in developing and maintaining a financial plan. c. Describe the organization of the Government, Department of Defense, Department of the Army, Major Army Commands, and the unit of assignment	1st Year 1st Quarter	TBD	Assigned Supervisor or Training Manager

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2. Organization of DoD and DA a. Overall Organization of DoD and DA b. Organization and mission of assigned ACOM/ASCC/DRU or subordinate activity	OJT	Assigned work center	40hrs	a. Describe the mission, organization, and functions of the DoD organization. b. Describe the basic functions of the organization, the functions it encompasses, and the list of services each provides. c. Demonstrate knowledge of the Army's vision, objectives and goals to accomplish its mission in defense			
3. Orientation of the CP 36 Proponent Office	OJT	Assigned work center	40hrs	a. Identify the responsibilities of the Proponent Office			CP36 Program Office
PART B: GENERAL SKILLS TRAINING							
Training Description	Type	Source	Length	Knowledge, Skill or Ability To be Achieved	Individual Dates	Training Location	Planning Supervisor
1. Empowering Yourself for Success		EEO	5hrs	Improvement of Communications Skills	1st Year 1st Quarter	TBD	Assigned Supervisor or Training Manager
2. Fundamentals of Writing		ACCP #151460	10hrs	Write attention-getting, logical memos, reports & other documents	1st Year 1st Quarter	TBD	Assigned Supervisor or Training Manager
3. Briefing Techniques		USDA 24	Organize and present a concise briefing.	1st Year	1st Quarter	TBD	Assigned Supervisor or Training Manager
4. Army Records Information Management System (ARIMS) Web-based Tutorial		www.Arims.army.mil		Helps to ensure that long-term and permanent Army records are kept in compliance with the law, are securely stored, and are retrievable only by authorized personnel. Organize and present a concise briefing.	2d Qtr 1st Year 1st Quarter	TBD	Assigned Supervisor or Training Manager Assigned Supervisor or Training Manager
5. Military Correspondence AG0102	Non-Resident	Soldier Support Institute		Fundamentals of military correspondence	Complete prior to internship graduation		

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6. Preparation of the Memorandum and Endorsement AG0220	Non-Resident	Soldier Support Institute	7hrs	How to prepare memorandum and endorsements within the Army	Complete prior to internship graduation	TBD	Assigned Supervisor or Training Manager
7. Preparing Special Purpose Memorandums and Letters AG0222	Non-Resident	Soldier Support Institute	4hrs	Learn format for special memorandum and letters used in the Army.	Complete prior to internship graduation	TBD	Assigned Supervisor or Training Manager
8. Freedom of Information and Privacy Acts AG0409	Non-Resident	Soldier Support Institute	6hrs	Explain and understand the responsibilities of the privacy and freedom of information acts.	Complete prior to internship graduation	TBD	Assigned Supervisor or Training Manager
PART C: LEADER DEVELOPMENT TRAINING							
Training Description	Type	Source	Length	Knowledge, Skill or Ability To be Achieved	Individual Dates	Training Location	Planning Supervisor
a. Civilian Education System (CES) Foundation Course	DL	Army Management Staff College	57hrs	a. Get an understanding of the Army in daily behaviors, operate as an effective Army team member and manage Department of the Army administrative & career progression elements. b. Know the operational concept and structure of the Army.	1st Year 2d Quarter	Via Internet	Assigned Supervisor or Training Manager
b. Action Officer Development Course	DL	Army Management Staff College	39 hrs	Learn requirements for staff work.	Complete prior to internship graduation	Via internet	Assigned Supervisor or Training Manager
PART D: POTENTIAL ROTATIONAL ASSIGNMENTS							
Training Description	Type	Source	Length	Knowledge, Skill or Ability To be Achieved	Individual Dates	Training Location	Planning Supervisor
1. For Modeling & Simulation:							
a. National Training Center			7-9 days	Right-seat-ride program. Get on-hands experience with the art of simulations.			Assigned Supervisor or Training Manager
b. Battle Command Training Center			7-14 days	Broaden awareness of simulation responsibilities in the BSCs.			Assigned Supervisor or

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(BCTC)							Training Manager
c. Combat Training Center (CTC)			7-14 days	Broaden awareness of simulation responsibilities in the CTCs.			Assigned Supervisor or Training Manager
d. Battle Projection Center (BPC)			7-14 days	Broaden awareness of simulation responsibilities in the BPCs.			Assigned Supervisor or Training Manager
e. Mission Support Training Center (MSTC)			7-14 days	Broaden awareness of simulation responsibilities			Assigned Supervisor or Training Manager
f. PEO Simulations, Training Instrumentation Command (PEO STRI)			30-90 days	Increase awareness of how the Army quickly responds to critical, emerging requirements with innovative solutions in the hands of the war fighter.			Assigned Supervisor or Training Manager
g. Cross-Directorate Assignment			30-90 days	Enhance knowledge of M&S operations across directorates			Assigned Supervisor or Training Manager
h. Cross-Community Assignment			30-90 days	Broaden skills in other M&S communities.			Assigned Supervisor or Training Manager
2. For Operations Research							
a. Army Materiel Systems Analysis Activity			30-90 days	Broaden ORSA Skills			Assigned Supervisor or Training Manager
b. Army Materiel Command			30-90 days	Broaden ORSA Skills			Assigned Supervisor or Training Manager
c. Army Test and Evaluation Command			30-90 days	Broaden ORSA Skills			Assigned Supervisor or Training

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							Manager
d. Center for Army Analysis			30-90 days	Broaden ORSA Skills			Assigned Supervisor or Training Manager
e. TRAC			30-90 days	Broaden ORSA Skills			Assigned Supervisor or Training Manager
e. TRAC			30-90 days	Broaden ORSA Skills			Assigned Supervisor or Training Manager
g. Cross-Directorate Assignment			30-90 days	Broaden ORSA skills s			Assigned Supervisor or Training Manager
h. Cross-Community Assignment			30-90 days	Broaden ORSA skills.			Assigned Supervisor or Training Manager
PART E: FUNCTIONAL COMPETENCY TRAINING							
Training Description	Type	Source	Length	Knowledge, Skill or Ability To be Achieved	Individual Dates	Training Location	Planning Supervisor
1. For Modeling & Simulation							
a. Simulation Operations Course	Core	AMSO	8 wks	Provides education in the fundamentals of military M&S. Presents a broad spectrum of M&S issues.			
b. Simulation Professional Course (SPC)	Core	AMSO	3 wks	Enhance KSAs on the fundamentals of M&S, technical aspects of simulations & how to employ simulations.	3d Qtr Year 1		Assigned Supervisor or Training Manager
c. Modeling and Simulation Certificate Program or Systems Engineering Certificate Program				Courses in the M&S program will enhance KSAs in M&S development; tools & techniques; verification, validation, & accreditation; uses & applications; and interoperability of simulations. The engineering program will enhance KSAs in the engineering discipline.	4th Qtr Year 1	UAH for both or Georgia Tech for the M&S Program	Assigned Supervisor of Training Manager

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d. CP 36 Training Seminar	Core	AMSO	3 Days	Enhance knowledge of current M&S issues within Army and Joint Services.	Each year of internship	TBD	Assigned Supervisor of Training Manager
e. Interservice/Industry Training, Simulation And Education Conference	Core	AMSO	3 Days	Enhance awareness of M&S issues, challenges, solutions, ongoing studies within the Services and industry.	Each year of internship	Orlando, FLA	Assigned Supervisor of Training Manager
f. Simulation Interoperability Workshop	Resident	SISO	5 days	Provides a training program aimed at M&S practitioners, which offers various levels of M&S courses. Designed to develop a persistent body of knowledge. The courses are split into three levels: 100 - Overview, 200 - Deep Dive, and 300 - Hands On Training..	Spring & Fall of each year	Orlando, FLA	Assigned Supervisor of Training Manager
2. For Operations Research							
a. ORSAFAM	Resident	Acquisition Logistics University	5 days	ORSA Familiarization Courses provide a good ORSA introductory overview designed for personnel working with analysts or requiring the understanding of basic analytical tools.	2 times per year	Varies	Assigned Supervisor of Training Manager
b. ORSAMAC	Resident	Acquisition Logistics University	14 weeks	Course includes a comprehensive block of instruction in probability and statistics, as well as a review of calculus. In addition, there is an in depth instruction in the use of computer software to conduct data analysis and spreadsheet modeling, including database structure and data retrieval.	6 times per year	Ft Lee, VA	Assigned Supervisor of Training Manager
c. ORSA Continuing Ed.	Resident	Acquisition Logistics University	5 days	Short courses designed to provide graduate or postgraduate level instruction in subjects of interest to Army operations research analysts. These courses provide professionals the opportunity to gain an in-depth knowledge of a particular subject and to keep pace with the latest developments in the field of operations research.		Ft Lee, VA	Assigned Supervisor of Training Manager
d. MORSS	Conference	Military Operations Research Society	5 days	Learning opportunities offered in the form of tutorials, followed by three days of working group sessions. Provides opportunities to stay current and get ahead.	1 time per year	Service Academies	Assigned Supervisor of Training Manager.
PART F:							

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ON-THE JOB-TRAINING							
1. HQDA				Broaden perspectives at the headquarters level.			Assigned Supervisor or Training Manager
2. ACOM/ASCC/DRU				Broaden perspectives at the ACOM/ASCC/DRU levels of DA.			Assigned Supervisor or Training Manager
3. Subordinate Command				Broaden perspectives at the subordinate command level.			Assigned Supervisor or Training Manager
4. Installation				Broaden perspectives at the installation level.			Assigned Supervisor or Training Manager

Figure B3: Master Intern Training Plan Universal Training

ANNEX C

ANNEX C: CP 36 COMPETENCIES

I. CP36 Core Competencies

The CP36 Core Competencies listed below were developed to help a careerist perform at a professional level and are considered essential for success in any Army career program. Annex D will show how these competencies may be of value at each level of professional progression.

	Competency Definition	Behavioral Indicators
1	Attention to Detail	Is thorough when performing work and conscientious about attending to detail.
2	Command Decision Making	Undergraduate or graduate level knowledge of the mathematical discipline of Operations Research. Skill in the use of decision analysis. Ability to interpret the results of OR techniques to provide sound courses of action and the consequences of each action.
3	Communications and Media	Knowledge of the production, communication and dissemination of information and ideas to inform and entertain via written, oral, and visual media.
4	Creativity and Innovation	Develops new insights into situations and applies innovative solutions to make organizational improvements. Creates a work environment that encourages creative thinking and innovation. Designs and implements new or cutting-edge programs/processes.
5	External Awareness	Identifies and keeps up-to-date on economic, political, and social trends which affect key agency policies/priorities. Understands where the organization is headed and how to make a contribution.
6	Leadership	Interacts with others to influence, motivate, and challenge them.
7	Partnering	Develops networks and builds alliances, engages in cross-functional activities. Collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.
8	Planning and Evaluating	Determines objectives and strategies; coordinates with other parts of the organization to accomplish goals; monitors and evaluates the progress and outcomes of operational plans; anticipates potential threats or opportunities.
9	Policy, Directives and Guidance	Knowledge of applicable policy, directives and guidance related to your command and mission.
10	Problem Solving	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.
11	Program/Project Management	Knowledge, capabilities and practices associated with formulating, planning, implementing, managing, tracking and evaluating work and its associated requirements and risks, ranging from one-time projects to program-level work. Critical abilities are to define customer and stakeholder needs and constraints, reduce ambiguity in objectives, develop and manage an efficient project organizational structure, and apply system architecture principles to develop and manage technical requirements in order to achieve the appropriate balance between resources, schedule, and technical requirements. Includes knowledge associated with system architecture, finance, budgeting, risk assessment, schedule, configuration management, contract technical management, and project controls.
12	Research	Knowledge of the scientific principles, methods, and processes used to conduct a systematic and objective inquiry; including study design, collection, analysis, and interpretation of data; and the reporting of results.
13	Standards	Knowledge of standards that either are compliant with or derived from established standards or guidelines.
14	Technical Credibility	Executes procedures, requirements, regulations, & policies related to specialized expertise.

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II. CP36 Leadership Competencies

The CP36 Leadership Competencies listed below were developed to help enable a leader to be innovative, adaptive and able to successfully lead in uncertain and complex operating environment. Annex D will show how these competencies may be of value at each level of professional progression.

	Competency Definition	Behavioral Indicators
1	Accountability	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.
2	Business Acumen	Has an intuitive and applicable understanding of the business and the interrelationships enabling a person to make better business decisions.
3	Communications (Written & Oral)	Makes clear and convincing oral and written presentations to individuals, groups, or publications. Listens effectively and clarifies information as needed. Facilitates an open exchange of ideas and fosters atmosphere of open communication.
4	Conflict Management	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.
5	Continual Learning	Grasps the essence of new information. Masters new technical and business knowledge. Recognizes own strengths and weaknesses and pursues self-development. Seeks feedback from others and opportunities to master new knowledge.
6	Creativity and Innovation	Develops new insights into situations and applies innovative solutions to make organizational improvements. Creates a work environment that encourages creative thinking and innovation. Designs and implements new or cutting-edge programs/processes.
7	Customer Service	Balances interests of a variety of clients and readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients and achieves quality end-products. Is committed to continuous improvement of services.
8	Decisiveness	Makes sound and well-informed decisions. Perceives the impact and implications of decisions. commits to action, even in uncertain situations, in order to accomplish organizational goals.
9	Flexibility	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.
10	Influencing and Negotiating	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.
11	Integrity and Honesty	Instills mutual trust and confidence and creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and demonstrates a sense of corporate responsibility and commitment to public service.
12	Interpersonal Skills	Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations. Is tactful, compassionate and sensitive, and treats others with respect.
13	Political Awareness	Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality, recognizes the impact of alternative courses of action.
14	Public Service Motivation	Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.
15	Resilience	Deals effectively with pressure and maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

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		Effectively balances personal life and work.
16	Strategic Thinking	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities. Anticipates potential threats or opportunities.
17	Team Building	Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups. Fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding and guiding employees.
18	Team Leader	General knowledge of the technical & functional work to be performed & the commonly accepted processes & procedures used. Knowledge of the skills & abilities of each team member & how he/she can uniquely contribute to the work assigned.
19	Teamwork	Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.
20	Technical Credibility	Executes procedures, requirements, regulations, and policies related to specialized expertise.
21	Vision	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.

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III. CP36 Functional Competencies for Operations Research Analysts

The twenty-eight Functional Competencies for Operations Research Analysts provide specific knowledge and skills necessary to perform one's tasks at a high level of achievement. They help provide understanding of the technical requirements related to an Operations Research Analyst. Careerists do not necessarily need to be proficient in all of the competencies but should be proficient in those identified by their supervisors as important for careerists to do their job and contribute to the success of the command's mission. Also, on the CP36 Home Page <http://www.ms.army.mil/sp-div/index.html> careerists have access to a database that can help identify education and training opportunities to become proficient in the CP36 functional competencies for operations research.

	Competency Definition	Behavioral Indicators	Description
1	Utilization of Principles and Concepts of Operations Analysis	Utilization of principles and concepts of operations analysis methods and disciplines; e.g., mathematics; probability; statistics; economics; human factors; linear and nonlinear programming; cost estimation; computer programming; modeling; simulation; and design of experiments.	Knowledge of the multiple mathematical techniques used to analyze problems. Skill to apply that knowledge to real world problems. Ability to analyze the results.
2	Organize, Plan and Execute Studies	Organize, plan, and execute studies using the disciplines of operations analysis to determine the nature and ramifications of a problem or study and delineating alternative solutions to be considered.	Knowledge of how to frame a problem and organize a study team. Skill to plan a study. Ability to execute the study plan, interpret the study results, and make recommendations based on study finding.
3	Design, Develop and Implement	Design, develop, and implement models, and necessary data bases to compare alternative decisions or potential solutions when studying command operations or management processes.	Knowledge of insight a model can provide. Knowledge data bases. Ability to design and write code to develop a model. Ability to validate data to populate models. Skill to trouble shoot and refine the model. Skill to execute the model. Skill to interpret and compare results of model output. Skill to make recommendations based on model output
4	Statistical Methods and Theories	Provide expert knowledge of statistical methods and theories in order to forecast statistical projections and evaluate probabilities of success and margins of error.	Undergraduate or graduate level of knowledge of the mathematical discipline of statistics. Skill to apply statistical techniques to real world problems. Ability to use statistics to provide insight in future operations and make determinations on the probabilities of success.
5	Command Decision Making	Apply the disciplines of operations analysis to provide alternative courses of action and associated consequences as part of the command decision making process.	Undergraduate or graduate level of knowledge of the mathematical discipline of Operations Research (OR). Skill in the use of the methods and disciplines of operations research. Ability to interpret the results of OR techniques to provide sound courses of action and the consequences of each action.

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6	Mission Analysis and Planning	Knowledge and ability to analyze requirements of current and near-term missions by integrating technical elements and operational and infrastructure requirements in order to meet mission and programmatic objectives.	Knowledge of mission or program requirements, available technology, and available infrastructure. Skill to apply the disciplines of Operations Research to scientifically examine mission or program objectives. Ability to make recommendations to meet mission or program objectives based on the results of the research.
7	Formulation of Alternative Concepts	Apply disciplines and methods of operations analysis to formulate alternative concepts, courses of action, or strategies and quantitatively compare them.	Undergraduate or graduate level of knowledge of the mathematical discipline of Operations Research (OR). Skill to apply the OR techniques to examine traditional concepts, courses of action, or strategies and generate new alternatives. Ability to quantitatively compare the traditional and new alternatives and rank them.
8	Probability and Probability Distributions	Apply appropriate probability and probability distributions as a part of operations analysis when conducting Army studies.	Knowledge of probability distributions and the skill to correctly apply them to appropriate scenarios. Ability to interpret probabilistic outcomes to support study insights and recommendations.
9	Linear Programming	Apply linear programming as an operations analysis method to maximize or minimize objectives among a set of linear constraints.	Knowledge of linear programming and the types of problems to which it can be applied. Skill to formulate and program the problem constraints. Ability to interpret the solution set in order to maximize or minimize objectives.
10	Nonlinear Programming	Apply nonlinear programming as an operations analysis method to maximize or minimize objectives among a set of nonlinear constraints.	Knowledge of nonlinear programming and the types of problems to which it can be applied. Skill to formulate and program the problem constraints. Ability to interpret the solution set in order to maximize or minimize objectives.
11	Stochastic Modeling	Apply stochastic modeling as an operations analysis methodology to estimate the probability of outcomes when examining random processes.	Knowledge of stochastic modeling. Ability to identify problems that stochastic modeling can provide insight to and the skill to model a stochastic process and interpret its results.
12	Heuristics	Apply heuristic techniques to guide in the investigation of a problem to determine appropriate solutions.	Knowledge of Operations Research methods and techniques and when to apply heuristics techniques. Ability to understand when it is appropriate to apply heuristics and the skill of applying heuristics to a solution set to determine the most favorable solution and recommendation.
13	Cost Estimations	Apply cost estimation techniques, methods, and tools for planning, estimating, and monitoring cost, budget, or schedule.	Knowledge of cost estimating techniques and when they can be appropriately applied. Ability to apply cost estimation techniques and the skill to use estimated costs for planning, monitoring costs, budget and schedule.

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14	Cost-Benefit Analyses	Conduct cost-benefit analyses to find and quantify positive and negative benefits to determine if a planned action is advisable.	Knowledge of cost estimating techniques and cost-benefit analysis. Ability to quantify and compare costs and benefits and the skill to use the analysis results to rank the benefits and associated costs.
15	Risk Analyses	Conduct risk analyses to quantitatively or qualitatively identify and analyze the dangers to individuals, equipment, or mission posed by adverse events.	Knowledge of Operations Research (OR) and skill to apply the discipline to conduct risk analyses. Ability to determine the probabilities of various adverse events and the likely extent of the losses if a particular event takes place. Ability to define various threats and the skill to determine the extent of vulnerability. Ability to identify countermeasures to identified threats. Ability to compare risks and make recommendations to minimize risk to individuals, equipment, or missions.
16	Analysis of Alternatives	Apply disciplines of operations analysis to conduct analysis of alternatives to assesses potential materiel solutions and other options to satisfy a documented capability need.	Knowledge of Operations Research (OR) and skill to apply the discipline to conduct analysis of alternatives. Skill to use OR techniques to identify and compare all possible solutions or alternatives (to include material , strategic or tactical solutions) to meet a capability need. Ability to use results of the analysis to rank alternatives.
17	Apply and/or Develop Models or Simulations	Apply and/or develop models or simulations to include tools used in: offices; analysis-of-alternatives; systems analysis; engineering (design, systems, computer, electronic, electrical, mechanical and aerospace); systems-of-systems engineering and analysis; physics-of-failure modeling; the acquisition life-cycle; cost analysis; scientific research; competency and combat training; information technology (computer programming and system administration, network support, coordination of technical requirements, validation); operations research systems analysis (ORSA); medical research and training; developmental and operational test and evaluation; collaborative environments; reliability, availability and maintainability (RAM); or Command, Control Communications and Computers (C4) networking.	Knowledge to know if models or simulations (M&S) can provide insight to problems and if they are cost effective. Skill to develop new or use existing M&S. Ability to apply M&S to examine multiple scenarios and ability to interpret M&S results. Ability to use M&S results to formulate recommendations and make decisions.

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18	Study Validation	Verify and validate study results from models and data used to support an analysis.	Knowledge of verification and validation (V&V) requirements to accredit a model or simulation (M&S). Skill to conduct and document the V&V. Based on the V&V the ability to determine if the M&S results is credible.
19	Systems Evaluations	Perform a variety of operations analysis techniques for component, subsystem, system and system-of-systems evaluations.	
20	Measures of Effectiveness	Develop and apply good measures of effectiveness (MOEs) that can identify the value of information in terms of military outcomes.	Knowledge of where to find documented measures of effectiveness. Knowledge and skill to develop appropriate MOEs for studies or analyses when needed. Ability to compare study on analysis results against established or developed MOE.
21	Quick Reaction Studies	Apply the disciplines of operations analysis in the conduct of special or quick reaction studies.	Knowledge of Operations Research (OR) techniques. Skill to apply appropriate OR techniques to make study recommendations in a specified timeline. Ability to apply OR rigor in quick turn-arounds with a caveat on the level of confidence in any recommendation or input provided.
22	Feasibility Analysis	Conduct feasibility analyses to objectively and rationally uncover the strengths and weaknesses of existing or proposed military ventures.	Knowledge of Operations Research (OR) and skill to apply the discipline to conduct feasibility analyses. Ability to determine the probabilities of various events and the skill to use the analysis results to identify strengths and weaknesses of proposed actions or ventures. Ability to compare and rank feasibilities of multiple courses of action.
23	Technology Evaluation	Evaluate the impact of new technologies on current systems, capabilities, policies, or culture.	Knowledge of Operations Research (OR). Knowledge of current systems and capabilities and policy. Knowledge of new technologies as they are being proposed or developed. Ability to use OR techniques to evaluate hypothetical or new technologies and the ability to make recommendations on technology contributions and impacts on current systems, capabilities, policies, or culture.
24	Optimization	Apply disciplines of operations analysis to optimize solutions, outcomes, or recommendations.	Knowledge of Operations Research (OR) and the skill to apply the discipline to find optimal solutions. Ability to use the results of OR analysis to justify and recommend optimal solutions.

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25	Human Factors /Ergonomics	Incorporate aspects of human behavior learned from psychology, engineering, industrial design, statistics, operations research, and anthropometry to better understand the properties of human capability and apply this understanding to the design and deployment of systems and services.	Knowledge of human behavior, anthropometry, and ergonomics. Skill to apply Operations Research (OR) in human factors design. Ability make recommendations in the design of systems to ensure people and equipment interact most efficiently and safely.
26	Data Analysis	Perform duties in data mining, data analysis, data validation, or data reporting.	Knowledge of available databases and how to access the data. Skills to search for appropriate data and determine its currency and validity. Ability to use data bases to support studies and analyses, determine the validity of the data and the impact it will have study results.
27	Data Management	Knowledge of the principles, methods, and tools of data management such as modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data disposal, and data standardization processes.	Knowledge of data management techniques. Skill to develop data bases, maintaining data, and practicing good data management. Ability store and recall appropriate data to support studies and analyses.
28	Knowledge Management	Integrate, incorporate, and facilitate Knowledge Management data, information, people, processes, and technology across all levels of the Army.	Knowledge of Knowledge Management and the skill to integrate an apply it within the Army.

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IV. CP 36 Functional Competencies for Modeling and Simulation

The twenty-four Functional Competencies for Modeling and Simulation careerists provide specific knowledge and skills necessary to perform one's tasks at a high level of achievement. They help provide understanding of the technical requirements related to modeling and simulation. Careerists do not necessarily need to be proficient in all of the competencies but should be proficient in those identified by their supervisors as important for careerists to do their job and contribute to the success of the command's mission. Also, on the CP36 Home Page <http://www.ms.army.mil/sp-div/index.html> careerists have access to a database that can help identify education and training opportunities to become proficient in the functional competencies for modeling and simulation.

	Competency Definition	Behavioral Indicators	Description
1	Decision Support Tools	Work with decision support tools/systems, models and/or simulations.	Knowledge of decision support tools, models, or simulations that are applicable to your job. Skill to run or operate those applicable tools and the ability apply the outcome of those tools to make recommendations to decision makers.
2	Integrate Models and/or Simulations	Develop, apply, manage, and/or integrate models and/or simulations in support of the Army.	Knowledge of various models & simulations and when it is beneficial to integrating them. Technical skill to integrate those tools and the ability apply the output in a realistic and meaningful way.
3	Use Models or Simulations	Use models or simulations to improve scientific research, systems engineering, acquisition, costing, analysis, training, operational planning, testing, experimentation, medical, and/or logistics functions.	Knowledge of the right model or simulation to meet your specific needs. The skill to initialize the tools and the ability to run and interpret the output to provide insight or training to real world situations.
4	Analyze, Evaluate, Instruct, Train, or Experiment	Analyze, evaluate, instruct, train, or experiment with models, simulations and/or decision support tools.	Knowledge to know which models, simulations, or decision support tools can be used to support your analysis, evaluation, instruction, training or experiment. The skill to operate the tools needed to meet your needs and the ability to interpret the output and apply it in a meaningful way.
5	Manage, Develop, Supervise and Execute	Manage, develop, supervise and execute models and/or simulations and modeling and simulation programs.	Knowledge of a single model or simulation (M&S) or suite of (M&S) needed to accomplish your mission. Leadership skills to manage, develop, supervise and execute those tools. Ability to ensure the tools are credible and apply them to support your mission.
6	Requirements	Determine requirements for the application of models and/or simulations.	Knowledge of requirements and the skill to apply models or simulations (M&S) to address the requirements. Ability to know when M&S is an appropriate and cost effective way addressing the need.

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7	Model and Simulation Architectures	Provide expert technical advice on model or simulation architectures (including Distributive Interactive Simulation (DIS), High Level Architecture (HLA), and Test and Training Enabling Architecture (TENA)).	Knowledge of existing M&S architectures. The skill to incorporate M&S into an appropriate architecture. The ability to advise on the appropriate architecture to use based on federation objectives.
8	Training Aids, Devices, Simulators and Simulations	Provide expert technical advice on Training Aids, Devices, Simulators and Simulations (TADSS).	Knowledge of training aids, devices, simulators and simulations. The ability to use those tools.
9	Verification, Validation and Accreditation	Conduct or provide expert technical advice on the verification, validation and accreditation (VV&A) of models or simulations.	Knowledge of DoDI 5000.61 and MIL-STD 3022. The skill to conduct and document VV&A in accordance with the above. The ability to understand the appropriate uses and limitations of models and simulations on which VV&A has been documented.
10	Apply, Develop and/or Integrate Models Or Simulations	Apply, develop and /or integrate models or simulations to include tools used in: offices; analysis-of-alternatives; systems analysis; engineering (design, systems, computer, electronic, electrical, mechanical and aerospace); systems-of-systems engineering and analysis; physics-of-failure modeling; the acquisition life-cycle; cost analysis; scientific research; competency and combat training; information technology (computer programming and system administration, network support, coordination of technical requirements, validation); operations research systems analysis (ORSA); medical research and training; developmental and operational test and evaluation; collaborative environments; reliability, availability and maintainability (RAM); or Command, Control Communications and Computers (C4) networking.	Knowledge to know when a new model or simulation (M&S) is needed, or how to apply or integrate existing (M&S) to a situation. Skill to apply the tools or develop new ones to meet your specific needs and the ability to use the output in a meaningful way.
11	Game-Supported Training Environments	Integrate Army Battle Command Systems (ABCS); Training Aids, Devices, Simulators and Simulations (TADSS); and Knowledge Management tools into live, virtual, and constructive simulations and game-supported training environments.	Knowledge of command and control systems; Training Aids, Devices, Simulators & Simulations; and knowledge management tools. Skill to integrate systems hardware, training devices, and models & simulation. Ability to bring the needed components together into a live, virtual, & constructive environment.
12	Operations Research and Analysis	Apply the rigor of scientific inquiry and operations research and analysis.	Knowledge of the scientific method and the skills needed to conduct operations research. The skills to effectively apply the rigor of the above and the ability to used the skills to provide insight and make recommendations.

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13	Battle Command Knowledge Management	Integrate, incorporate, and facilitate Battle Command Knowledge Management people, processes, and technology across all levels of the Army as they apply to modeling and simulation.	Knowledge of knowledge management and the skill to integrate it with models and simulations.
14	Models and Simulations and the Soft Sciences	Apply models or simulations to the soft sciences to include social science, economics, political science, international relations, human factors, and irregular warfare.	Knowledge of M&S tools that can be used to provide insight into the soft sciences and their limitations. The skill to apply M&S to the soft sciences in a meaningful way. Ability to determine a level of confidence of M&S output that has been applied to inexact sciences.
15	Credibility of Army Models and Simulations	Ensure credibility of Army models or simulations by adhering to and applying sound verification, validation and accreditation (VV&A) practices.	Knowledge of DoDI 5000.61 and MIL-STD 3022. The skill to conduct and document VV&A in accordance with the above. The ability to understand the appropriate uses, limitations, and credibility of models and simulations on which VV&A has been documented.
16	Design, Develop, and Apply Live, Virtual and Constructive (LVC) Simulations	Design, develop, and apply live, virtual and constructive (LVC) simulations, Hardware-in-the-Loop (HWIL), and/or digital simulations in the application of experimentation, analysis, training, exercises, operations; acquisition; logistics; testing, wargaming and/or research environments.	Knowledge of systems, components, M&S, and architectures associated with constructing live, virtual, & constructive (LVC) environments. Skill to integrate all needed components to create a LVC environment. Ability to create and provide a LVC environment to meet user needs.
17	Synthetic Natural Environments (SNEs)	Develop, execute, integrate, and manage models and/or simulations, terrain databases; synthetic natural environments (SNEs); collaborative environments, and computer generated forces in the application of experimentation; analysis; training; exercises; operations; acquisition; logistics; testing; and/or research environments.	Knowledge of synthetic natural environments, terrain databases, and collaborative environments and the value they bring to modeling and simulation. Skills to integrate and execute models and simulation in synthetic environments. Ability to leverage the above integration to gain additional insight into the studies, analyses, training,
18	Standards, Policy, Guidance and Directives	Develop, review, and update modeling and simulation standards, policy, and guidance.	Knowledge of existing DoD and Army standards, policy, and guidance. Skills to review, evaluate, and update from a technical perspective all of the above. Ability to identify and establish needed standards, policy, and guidance.
19	Doctrinal and Operational Knowledge	Apply doctrinal and operational knowledge during simulation exercise execution.	Knowledge of Army doctrine, operating procedures, and equipment capabilities. Skills to incorporate doctrinal and operational knowledge as learning objectives in simulation driven exercises. Ability to identify lessons learned to update simulation exercise training or to identify needed changes to doctrine and operating procedures.

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20	Simulation Driven Exercises	Plan and execute models or simulations to drive exercises.	Knowledge of models and simulations (M&S) appropriate for augmenting or driving exercises. Skills to seamlessly integrate M&S to provide realistic exercises. Ability to augment or drive an exercise with M&S to provide enhanced training.
21	Real-World Data	Apply real-world data in models or simulations for computer generated forces, mathematical modeling, physical modeling, scientific research, and statistical analysis.	Knowledge of real world data requirements to initialize models and simulations and where to obtain it. Skills to populate M&S with realistic data and ability to obtain real world data.
22	Conceptualize, Develop, Implement, Integrate and Evaluate	Conceptualize, develop, implement, integrate and/or evaluate techniques for software modeling, simulation and wargaming.	Knowledge of conceptual modeling. Skill to evolve a conceptual model to develop a model or simulation (M&S). Ability to develop a M&S that meets the needs of the conceptual model.
24	Physical, Mathematical or Logical Representations	Utilize physical, mathematical or logical representations of a system, entity, phenomenon, or process.	Knowledge of when to apply a physical, mathematical or logical representations of a system. Skill to incorporate the above to provide insight toward stated objectives. Ability to understand the limitations and contributions of any of the above when analyzing output and making recommendations.

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ANNEX D: CP36 CAREER MAPS

Career Progression Guidelines

CP36 Career Progression Guidelines	These recommendations provide information and a standardized framework to individuals and managers for professional development.	CP36 Career Progression Recommendations	These recommendations provide information and a standardized framework to individuals and managers for professional development.	CP36 Career Progression Recommendations
	Intern/Recent Graduate	General Schedule	General Schedule	General Schedule
Pay Grades and Pay Band Equivalents	GS 07-11	GS 07-11	GS 12-13	GS 14-15
Leadership Competencies	Accountability [10%]	Accountability [30%]	Accountability [60%]	Accountability [100%]
	Business Acumen [10%]	Business Acumen [30%]	Business Acumen [60%]	Business Acumen [100%]
	Communications (Written & Oral) [10%]	Communications (Written & Oral) [70%]	Communications (Written & Oral) [90%]	Communications (Written & Oral) [100%]
	Conflict Management [10%]	Conflict Management [30%]	Conflict Management [60%]	Conflict Management [100%]
	Continual Learning [20%]	Continual Learning [70%]	Continual Learning [90%]	Continual Learning [100%]
	Creativity & Innovation [10%]	Creativity & Innovation [30%]	Creativity & Innovation [60%]	Creativity & Innovation [100%]
	Customer Service [20%]	Customer Service [70%]	Customer Service [90%]	Customer Service [100%]
	Decisiveness [10%]	Decisiveness [30%]	Decisiveness [60%]	Decisiveness [100%]
	Flexibility [10%]	Flexibility [30%]	Flexibility [60%]	Flexibility [100%]
	Influencing & Negotiating [10%]	Influencing & Negotiating [30%]	Influencing & Negotiating [60%]	Influencing & Negotiating [100%]
	Integrity/Honesty [100%]	Integrity/Honesty [100%]	Integrity/Honesty [100%]	Integrity/Honesty [100%]
	Interpersonal Skills [10%]	Interpersonal Skills [70%]	Interpersonal Skills [90%]	Interpersonal Skills [100%]
	Political Awareness [20%]	Political Awareness [30%]	Political Awareness [60%]	Political Awareness [100%]
	Public Service Motivation [20%]	Public Service Motivation [70%]	Public Service Motivation [90%]	Public Service Motivation [100%]
	Resilience [10%]	Resilience [30%]	Resilience [90%]	Resilience [100%]
	Strategic Thinking [10%]	Strategic Thinking [30%]	Strategic Thinking [60%]	Strategic Thinking [100%]
	Team & Coalition Building [10%]	Team & Coalition Building [30%]	Team & Coalition Building [60%]	Team & Coalition Building [100%]
	Team Leader [20%]	Team Leader [70%]	Team Leader [90%]	Team Leader [100%]
	Team Work [20%]	Team Work [70%]	Team Work [90%]	Team Work [100%]
	Technical Credibility [20%]	Technical Credibility [70%]	Technical Credibility [90%]	Technical Credibility [100%]
	Visionary [10%]	Visionary [30%]	Visionary [60%]	Visionary [100%]

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NOTE: The % depicts a minimal level of proficiency at each pay grade.				
	Attention to Detail [20%]	Attention to Detail [70%]	Attention to Detail [90%]	Attention to Detail [100%]
Core Competencies	Command Decision Making [10%]	Command Decision Making [30%]	Command Decision Making [60%]	Command Decision Making [100%]
	Communications & Media [20%]	Communications & Media [70%]	Communications & Media [90%]	Communications & Media [100%]
	Creativity and Innovation [10%]	Creativity and Innovation [30%]	Creativity and Innovation [60%]	Creativity and Innovation [100%]
	External Awareness [10%]	External Awareness [30%]	External Awareness [60%]	External Awareness [100%]
	Leadership [10%]	Leadership [30%]	Leadership [60%]	Leadership [100%]
	Partnering [10%]	Partnering [30%]	Partnering [60%]	Partnering [100%]
	Planning & Evaluating [10%]	Planning & Evaluating [30%]	Planning & Evaluating [60%]	Planning & Evaluating [100%]
	Policy, Directives, & Guidance [20%]	Policy, Directives, & Guidance [70%]	Policy, Directives, & Guidance [90%]	Policy, Directives, & Guidance [100%]
	Problem Solving [20%]	Problem Solving [70%]	Problem Solving [90%]	Problem Solving [100%]
	Program/Project Management [20%]	Program/Project Management [70%]	Program/Project Management [60%]	Program/Project Management [100%]
	Research [20%]	Research [70%]	Research [90%]	Research [100%]
	Standards [10%]	Standards [30%]	Standards [60%]	Standards [100%]
	Technical Credibility [20%]	Technical Credibility [70%]	Technical Credibility [90%]	Technical Credibility [100%]
NOTE: The % depicts a minimal level of proficiency at each pay grade.				
Leader Development	Rotational/Developmental Assignments http://www.leadership.opm.gov/	Deployments Developmental Assignments http://www.leadership.opm.gov/	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report Work Independently Develop & Present a Brief Author & Publish http://www.leadership.opm.gov/	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies Author Technical Report Brief Analysis to Decision Makers Present at Conferences Mentor http://www.leadership.opm.gov/
Professional Development	Baccalaureate	Baccalaureate	Masters Degree ACQ 101 & 201 + SYS 101, 201, 202, 203 + Computer Programming Advanced Computer Programming Technical Writing	Master and/or Doctorate Degree Acquisition Level 3 Certification Federal Executive Institute Senior Executive Program

Figure D1: CP36 Career Progression Guidelines

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Job Series 0301

Civilian Career Map	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.				
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	0301 Miscellaneous Administration and Program				
Qualifying for a Career	0301 Qualification Standards	0301 Qualification Standards	0301 Qualification Standards	0301 Qualification Standards	Senior Executive Service
Series Description	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
<p>This series covers positions the duties of which are to perform, supervise, or manage work for which no other series is appropriate. The work requires analytical ability, judgment, discretion, and knowledge of a substantial body of administrative, programmatic, policies, and modeling and simulation.</p>	GS 07-11	GS 12	GS 13	GS 14 - 15	ES
	Pay Bands	Pay Bands	Pay Bands	Pay Bands	
	DJ 2, 3	DE 4	DE 4	NH 4	
		DJ 3	NH 3		
		NH 3			
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	

Figure D2: CP36 Career Progression Guidelines for Job Series 0301

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Job Series 0301

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	<u>Modeling & Simulation Competencies</u>	<u>Modeling & Simulation Competencies</u>	<u>Modeling & Simulation Competencies</u>	<u>Modeling & Simulation Competencies</u>	<u>SES Competencies</u>
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technically Competent	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technically Competent	Standards	Standards	Research
			Technically Competent	Technically Competent	Standards
					Technically Competent
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses

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Job Series 0301

Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Evaluate Model/Simulation Data Assist with Writing a Report Work Independently Develop & Present a Brief Author & Publish	Deployments Developmental Assignments Lead a simulation Project Lead Multiple Simultaneous Projects Author Technical Report Brief Model/Simulation Output to Decision Makers Present at Conferences Mentor	SES Professional Development
Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional)				
Mandatory Training	Locally Administered Orientation Training for Newcomers				

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Job Series 0301

Self Development	
Learning Resources	ACTEDS Training Catalog Army Distributed Learning Army-e-Learning - SkillPort Modeling & Simulation Body of Knowledge
Career Guides / Regulations	AR 690-950 Civilian Career MGT. Army Civilian Handbook Civilian Personnel Administrative Publication Training and Career Development Program
Career Links	Army Benefits Center - Civilian Army Civilian Personnel On-line Portal Army Civilian Service CP 36 ACTEDS Plan National Security Personnel System The Army Civilian Human Resources Agency
Professional Organizations and	Interservice/Industry Training, Simulation and Education Conference (I/ITSEC) National Training and Simulation Association Simulation Interoperability Standards Organization (SISO) Society for Modeling & Simulation International (SCS) Society of American Military Engineers (SAME)
Miscellaneous Links	Army Knowledge On-line CP 36 Website USAJOBS

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Job Series 0340

Civilian Career Map	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.				
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	0340 Program Management				
Qualifying for a Career Series Description 340	0340 Qualification Standards	0340 Qualification Standards	0340 Qualification Standards	0340 Qualification Standards	Senior Executive Service
	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
	GS 04, 07-11	GS 12	GS 13	GS 14 - 15	ES
		Pay Bands NH 3,4			
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Positions: Intern in support of M&S	Positions:	Positions:	Positions:	Positions: Deputy Program Executive Office (Simulation, Training & Instrumentation)
	Program Clerk	Program Analyst	Program Analyst	Program Analyst	
	Program Assistant	Management Analyst	Management Analyst	Program Analyst (Training Support Systems)	
	Manager	Logistics Mgt. Specialist	Supervisory Program Analyst	Program Manager (Power Infrastructure)	
	Program Analyst		Supervisory Logistics Mgt. Specialist	Management & Program Analysis Officer	
	Management Analyst			Supervisory Program Analyst	
	Logistics Mgt. Specialist			Supervisory Management Analyst	
				Supervisory Logistics Mgt. Specialist	

Figure D3: CP36 Career Progression Guidelines for Job Series 0340

ANNEX D

Job Series 0340

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	<u>Modeling & Simulation Competencies</u>	<u>Modeling & Simulation Competencies</u>	<u>Modeling & Simulation Competencies</u>	<u>Modeling & Simulation Competencies</u>	<u>SES Competencies</u>
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technically Competent	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technically Competent	Standards	Standards	Research
			Technically Competent	Technically Competent	Standards
					Technically Competent
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses

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Job Series 0340

Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Evaluate Model/Simulation Data Assist with Writing a Report Work Independently Develop & Present a Brief Author & Publish	Deployments Developmental Assignments Lead a simulation Project Lead Multiple Simultaneous Projects Author Technical Report Brief Model/Simulation Output to Decision Makers Present at Conferences Mentor	SES Professional Development
Occupational / Functional Training	CP36 IDP Template for M&S Simulation Operations Course Simulation Professional Course	CP 36 Master Training Plan Simulation Operations Course Simulation Professional Course	CP 36 Master Training Plan	CP 36 Master Training Plan Advanced Simulation Course	
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Manditory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional)				

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Job Series 0340

Mandatory Training	Locally Administered Orientation Training for Newcomers			
	Self Development			
Learning Resources	ACTEDS Training Catalog Army Distributed Learning Army e-Learning - SkillPort Modeling & Simulation Body of Knowledge			
Career Guides / Regulations	AR 690-950 Civilian Career Mgt. Army Civilian Handbook Civilian Personnel Administrative Publications Training and Career Development Program			
Career Links	Army Benefits Center - Civilian Army Civilian Personnel On-line Portal Army Civilian Service CP 36 ACTEDS Plan National Security Personnel System The Army Civilian Human Resources Agency			
Professional Organizations and Journals	Interservice/Industry Training, Simulation and Education Conference (I/ITSEC) National Training and Simulation Association Simulation Interoperability Standards Organization (SISO) Society for Modeling & Simulation International (SCS) Defense Acquisition University (DAU) DAU Program Manager Program Manager Professional Certification			
Miscellaneous Links	Army Knowledge On-line CP36 Website USAJOBS			

ANNEX D

Job Series 0343

Civilian Career Map	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.				
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	0343 Management and Program Analysis				
Qualifying for a Career	0343 Qualification Standards	0343 Qualification Standards	0343 Qualification Standards	0343 Qualification Standards	Senior Executive Service
Series Description	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
343	GS 04, 07-11	GS 12	GS 13	GS 14 - 15	ES
		Pay Bands NH 3,4			
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Positions: Intern in support of M&S Program Clerk Program Assistant Manager Program Analyst Management Analyst Logistics Mgt. Specialist	Positions: Program Analyst Management Analyst Logistics Mgt. Specialist	Positions: Program Analyst Management Analyst Supervisory Program Analyst Supervisory Logistics Mgt. Specialist	Positions: Program Analyst Program Analyst (Training Support Systems) Program Manager (Power Infrastructure) Management & Program Analysis Officer Supervisory Program Analyst Supervisory Management Analyst Supervisory Logistics Mgt. Specialist	Positions: Deputy Program Executive Office (Simulation, Training & Instrumentation)

Figure D4: CP36 Career Progression Guidelines for Job Series 0343

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Job Series 0343

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technically Competent	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
	Technically Competent	Standards	Standards	Research	
		Technically Competent	Technically Competent	Standards	
				Technically Competent	
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses

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Job Series 0343

Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Evaluate Model/Simulation Data Assist with Writing a Report Work Independently Develop & Present a Brief Author & Publish	Deployments Developmental Assignments Lead a simulation Project Lead Multiple Simultaneous Projects Author Technical Report Brief Model/Simulation Output to Decision Makers Present at Conferences Mentor	SES Professional Development
Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Manditory Certifications for the Career Program				
	Certified Modeling & Simulation Professional (CMSP) (Optional)				

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Mandatory Training	<u>Locally Administered Orientation Training for Newcomers</u>
	Self Development
Learning Resources	ACTEDS Training Catalog Army Distributed Learning Army e-Learning - SkillPort Modeling & Simulation Body of Knowledge
Career Guides / Regulations	AR 690-950 Civilian Career Mgt. Army Civilian Handbook Civilian Personnel Administrative Publications Training and Career Development Program
Career Links	Army Benefits Center - Civilian Army Civilian Personnel On-line Portal Army Civilian Service CP 36 ACTEDS Plan National Security Personnel System The Army Civilian Human Resources Agency
Professional Organizations and Journals	Interservice/Industry Training, Simulation and Education Conference (I/ITSEC) National Training and Simulation Association Simulation Interoperability Standards Organization (SISO) Society for Modeling & Simulation International (SCS) Defense Acquisition University (DAU) DAU Program Manager Program Manager Professional Certification
Miscellaneous Links	Army Knowledge On-line CP36 Website USAJOBS

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Job Series 0344

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	0344 Management Clerical and Assistance				
Qualifying for a Career Series Description	0344 Qualification Standards				Senior Executive Service
344	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
	GS 04, 07-11	GS 12	GS 13	GS 14 - 15	ES
		Pay Bands NH 3,4			
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Positions: Intern in support of M&S	Positions:	Positions:	Positions:	Positions: Deputy Program Executive Office (Simulation, Training & Instrumentation)
	Program Clerk Program Assistant Manager Program Analyst Management Analyst Logistics Mgt. Specialist	Program Analyst Management Analyst Logistics Mgt. Specialist	Program Analyst Management Analyst Supervisory Program Analyst Supervisory Logistics Mgt. Specialist	Program Analyst Program Analyst (Training Support Systems) Program Manager (Power Infrastructure) Management & Program Analysis Officer Supervisory Program Analyst Supervisory Management Analyst Supervisory Logistics Mgt. Specialist	

Figure D5: CP36 Career Progression Guidelines for Job Series 0344

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Job Series 0344

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technically Competent	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technically Competent	Standards	Standards	Research
			Technically Competent	Technically Competent	Standards
					Technically Competent
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses

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Job Series 0344

Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Evaluate Model/Simulation Data Assist with Writing a Report Work Independently Develop & Present a Brief Author & Publish	Deployments Developmental Assignments Lead a simulation Project Lead Multiple Simultaneous Projects Author Technical Report Brief Model/Simulation Output to Decision Makers Present at Conferences Mentor	SES Professional Development
Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Manditory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional)				

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Mandatory Training	Locally Administered Orientation Training for Newcomers			
	Self Development			
Learning Resources	ACTEDS Training Catalog			
	Army Distributed Learning			
	Army-e-Learning - SkillPort			
	Modeling & Simulation Body of Knowledge			
Career Guides / Regulations	AR 690-950 Civilian Career Mgt.			
	Army Civilian Handbook			
	Civilian Personnel Administrative Publications			
	Training and Career Development Program			
Career Links	Army Benefits Center - Civilian			
	Army Civilian Personnel On-line Portal			
	Army Civilian Service			
	CP 36 ACTEDS Plan			
	National Security Personnel System			
	The Army Civilian Human Resources Agency			
Professional Organizations and Journals	Interservice/Industry Training, Simulation and Education Conference (I/ITSEC)			
	National Training and Simulation Association			
	Simulation Interoperability Standards Organization (SISO)			
	Society for Modeling & Simulation International (SCS)			
	Defense Acquisition University (DAU)			
	DAU Program Manager			
	Program Manager Professional Certification			
Miscellaneous Links	Army Knowledge On-line			
	CP36 Website			
	USAIOBS			

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Job Series 0346

Civilian Career Map	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.				
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	0346 Logistics Management				
Qualifying for a Career	0346 Qualification Standards	0346 Qualification Standards	0346 Qualification Standards	0346 Qualification Standards	Senior Executive Service
Series Description 346	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
	GS 04, 07-11	GS 12	GS 13	GS 14 - 15	ES
		Pay Bands NH 3,4			
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Positions: Intern in support of M&S	Positions:	Positions:	Positions:	Positions: Deputy Program Executive Office (Simulation, Training & Instrumentation)
	Program Clerk	Program Analyst	Program Analyst	Program Analyst	
	Program Assistant	Management Analyst	Management Analyst	Program Analyst (Training Support Systems)	
	Manager	Logistics Mgt. Specialist	Supervisory Program Analyst	Program Manager (Power Infrastructure)	
	Program Analyst		Supervisory Logistics Mgt. Specialist	Management & Program Analysis Officer	
	Management Analyst			Supervisory Program Analyst	
	Logistics Mgt. Specialist			Supervisory Management Analyst	
				Supervisory Logistics Mgt. Specialist	

Figure D6: CP36 Career Progression Guidelines for Job Series 0346

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Job Series 0346

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technically Competent	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technically Competent	Standards	Standards	Research
			Technically Competent	Technically Competent	Standards
					Technically Competent
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses

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Job Series 0346

Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Evaluate Model/Simulation Data Assist with Writing a Report Work Independently Develop & Present a Brief Author & Publish	Deployments Developmental Assignments Lead a simulation Project Lead Multiple Simultaneous Projects Author Technical Report Brief Model/Simulation Output to Decision Makers Present at Conferences Mentor	SFS Professional Development
Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Manditory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional)				

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Job Series 0346

Mandatory Training	Locally Administered Orientation Training for Newcomers			
	Self Development			
Learning Resources	ACTEDS Training Catalog			
	Army Distributed Learning			
	Army-e-Learning - SkillPort			
	Modeling & Simulation Body of Knowledge			
Career Guides / Regulations	AR 690-950 Civilian Career Mgt.			
	Army Civilian Handbook			
	Civilian Personnel Administrative Publications			
	Training and Career Development Program			
Career Links	Army Benefits Center - Civilian			
	Army Civilian Personnel On-line Portal			
	Army Civilian Service			
	CP 36 ACTEDS Plan			
	National Security Personnel System			
	The Army Civilian Human Resources Agency			
Professional Organizations and Journals	Interservice/Industry Training, Simulation and Education Conference (I/ITSEC)			
	National Training and Simulation Association			
	Simulation Interoperability Standards Organization (SISO)			
	Society for Modeling & Simulation International (SCS)			
	Defense Acquisition University (DAU)			
	DAU Program Manager			
	Program Manager Professional Certification			
Miscellaneous Links	Army Knowledge On-line			
	CP36 Website			
	USAJOBS			

ANNEX D

Job Series 0801

Civilian Career Map	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.				
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	0801 General Engineering				
Qualifying for a Career	0801 Qualification Standards	0801 Qualification Standards	0801 Qualification Standards	0801 Qualification Standards	Senior Executive Service
Series Description	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
0801 General Engineer	GS 07-11	GS 12 & 13	GS 13 & 14	GS 14-15	
	Pay Bands	Pay Bands	Pay Bands	Pay Bands	
	DE 1	DB 2 & 3 NH 3	DB 4 NH 3	DB 4 NH 4	
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Positions: Engineer (Intern) in support of Modeling and Simulation General Engineer Engineering Aid Engineering Technician	Positions: General Engineer Mechanical Engineer Systemes Engineer (Dis. Sim.) Aerospace Engineer	Positions: General Engineer (Computer Sim.) Mechanical Engineer Aerospace Engineer Lead Mechanical Engineer Supervisory Mechanical Engineer	Positions: General Engineer (M&S Specialist) Mechanical Engineer Supervisory General Engineer Supervisory Mechanical Engineer Supervisory Aerospace Engineer	Positions:

Figure D7: CP36 Career Progression Guidelines for Job Series 0801

ANNEX D

Job Series 0801

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
			Strategic Thinking	Resilience	
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	<u>Modeling & Simulation Competencies</u>	<u>Modeling & Simulation Competencies</u>	<u>Modeling & Simulation Competencies</u>	<u>Modeling & Simulation Competencies</u>	<u>SES Competencies</u>
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technically Competent	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technically Competent	Standards	Standards	Research
			Technically Competent	Technically Competent	Standards
				Technical Credibility	
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	<u>SES Professional Development</u>

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Job Series 0801

Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional) Professional Engineer (PE)				
Mandatory Training	Locally Administered Training for Newcomers Orientation				
Self Development					
Learning Resources	ACTEDS Training Catalog Army Distributed Learning Army-e-Learning - SkillPort Modeling & Simulation Body of Knowledge				
Career Guides / Regulations	AR 690-950 Civilian Career MGT. Army Civilian Handbook Civilian Personnel Administrative Publications Training and Career Development Program				
Career Links	Army Benefits Center - Civilian Army Civilian Personnel On-line Portal Army Civilian Service CP 36 ACTEDS Plan National Security Personnel System The Army Civilian Human Resources Agency				
Professional Organizations and Journals	International Council on Systems Engineering (INCOSE) National Society of Professional Engineers (NSPE) National Training and Simulation Association Simulation Interoperability Standards Organization (SISO) Society for Modeling & Simulation International (SCS) Society of American Military Engineers (SAME) Mechanical Engineering Magazine Journal of Aerospace Engineering				
Miscellaneous Links	Army Knowledge On-line CP 36 Website USAJOBS				

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ANNEX D

Job Series 0802

Civilian Career Map		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.				
Career Program:	CP 36 - Analysis, Modeling & Simulation					
Career Series:	0802 Engineering Technician					
Qualifying for a Career	0802 Qualification Standards	0802 Qualification Standards	0802 Qualification Standards	0802 Qualification Standards	Senior Executive Service	
Series Description	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert	
0802 Engineering Technician	GS 07-11	GS 12 & 13	GS 13 & 14	GS 14-15		
	Pay Bands	Pay Bands	Pay Bands	Pay Bands		
	DE 1	DB 2 & 3 NH 3	DB 4 NH 3	DB 4 NH 4		
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory		
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	
	Positions: Engineer (Intern) in support of Modeling and Simulation General Engineer Engineering Aid Engineering Technician	Positions: General Engineer Mechanical Engineer Systemes Engineer (Dis. Sim.) Aerospace Engineer	Positions: General Engineer (Computer Sim.) Mechanical Engineer Aerospace Engineer Lead Mechanical Engineer Supervisory Mechanical Engineer	Positions: General Engineer (M&S Specialist) Mechanical Engineer Supervisory General Engineer Supervisory Mechanical Engineer Supervisory Aerospace Engineer	Positions:	

Figure D8: CP36 Career Progression Guidelines for Job Series 0802

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Job Series 0802

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technically Competent	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technically Competent	Standards	Standards	Research
			Technically Competent	Technically Competent	Standards
					Technical Credibility
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	SES Professional Development

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Job Series 0802

Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSPI) (Optional) Professional Engineer (PE)				
Mandatory Training	Locally Administered Training for Newcomers Orientation				
Self Development					
Learning Resources	ACTEDS Training Catalog Army Distributed Learning Army e-Learning - SkillPort Modeling & Simulation Body of Knowledge				
Career Guides / Regulations	AR 690-950 Civilian Career MGT. Army Civilian Handbook Civilian Personnel Administrative Publications Training and Career Development Program				
Career Links	Army Benefits Center - Civilian Army Civilian Personnel On-line Portal Army Civilian Service CP 36 ACTEDS Plan National Security Personnel System The Army Civilian Human Resources Agency				
Professional Organizations and Journals	International Council on Systems Engineering (INCOSE) National Society of Professional Engineers (NSPE) National Training and Simulation Association Simulation Interoperability Standards Organization (SISO) Society for Modeling & Simulation International (SCS) Society of American Military Engineers (SAME) Mechanical Engineering Magazine Journal of Aerospace Engineering				
Miscellaneous Links	Army Knowledge On-line CP 36 Website USAJOBS				

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ANNEX D

Job Series 0830

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	0830 Mechanical Engineering				
Qualifying for a Career Series Description	0830 Qualification Standards	0830 Qualification Standards	0830 Qualification Standards	0830 Qualification Standards	Senior Executive Service
0830 Mechanical Engineering	Intern GS 07-11 Pay Bands DE 1	General Schedule GS 12 & 13 Pay Bands DB 2 & 3 NH 3	General Schedule GS 13 & 14 Pay Bands DB 4 NH 3	General Schedule GS 14-15 Pay Bands DB 4 NH 4	SES / Leading Scientific/Technical Expert
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Positions: Engineer (Intern) in support of Modeling and Simulation General Engineer Engineering Aid Engineering Technician	Positions: General Engineer Mechanical Engineer Systemes Engineer (Dis. Sim.) Aerospace Engineer	Positions: General Engineer (Computer Sim.) Mechanical Engineer Aerospace Engineer Lead Mechanical Engineer Supervisory Mechanical Engineer	Positions: General Engineer (M&S Specialist) Mechanical Engineer Supervisory General Engineer Supervisory Mechanical Engineer Supervisory Aerospace Engineer	Positions:

Figure D9: CP36 Career Progression Guidelines for Job Series 0830

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Job Series 0830

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technically Competent	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technically Competent	Standards	Standards	Research
			Technically Competent	Technically Competent	Standards
					Technical Credibility
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	SES Professional Development

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Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional) Professional Engineer (PE)				
Mandatory Training	Locally Administered Training for Newcomers Orientation				
Self Development					
Learning Resources	ACTEDS Training Catalog				
	Army Distributed Learning				
	Army e-Learning - SkillPort				
Career Guides / Regulations	Modeling & Simulation Body of Knowledge				
	AR 690-950 Civilian Career MGT				
	Army Civilian Handbook				
Career Links	Civilian Personnel Administrative Publications Training and Career Development Program				
	Army Benefits Center - Civilian				
	Army Civilian Personnel On-line Portal				
Professional Organizations and Journals	Army Civilian Service				
	CP 36 ACTEDS Plan				
	National Security Personnel System				
Miscellaneous Links	The Army Civilian Human Resources Agency				
	International Council on Systems Engineering (INCOSE)				
	National Society of Professional Engineers (NSPE)				
	National Training and Simulation Association				
	Simulation Interoperability Standards Organization (SISO)				
	Society for Modeling & Simulation International (SCSI)				
	Society of American Military Engineers (SAME)				
	Mechanical Engineering Magazine				
	Journal of Aerospace Engineering				
	Army Knowledge On-line				
	CP 36 Website				
	USAJOBS				

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Job Series 0850

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	0850 Electrical Engineering				
Qualifying for a Career	0850 Qualification Standards	0850 Qualification Standards	0850 Qualification Standards	0850 Qualification Standards	Senior Executive Service
Series Description	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
0850 Electrical Engineering	GS 07-11	GS 13	GS 13, 14 & 15	GS 14 & 15	
		Pay Bands	Pay Bands	Pay Bands	
		DB 2 & 3 NH 3	DB 3 & 4 NH 3	DB 4 NH 34 IA 5	
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Positions: Electronics Engineer (Intern) in support of Modeling and Simulation	Positions: Electronics Engineer	Positions: Electronics Engineer Supervisory Electronics Engineer Lead Electronics Engineer	Positions: Electronics Engineer Supervisory Electronics Engineer Lead Electronics Engineer Interdisciplinary Engineer	Positions:

Figure D10: CP36 Career Progression Guidelines for Job Series 0850

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Job Series 0850

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technical Credibility	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technical Credibility	Standards	Standards	Research
			Technical Credibility	Technical Credibility	Standards
					Technical Credibility
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	SES Professional Development

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Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program				
	Certified Modeling & Simulation Professional (CMSP) (Optional) Professional Engineer (PE)				
Mandatory Training	Locally Administered Training for Newcomers Orientation				
Self Development					
Learning Resources	ACTEDS Training Catalog				
	Army Distributed Learning				
	Army e-Learning - SkillPort				
	Modeling & Simulation Body of Knowledge				
Career Guides / Regulations	AR 690-950 Civilian Career MGT				
	Army Civilian Handbook				
	Civilian Personnel Administrative Publications				
	Training and Career Development Program				
Career Links	Army Benefits Center - Civilian				
	Army Civilian Personnel On-line Portal				
	Army Civilian Service				
	CP 36 ACTEDS Plan				
	National Security Personnel System				
	The Army Civilian Human Resources Agency				
Professional Organizations and Journals	International Council on Systems Engineering (INCOSE)				
	National Society of Professional Engineers (NSPE)				
	National Training and Simulation Association				
	Simulation Interoperability Standards Organization (SISO)				
	Society for Modeling & Simulation International (SCS)				
	Society of American Military Engineers (SAME)				
Miscellaneous Links	Army Knowledge On-line				
	CP 36 Website				
	USAJOBS				

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Job Series 0854

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	0854 Computer Engineering				
Qualifying for a Career	0854 Qualification Standards	0854 Qualification Standards	0854 Qualification Standards	0854 Qualification Standards	Senior Executive Service
Series Description 0854 Computer Engineering	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
	GS 07-11	GS 13	GS 14	GS 15	
		Pay Bands	Pay Bands	Pay Bands	
		DB 3 NH 3	DB 4 NH 4	DB 4 NH 4	
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	
Key Assignments/Key Billets	Location:	Locations:	Locations:	Locations:	Locations:
	Army Commands (ACOM)	Army Commands (ACOM)	Army Commands (ACOM)	Army Commands (ACOM)	Army Commands (ACOM)
	Army Service Component Commands (ASCC)	Army Service Component Commands (ASCC)	Army Service Component Commands (ASCC)	Army Service Component Commands (ASCC)	Army Service Component Commands (ASCC)
	Direct Reporting Unit (DRU)	Direct Reporting Unit (DRU)	Direct Reporting Unit (DRU)	Direct Reporting Unit (DRU)	Direct Reporting Unit (DRU)
	Sponsoring Command				
Positions:	Positions:	Positions:	Positions:	Positions:	
Computer Engineer (Intern) in support of Modeling and Simulation	Computer Engineer	Computer Engineer	Computer Engineer		
Computer Engineer	Lead Engineer	Supervisory Computer Engineer	Supervisory Computer Engineer Interdisciplinary Engineer		

Figure D11: CP36 Career Progression Guidelines for Job Series 0854

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Job Series 0854

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiation	Flexibility
				Integrity/Honesty	Influencing & Negotiation
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SFS Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technical Credibility	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technical Credibility	Standards	Standards	Research
			Technical Credibility	Technical Credibility	Standards
					Technical Credibility
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	SFS Professional Development

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Job Series 0854

Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional) IEEE Computer Society				
Mandatory Training	Locally Administered Training for Newcomers Orientation				
Self Development					
Learning Resources	ACTEDS Training Catalog Army Distributed Learning Army e-Learning - SkillPort Modeling & Simulation Body of Knowledge				
Career Guides / Regulations	AR 690-950 Civilian Career MGT Army Civilian Handbook Civilian Personnel Administrative Publications Training and Career Development Program				
Career Links	Army Benefits Center - Civilian Army Civilian Personnel On-line Portal Army Civilian Service CP 36 ACTEDS Plan National Security Personnel System The Army Civilian Human Resources Agency International Journal of Computer Science and Applications				
Professional Organizations and Journals	International Council on Systems Engineering (INCOSE) National Society of Professional Engineers (NSPE) National Training and Simulation Association Simulation Interoperability Standards Organization (SISO) Society for Modeling & Simulation International (SCS) Society of American Military Engineers (SAME) Universal Journal of Computer Science and Engineering Technology				
Miscellaneous Links	Army Knowledge On-line CP 36 Website USAJOBS				

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ANNEX D

Job Series 0855

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	0855 Electronics Engineering				
Qualifying for a Career	0855 Qualification Standards	0855 Qualification Standards	0855 Qualification Standards	0855 Qualification Standards	Senior Executive Service
Series Description	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
0855 Electronics Engineering	GS 07-11	GS 13	GS 13, 14 & 15	GS 14 & 15	
		Pay Bands DB 2 & 3 NH 3	Pay Bands DB 3 & 4 NH 3	Pay Bands DB 4 NH 34 IA 5	
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Positions: Electronics Engineer (Intern) in support of Modeling and Simulation	Positions: Electronics Engineer	Positions: Electronics Engineer Supervisory Electronics Engineer Lead Electronics Engineer	Positions: Electronics Engineer Supervisory Electronics Engineer Lead Electronics Engineer Interdisciplinary Engineer	Positions:

Figure D12: CP36 Career Progression Guidelines for Job Series 0855

ANNEX D

Job Series 0855

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technical Credibility	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technical Credibility	Standards	Standards	Research
			Technical Credibility	Technical Credibility	Standards
					Technical Credibility
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	SES Professional Development

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Job Series 0855

Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional) Professional Engineer (PE)				
Mandatory Training	Locally Administered Training for Newcomers Orientation				
Self Development					
Learning Resources	ACTEDS Training Catalog Army Distributed Learning Army e-Learning - SkillPort Modeling & Simulation Body of Knowledge				
Career Guides / Regulations	AR 690-950 Civilian Career MGT Army Civilian Handbook Civilian Personnel Administrative Publications Training and Career Development Program				
Career Links	Army Benefits Center - Civilian Army Civilian Personnel On-line Portal Army Civilian Service CP 36 ACTEDS Plan National Security Personnel System The Army Civilian Human Resources Agency				
Professional Organizations and Journals	International Council on Systems Engineering (INCOSE) National Society of Professional Engineers (NSPE) National Training and Simulation Association Simulation Interoperability Standards Organization (SISO) Society for Modeling & Simulation International (SCS) Society of American Military Engineers (SAME)				
Miscellaneous Links	Army Knowledge On-Line CP 36 Website USAIQBS				

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ANNEX D

Job Series 0861

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	0861 Aerospace Engineering				
Qualifying for a Career	0861 Qualification Standards	0861 Qualification Standards	0861 Qualification Standards	0861 Qualification Standards	Senior Executive Service
Series Description	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
0861 Aerospace Engineering	GS 07-11	GS 12 & 13	GS 13 & 14	GS 14-15	
	Pay Bands	Pay Bands	Pay Bands	Pay Bands	
	DE 1	DB 2 & 3 NH 3	DB 4 NH 3	DB 4 NH 4	
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Positions: Engineer (Intern) in support of Modeling and Simulation General Engineer Engineering Aid Engineering Technician	Positions: General Engineer Mechanical Engineer Systemes Engineer (Dis. Sim.) Aerospace Engineer	Positions: General Engineer (Computer Sim.) Mechanical Engineer Aerospace Engineer Lead Mechanical Engineer Supervisory Mechanical Engineer	Positions: General Engineer (M&S Specialist) Mechanical Engineer Supervisory General Engineer Supervisory Mechanical Engineer Supervisory Aerospace Engineer	Positions:

Figure D13: CP36 Career Progression Guidelines for Job Series 0861

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Job Series 0861

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technically Competent	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technically Competent	Standards	Standards	Research
			Technically Competent	Technically Competent	Standards
					Technical Credibility
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	SES Professional Development

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Job Series 0861

Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional) Professional Engineer (PE)				
Mandatory Training	Locally Administered Training for Newcomers: Orientation				
Self Development					
Learning Resources	ACTEDS Training Catalog Army Distributed Learning Army-e-Learning - SkillPort Modeling & Simulation Body of Knowledge				
Career Guides / Regulations	AR 690-950 Civilian Career MGT Army Civilian Handbook Civilian Personnel Administrative Publications Training and Career Development Program				
Career Links	Army Benefits Center - Civilian Army Civilian Personnel On-line Portal Army Civilian Service CP 36 ACTEDS Plan National Security Personnel System The Army Civilian Human Resources Agency				
Professional Organizations and Journals	International Council on Systems Engineering (INCOSE) National Society of Professional Engineers (NSPE) National Training and Simulation Association Simulation Interoperability Standards Organization (SISO) Society for Modeling & Simulation International (SCSI) Society of American Military Engineers (SAME) Mechanical Engineering Magazine Journal of Aerospace Engineering				
Miscellaneous Links	Army Knowledge On-line CP 36 Website USAJOBS				

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ANNEX D

Job Series 1501

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	1501 General Mathematics & Statistics				
Qualifying for a Career	1501 Qualification Standards	1501 Qualification Standards	1501 Qualification Standards	1501 Qualification Standards	Senior Executive Service
Series Description	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
1501 General Math & Stats	GS 07-11	GS 12	GS 13	GS 14-15	
		Pay Bands	Pay Bands	Pay Bands	
		DB 2 NH 3	DB 3 NH 3	DB 4	
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Positions: Intern in support of Modeling and Simulation Mathematician	Positions: Mathematician	Positions: Mathematician	Positions: Mathematician	Positions:

Figure D14: CP36 Career Progression Guidelines for Job Series 1501

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Job Series 1501

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technical Credibility	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technical Credibility	Standards	Standards	Research
			Technical Credibility	Technical Credibility	Standards
					Technical Credibility
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	SES Professional Development

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Job Series 1501

Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional) IEEE Computer Society				
Mandatory Training	Locally Administered Training for Newcomers Orientation				
Self Development					
Learning Resources	ACTEDS Training Catalog Army Distributed Learning Army e-Learning - SkillPort Modeling & Simulation Body of Knowledge				
Career Guides / Regulations	AR 690-950 Civilian Career MGT Army Civilian Handbook Civilian Personnel Administrative Publications Training and Career Development Program				
Career Links	Army Benefits Center - Civilian Army Civilian Personnel On-line Portal Army Civilian Service CP 36 ACTEDS Plan National Security Personnel System The Army Civilian Human Resources Agency Mathematics and Statistics Links				
Professional Organizations and Journals	International Council on Systems Engineering (INCOSE) American Mathematical Society National Training and Simulation Association Simulation Interoperability Standards Organization (SISO) Society for Modeling & Simulation International (SCSI) Society of American Military Engineers (SAME)				
Miscellaneous Links	Army Knowledge On-Line CP 36 Website USAJOBS				

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ANNEX D

Job Series 1515

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	1515 Operations Research Analyst				
Qualifying for a Career	1515 Qualification Standards	1515 Qualification Standards	1515 Qualification Standards	1515 Qualification Standards	Senior Executive Service
Series Description ORSA	Intern GS 07-11	General Schedule GS 07-11 Pay Bands DB2 NH2	General Schedule GS 12-13 Pay Bands DB3 NH3	General Schedule GS 14-15 Pay Bands DB 3, 4, 5 IA 3, 4 NH3, 4	SES / Leading Scientific/Technical Expert ES
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Commands Developmental/Rotational Assignments Positions: Intern Ops Research Analyst (ORSA) Lead ORSA Team Manager	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Developmental/Rotational Assignments Positions: ORSA Lead ORSA Team Member Team Lead Project lead	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Developmental/Rotational Assignments Positions: ORSA Lead ORSA Team Member Team Lead Project Lead Technical Lead	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Developmental/Rotational Assignments Positions: Project Lead Technical Lead Study Director Branch Chief Division Chief Senior ORSA Director	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Positions: Deputy Director, Rapid Acquisition and Technology (JIEDDO) Director, Center for Army Analysis Director of Operations, TRADOC Analysis Center Director of Operations, White Sands Missile Range Director, Army Materiel Systems Analysis Activity Director, Capabilities Integration Directorate Director, Programs and Strategy Director, TRADOC Analysis Center Executive Director Technical Director

Figure D15: CP36 Career Progression Guidelines for Job Series 1515

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Job Series 1515

Leadership Competencies	Accountability [10%]	Accountability [100%]	Accountability [60%]	Accountability [100%]	Accountability [100%]
	Business Acumen [10%]	Business Acumen [30%]	Business Acumen [60%]	Business Acumen [100%]	Business Acumen [100%]
	Communications (Written & Oral) [20%]	Communications (Written & Oral) [70%]	Communications (Written & Oral) [90%]	Communications (Written & Oral) [100%]	Communications (Written & Oral) [100%]
	Conflict Management [10%]	Conflict Management [30%]	Conflict Management [60%]	Conflict Management [100%]	Conflict Management [100%]
	Continual Learning [20%]	Continual Learning [70%]	Continual Learning [90%]	Continual Learning [100%]	Continual Learning [100%]
	Creativity & Innovation [10%]	Creativity & Innovation [30%]	Creativity & Innovation [60%]	Creativity & Innovation [100%]	Creativity & Innovation [100%]
	Customer Service [20%]	Customer Service [70%]	Customer Service [90%]	Customer Service [100%]	Customer Service [100%]
	Decisiveness [10%]	Decisiveness [30%]	Decisiveness [60%]	Decisiveness [100%]	Decisiveness [100%]
	Flexibility [10%]	Flexibility [30%]	Flexibility [60%]	Flexibility [100%]	Flexibility [100%]
	Influencing & Negotiating [10%]	Influencing & Negotiating [30%]	Influencing & Negotiating [60%]	Influencing & Negotiating [100%]	Influencing & Negotiating [100%]
	Integrity/Honesty [100%]	Integrity/Honesty [100%]	Integrity/Honesty [100%]	Integrity/Honesty [100%]	Integrity/Honesty [100%]
	Interpersonal Skills [20%]	Interpersonal Skills [70%]	Interpersonal Skills [90%]	Interpersonal Skills [100%]	Interpersonal Skills [100%]
	Political Awareness [10%]	Political Awareness [30%]	Political Awareness [60%]	Political Awareness [100%]	Political Awareness [100%]
	Public Service Motivation [20%]	Public Service Motivation [70%]	Public Service Motivation [90%]	Public Service Motivation [100%]	Public Service Motivation [100%]
	Resilience [10%]	Resilience [30%]	Resilience [90%]	Resilience [100%]	Resilience [100%]
	Strategic Thinking [10%]	Strategic Thinking [30%]	Strategic Thinking [60%]	Strategic Thinking [100%]	Strategic Thinking [100%]
	Team & Coalition Building [10%]	Team & Coalition Building [30%]	Team & Coalition Building [60%]	Team & Coalition Building [100%]	Team & Coalition Building [100%]
	Team Leader [20%]	Team Leader [70%]	Team Leader [90%]	Team Leader [100%]	Team Leader [100%]
	Team Work [20%]	Team Work [70%]	Team Work [90%]	Team Work [100%]	Team Work [100%]
	Technical Credibility [20%]	Technical Credibility [70%]	Technical Credibility [90%]	Technical Credibility [100%]	Technical Credibility [100%]
Visionary [10%]	Visionary [30%]	Visionary [60%]	Visionary [100%]	Visionary [100%]	
NOTE: The % depicts a minimal level of proficiency for each competency.					
Functional Competencies	ORSA Competencies	ORSA Competencies	ORSA Competencies	ORSA Competencies	SES Competencies

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Job Series 1515

Core Competencies	Attention to Detail [20%]	Attention to Detail [70%]	Attention to Detail [90%]	Attention to Detail [100%]	Attention to Detail [100%]
	Command Decision Making [10%]	Command Decision Making [30%]	Command Decision Making [60%]	Command Decision Making [100%]	Command Decision Making [100%]
	Communications & Media [20%]	Communications & Media [70%]	Communications & Media [90%]	Communications & Media [100%]	Communications & Media [100%]
	Creativity and Innovation [10%]	Creativity and Innovation [30%]	Creativity and Innovation [60%]	Creativity and Innovation [100%]	Creativity and Innovation [100%]
	External Awareness [10%]	External Awareness [30%]	External Awareness [60%]	External Awareness [100%]	External Awareness [100%]
	Leadership [10%]	Leadership [30%]	Leadership [60%]	Leadership [100%]	Leadership [100%]
	Partnering [10%]	Partnering [30%]	Partnering [60%]	Partnering [100%]	Partnering [100%]
	Planning & Evaluating [10%]	Planning & Evaluating [30%]	Planning & Evaluating [60%]	Planning & Evaluating [100%]	Planning & Evaluating [100%]
	Policy, Directives, & Guidance [20%]	Policy, Directives, & Guidance [70%]	Policy, Directives, & Guidance [90%]	Policy, Directives, & Guidance [100%]	Policy, Directives, & Guidance [100%]
	Problem Solving [20%]	Problem Solving [70%]	Problem Solving [90%]	Problem Solving [100%]	Problem Solving [100%]
	Program/Project Management [10%]	Program/Project Management [30%]	Program/Project Management [60%]	Program/Project Management [100%]	Program/Project Management [100%]
	Research [20%]	Research [70%]	Research [90%]	Research [100%]	Research [100%]
	Standards [10%]	Standards [30%]	Standards [60%]	Standards [100%]	Standards [100%]
	Technical Credibility [20%]	Technical Credibility [70%]	Technical Credibility [90%]	Technical Credibility [100%]	Technical Credibility [100%]
NOTE: The % depicts a minimal level of proficiency for each competency.					
Leader Development	CES Foundation Course Action Officer Development Course (AODC) OPM Courses http://www.leadership.opm.gov/	CES Basic Course Action Officer Development Course (AODC)	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments Computer Programming Data Mining	Deployments Developmental Assignments Computer Programming Data Mining Cost Estimation Testing Surveying	Deployments Data Mining Cost Estimation Testing Surveying Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report Work Independently Develop & Present a Brief Author & Publish Computer Programming	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies Author Technical Report Brief Analysis to Decision Makers Present at Conferences Mentor Conference Chair Conference Co-Chair	SES Professional Development

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Job Series 1515

Occupational / Functional Training	CP36 IDP Template for ORSAs	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	ORSAMAC	ORSAMAC	ORSAMAC		
Academic Training	Baccalaureate	Baccalaureate	Masters Degree (OR or ENG) ACO 101 & 201 + SYS 101, 201, 202, 203 + Computer Programming Advanced Computer Programming Technical Writing	Master and/or Doctorate Degree (OR or ENG) Acquisition Level 3 Certification Federal Executive Institute Senior Executive Program	
Certifications	No Mandatory Certifications Required for the Career Program				
Mandatory Training					
	Locally Administered Orientation Training for Newcomers				

ANNEX D

Job Series 1520

Civilian Career Map		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.				
Career Program:	CP 36 - Analysis, Modeling & Simulation					
Career Series:	1520 Mathematics					
Qualifying for a Career	1520 Qualification Standards	1520 Qualification Standards	1520 Qualification Standards	1520 Qualification Standards	Senior Executive Service	
Series Description	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert	
1520 Mathematics	GS 07-11	GS 12	GS 13	GS 14-15		
		Pay Bands	Pay Bands	Pay Bands		
		DB 2 NH 3	DB 3 NH 3	DB 4		
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory		
Key Assignments/Key Billets	Location:	Locations:	Locations:	Locations:	Locations:	
	Army Commands (ACOM)	Army Commands (ACOM)	Army Commands (ACOM)	Army Commands (ACOM)	Army Commands (ACOM)	
	Army Service Component Commands (ASCC)	Army Service Component Commands (ASCC)	Army Service Component Commands (ASCC)	Army Service Component Commands (ASCC)	Army Service Component Commands (ASCC)	
	Direct Reporting Unit (DRU)	Direct Reporting Unit (DRU)	Direct Reporting Unit (DRU)	Direct Reporting Unit (DRU)	Direct Reporting Unit (DRU)	
	Sponsoring Command					
	Positions:	Positions:	Positions:	Positions:	Positions:	
	Intern in support of Modeling and Simulation					
	Mathematician	Mathematician	Mathematician	Mathematician		

Figure D16: CP36 Career Progression Guidelines for Job Series 1520

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Job Series 1520

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SFS Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technical Credibility	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technical Credibility	Standards	Standards	Research
			Technical Credibility	Technical Credibility	Standards
					Technical Credibility
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	SFS Professional Development

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Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional) IEEE Computer Society				
Mandatory Training	Locally Administered Training for Newcomers Orientation				
Self Development					
Learning Resources	ACTEDS Training Catalog Army Distributed Learning Army e-Learning - SkillPort Modeling & Simulation Body of Knowledge				
Career Guides / Regulations	AR 690-950 Civilian Career MGT Army Civilian Handbook Civilian Personnel Administrative Publications Training and Career Development Program				
Career Links	Army Benefits Center - Civilian Army Civilian Personnel On-line Portal Army Civilian Service CP 36 ACTEDS Plan National Security Personnel System The Army Civilian Human Resources Agency Mathematics and Statistics Links				
Professional Organizations and Journals	International Council on Systems Engineering (INCOSE) American Mathematical Society National Training and Simulation Association Simulation Interoperability Standards Organization (SISO) Society for Modeling & Simulation International (SCS) Society of American Military Engineers (SAME)				
Miscellaneous Links	Army Knowledge On-line CP 36 Website USAIOBS				

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ANNEX D

Job Series 1550

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	1550 Computer Scientist				
Qualifying for a Career	1550 Qualification Standards	1550 Qualification Standards	1550 Qualification Standards	1550 Qualification Standards	Senior Executive Service
Series Description	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
Computer Scientist	GS 07-11	GS 07-11	GS 12-13	GS 14-15	ES
		Pay Bands DB2	Pay Bands DB3 NH3	Pay Bands NH3	
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Commands	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Developmental/Rotational Assignments	Developmental/Rotational Assignments	Developmental/Rotational Assignments	Developmental/Rotational Assignments	
	Positions: Computer Scientist (Intern) in support of Modeling & Simulation Computer Scientist	Positions: Computer Scientist	Positions: Computer Scientist Supervisory Computer Scientist Lead Computer Scientist	Positions: Computer Scientist Supervisory Computer Scientist Lead Computer Scientist	Positions:

Figure D17: CP36 Career Progression Guidelines for Job Series 1550

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Job Series 1550

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	M&S Competencies	M&S Competencies	M&S Competencies	M&S Competencies	SES Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technical Credibility	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technical Credibility	Standards	Standards	Research
			Technical Credibility	Technical Credibility	Standards
					Technical Credibility
Leader Development	CES Foundation Course	CES Basic Course	CES Intermediate Course	CES Advanced Course	Continuing Education for Senior Leaders (CESL)
	Action Officer Development Course (AODC)	Action Officer Development Course (AODC)	Supervisor Development Course (SDC)	Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Senior Service College Federal Executive Institute courses Brookings Institute courses

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Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report Work Independently Develop & Present a Brief Author & Publish	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies Author Technical Report Brief Analysis to Decision Makers Present at Conferences Mentor	SES Professional Development
Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
	Computer Programming	Masters Degree (Computer Science) ACQ 101 & 201 + Computer Programming Advanced Computer Programming Technical Writing	Masters Degree (Computer Science) ACQ 101 & 201 + Computer Programming Advanced Computer Programming Technical Writing	Federal Executive Institute Senior Executive Program	
Certifications	No Mandatory Certifications Required for the Career Program				
Mandatory Training	Locally Administered Orientation Training for Newcomers				

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Job Series 1701

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	1701 General Education & Training				
Qualifying for a Career	1700 Qualification Standards	1700 Qualification Standards	1700 Qualification Standards	1700 Qualification Standards	1700 Qualification Standards
Series Description	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
1701 General Ed. & Training	GS 07-11	GS 12	GS 13 & 14	GS 15	
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Positions: Training Administrator Training Technician Training Instructor	Positions: Training Administrator Training Instructor Instructional Systems Specialist	Positions: Training Specialist Instructional Systems Specialist Supervisory Training Instructor Supervisory Training Specialist	Positions: Supervisory Training Simulation Specialist Supervisory Training Sim. Development Mgr	Positions:

Figure D18: CP36 Career Progression Guidelines for Job Series 1701

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Job Series 1701

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technical Credibility	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technical Credibility	Standards	Standards	Research
			Technical Credibility	Technical Credibility	Standards
					Technical Credibility
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	SES Professional Development

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Job Series 1701

Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional)				
Mandatory Training	Locally Administered Training for Newcomers Orientation				
Self Development					
Learning Resources	ACTEDS Training Catalog Army Distributed Learning Army e-Learning - SkillPort Modeling & Simulation Body of Knowledge				
Career Guides / Regulations	AR 690-950 Civilian Career MGT Army Civilian Handbook Civilian Personnel Administrative Publications Training and Career Development Program				
Career Links	Army Benefits Center - Civilian Army Civilian Personnel On-line Portal Army Civilian Service CP 36 ACTEDS Plan National Security Personnel System The Army Civilian Human Resources Agency				
Professional Organizations and Journals	National Training and Simulation Association Simulation Interoperability Standards Organization (SISO) Society for Modeling & Simulation International (SCS)				
Miscellaneous Links	Army Knowledge On-line CP 36 Website USAJOBS				

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Job Series 1702

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	1702 Education and Training Technician				
Qualifying for a Career Series Description	1700 Qualification Standards	1700 Qualification Standards	1700 Qualification Standards	1700 Qualification Standards	1700 Qualification Standards
1702 Ed. & Training Tech.	Intern GS 07-11	General Schedule GS 12	General Schedule GS 13 & 14	General Schedule GS 15	SES / Leading Scientific/Technical Expert
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command Positions: Training Administrator Training Technician Training Instructor	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Positions: Training Administrator Training Instructor Instructional Systems Specialist	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Positions: Training Specialist Instructional Systems Specialist Supervisory Training Instructor Supervisory Training Specialist	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Positions: Supervisory Training Simulation Specialist Supervisory Training Sim. Development Mgr	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Positions:
Leadership Competencies	Interpersonal Skills Communications (Written & Oral) Continual Learning Integrity/Honesty Public Service Motivation	Interpersonal Skills Communications (Written & Oral) Continual Learning Customer Service Integrity/Honesty Public Service Motivation Teamwork	Accountability Communications (Written & Oral) Continual Learning Customer Service Decisiveness Integrity/Honesty Interpersonal Skills Public Service Motivation Team Leader	Accountability Business Acumen Communications (Written & Oral) Conflict Management Continual Learning Customer Service Decisiveness Flexibility Influencing & Negotiating Integrity/Honesty Interpersonal Skills Public Service Resilience Strategic Thinking Team Building Visionary	Accountability Business Acumen Communications (Written & Oral) Conflict Management Continual Learning Creativity & Innovation Customer Service Decisiveness Flexibility Influencing & Negotiating Integrity/Honesty Interpersonal Skills Political Awareness Resilience Strategic Thinking Team & Coalition Building Technical Credibility Visionary

Figure D19: CP36 Career Progression Guidelines for Job Series 1702

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Job Series 1702

Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail External Awareness Policy, Directives, & Guidance Problem Solving Research Standards Technical Credibility	Attention to Detail Communications & Media Creativity and Innovation External Awareness Partnering Planning & Evaluating Policy, Directives, & Guidance Problem Solving Program/Project Management Research Standards Technical Credibility	Attention to Detail Command Decision Making Communications & Media Creativity and Innovation External Awareness Partnering Planning & Evaluating Policy, Directives, & Guidance Problem Solving Program/Project Management Research Standards Technical Credibility	Attention to Detail Command Decision Making Communications & Media Creativity and Innovation External Awareness Partnering Planning & Evaluating Policy, Directives, & Guidance Problem Solving Program/Project Management Research Standards Technical Credibility	Attention to Detail Command Decision Making Communications & Media Creativity and Innovation External Awareness Leadership Partnering Planning & Evaluating Policy, Directives, & Guidance Problem Solving Program/Project Management Research Standards Technical Credibility
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	SES Professional Development
Occupational / Functional Training	CP36 IDP Template for M&S Simulation Operations Course Simulation Professional Course	CP 36 Master Training Plan Simulation Operations Course Simulation Professional Course	CP 36 Master Training Plan	CP 36 Master Training Plan Advanced Simulation Course	
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional)				
Mandatory Training	Locally Administered Training for Newcomers Orientation				

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Job Series 1702

Self Development	
Learning Resources	ACTEDS Training Catalog
	Army Distributed Learning
	Army-e-Learning - SkillPort
	Modeling & Simulation Body of Knowledge
Career Guides / Regulations	AR 690-950 Civilian Career MGT
	Army Civilian Handbook
	Civilian Personnel Administrative Publications
	Training and Career Development Program
Career Links	Army Benefits Center - Civilian
	Army Civilian Personnel On-line Portal
	Army Civilian Service
	CP 36 ACTEDS Plan
	National Security Personnel System
	The Army Civilian Human Resources Agency
Professional Organizations and Journals	National Training and Simulation Association
	Simulation Interoperability Standards Organization (SISO)
	Society for Modeling & Simulation International (SCS)
Miscellaneous Links	Army Knowledge On-line
	CP 36 Website
	USAJOBS

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ANNEX D

Job Series 1712

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	1712 Training Instruction				
Qualifying for a Career Series Description	1700 Qualification Standards	1700 Qualification Standards	1700 Qualification Standards	1700 Qualification Standards	1700 Qualification Standards
1712 Training Instruction	Intern GS 07-11	General Schedule GS 12	General Schedule GS 13 & 14	General Schedule GS 15	SES / Leading Scientific/Technical Expert
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command Positions: Training Administrator Training Technician Training Instructor	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Positions: Training Administrator Training Instructor Instructional Systems Specialist	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Positions: Training Specialist Instructional Systems Specialist Supervisory Training Instructor Supervisory Training Specialist	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Positions: Supervisory Training Simulation Specialist Supervisory Training Sim. Development Mgr	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Positions:
Leadership Competencies	Interpersonal Skills Communications (Written & Oral) Continual Learning Integrity/Honesty Public Service Motivation	Interpersonal Skills Communications (Written & Oral) Continual Learning Customer Service Integrity/Honesty Public Service Motivation Teamwork	Accountability Communications (Written & Oral) Continual Learning Customer Service Decisiveness Integrity/Honesty Interpersonal Skills Public Service Motivation Team Leader	Accountability Business Acumen Communications (Written & Oral) Conflict Management Continual Learning Customer Service Decisiveness Flexibility Influencing & Negotiating Integrity/Honesty Interpersonal Skills Public Service Resilience Strategic Thinking Team Building Visionary	Accountability Business Acumen Communications (Written & Oral) Conflict Management Continual Learning Creativity & Innovation Customer Service Decisiveness Flexibility Influencing & Negotiating Integrity/Honesty Interpersonal Skills Political Awareness Resilience Strategic Thinking Team & Coalition Building Technical Credibility Visionary

Figure D20: CP36 Career Progression Guidelines for Job Series 1712

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Job Series 1712

Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail External Awareness Policy, Directives, & Guidance Problem Solving Research Standards Technical Credibility	Attention to Detail Communications & Media Creativity and Innovation External Awareness Partnering Planning & Evaluating Policy, Directives, & Guidance Problem Solving Program/Project Management Research Standards Technical Credibility	Attention to Detail Command Decision Making Communications & Media Creativity and Innovation External Awareness Partnering Planning & Evaluating Policy, Directives, & Guidance Problem Solving Program/Project Management Research Standards Technical Credibility	Attention to Detail Command Decision Making Communications & Media Creativity and Innovation External Awareness Partnering Planning & Evaluating Policy, Directives, & Guidance Problem Solving Program/Project Management Research Standards Technical Credibility	Attention to Detail Command Decision Making Communications & Media Creativity and Innovation External Awareness Leadership Partnering Planning & Evaluating Policy, Directives, & Guidance Problem Solving Program/Project Management Research Standards Technical Credibility
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	SES Professional Development
Occupational / Functional Training	CP36 IDP Template for M&S Simulation Operations Course Simulation Professional Course	CP 36 Master Training Plan Simulation Operations Course Simulation Professional Course	CP 36 Master Training Plan	CP 36 Master Training Plan Advanced Simulation Course	
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional)				
Mandatory Training	Locally Administered Training for Newcomers Orientation				

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Job Series 1712

Self Development	
Learning Resources	ACTEDS Training Catalog
	Army Distributed Learning
	Army e-Learning - SkillPort
	Modeling & Simulation Body of Knowledge
Career Guides / Regulations	AR 690-950 Civilian Career MGT.
	Army Civilian Handbook
	Civilian Personnel Administrative Publications
	Training and Career Development Program
Career Links	Army Benefits Center - Civilian
	Army Civilian Personnel On-line Portal
	Army Civilian Service
	CP 36 ACTEDS Plan
	National Security Personnel System
	The Army Civilian Human Resources Agency
Professional Organizations and Journals	National Training and Simulation Association
	Simulation Interoperability Standards Organization (SISO)
	Society for Modeling & Simulation International (SCS)
Miscellaneous Links	Army Knowledge On-line
	CP 36 Website
	USAJOBS

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ANNEX D

Job Series 1750

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	1750 Instructional Systems				
Qualifying for a Career Series Description	1700 Qualification Standards	1700 Qualification Standards	1700 Qualification Standards	1700 Qualification Standards	1700 Qualification Standards
1750 Instructional Systems	Intern	General Schedule	General Schedule	General Schedule	SES / Leading Scientific/Technical Expert
	GS 07-11	GS 12	GS 13 & 14	GS 15	
			Supervisory/Nonsupervisory	Supervisory/Nonsupervisory	
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Positions: Training Administrator Training Technician Training Instructor	Positions: Training Administrator Training Instructor Instructional Systems Specialist	Positions: Training Specialist Instructional Systems Specialist Supervisory Training Instructor Supervisory Training Specialist	Positions: Supervisory Training Simulation Specialist Supervisory Training Sim. Development Mgr	Positions:
Leadership Competencies	Interpersonal Skills Communications (Written & Oral) Continual Learning Integrity/Honesty Public Service Motivation	Interpersonal Skills Communications (Written & Oral) Continual Learning Customer Service Integrity/Honesty Public Service Motivation Teamwork	Accountability Communications (Written & Oral) Continual Learning Customer Service Decisiveness Integrity/Honesty Interpersonal Skills Public Service Motivation Team Leader	Accountability Business Acumen Communications (Written & Oral) Conflict Management Continual Learning Customer Service Decisiveness Flexibility Influencing & Negotiating Integrity/Honesty Interpersonal Skills Public Service Resilience Strategic Thinking Team Building Visionary	Accountability Business Acumen Communications (Written & Oral) Conflict Management Continual Learning Creativity & Innovation Customer Service Decisiveness Flexibility Influencing & Negotiating Integrity/Honesty Interpersonal Skills Political Awareness Resilience Strategic Thinking Team & Coalition Building Technical Credibility Visionary

Figure D21: CP36 Career Progression Guidelines for Job Series 1750

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Job Series 1750

Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail External Awareness Policy, Directives, & Guidance Problem Solving Research Standards Technical Credibility	Attention to Detail Communications & Media Creativity and Innovation External Awareness Partnering Planning & Evaluating Policy, Directives, & Guidance Problem Solving Program/Project Management Research Standards Technical Credibility	Attention to Detail Command Decision Making Communications & Media Creativity and Innovation External Awareness Partnering Planning & Evaluating Policy, Directives, & Guidance Problem Solving Program/Project Management Research Standards Technical Credibility	Attention to Detail Command Decision Making Communications & Media Creativity and Innovation External Awareness Partnering Planning & Evaluating Policy, Directives, & Guidance Problem Solving Program/Project Management Research Standards Technical Credibility	Attention to Detail Command Decision Making Communications & Media Creativity and Innovation External Awareness Leadership Partnering Planning & Evaluating Policy, Directives, & Guidance Problem Solving Program/Project Management Research Standards Technical Credibility
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	SES Professional Development
Occupational / Functional Training	CP36 IDP Template for M&S Simulation Operations Course Simulation Professional Course	CP 36 Master Training Plan Simulation Operations Course Simulation Professional Course	CP 36 Master Training Plan	CP 36 Master Training Plan Advanced Simulation Course	
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional)				
Mandatory Training	Locally Administered Training for Newcomers Orientation				

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Job Series 1750

Self Development	
Learning Resources	ACTEDS Training Catalog Army Distributed Learning Army e-Learning - SkillPort Modeling & Simulation Body of Knowledge
Career Guides / Regulations	AR 690-950 Civilian Career MGT Army Civilian Handbook Civilian Personnel Administrative Publications Training and Career Development Program
Career Links	Army Benefits Center - Civilian Army Civilian Personnel On-line Portal Army Civilian Service CP 36 ACTEDS Plan National Security Personnel System The Army Civilian Human Resources Agency
Professional Organizations and Journals	National Training and Simulation Association Simulation Interoperability Standards Organization (SISO) Society for Modeling & Simulation International (SCS)
Miscellaneous Links	Army Knowledge On-line CP 36 Website USAJOBS

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Job Series 2210

Civilian Career Map		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.			
Career Program:	CP 36 - Analysis, Modeling & Simulation				
Career Series:	2210 Information Technology				
Qualifying for a Career Series Description	2210 Qualification Standards Intern	2210 Qualification Standards General Schedule	2210 Qualification Standards General Schedule	2210 Qualification Standards General Schedule	2210 Qualification Standards SES / Leading Scientific/Technical Expert
Information Technology	GS 07-11	GS 11-12	GS 13	GS 14	
		Supervisory/Nonsupervisory	Supervisory/Nonsupervisory		
Key Assignments/Key Billets	Location: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU) Sponsoring Command	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)	Locations: Army Commands (ACOM) Army Service Component Commands (ASCC) Direct Reporting Unit (DRU)
	Positions: Information Technology Specialists (IT) Intern in support of Modeling and Simulation	Positions:	Positions:	Positions:	Positions:
	IT Specialists	IT Specialist (Systems Admin) IT Specialist (Systems Analysts) IT Specialist (Operating Systems) IT Specialist (Customer Support) IT Specialist (Network) IT Specialist (Inform. Security)	IT Specialist (Applications Software) Lead IT Specialist Supervisor IT Specialist (Network) Supervisor IT Specialist (Software)	Supervisor IT Specialist (Policy & Planning)	

Figure D22: CP36 Career Progression Guidelines for Job Series 2210

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Job Series 2210

Leadership Competencies	Interpersonal Skills	Interpersonal Skills	Accountability	Accountability	Accountability
	Communications (Written & Oral)	Communications (Written & Oral)	Communications (Written & Oral)	Business Acumen	Business Acumen
	Continual Learning	Continual Learning	Continual Learning	Communications (Written & Oral)	Communications (Written & Oral)
	Integrity/Honesty	Customer Service	Customer Service	Conflict Management	Conflict Management
	Public Service Motivation	Integrity/Honesty	Decisiveness	Continual Learning	Continual Learning
		Public Service Motivation	Integrity/Honesty	Customer Service	Creativity & Innovation
		Teamwork	Interpersonal Skills	Decisiveness	Customer Service
			Public Service Motivation	Flexibility	Decisiveness
			Team Leader	Influencing & Negotiating	Flexibility
				Integrity/Honesty	Influencing & Negotiating
				Interpersonal Skills	Integrity/Honesty
				Public Service	Interpersonal Skills
				Resilience	Political Awareness
				Strategic Thinking	Resilience
			Team Building	Strategic Thinking	
			Visionary	Team & Coalition Building	
				Technical Credibility	
				Visionary	
Functional Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	Modeling & Simulation Competencies	SES Competencies
Core Competencies	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail	Attention to Detail
	External Awareness	Communications & Media	Command Decision Making	Command Decision Making	Command Decision Making
	Policy, Directives, & Guidance	Creativity and Innovation	Communications & Media	Communications & Media	Communications & Media
	Problem Solving	External Awareness	Creativity and Innovation	Creativity and Innovation	Creativity and Innovation
	Research	Partnering	External Awareness	External Awareness	External Awareness
	Standards	Planning & Evaluating	Partnering	Partnering	Leadership
	Technical Credibility	Policy, Directives, & Guidance	Planning & Evaluating	Planning & Evaluating	Partnering
		Problem Solving	Policy, Directives, & Guidance	Policy, Directives, & Guidance	Planning & Evaluating
		Program/Project Management	Problem Solving	Problem Solving	Policy, Directives, & Guidance
		Research	Program/Project Management	Program/Project Management	Problem Solving
		Standards	Research	Research	Program/Project Management
		Technical Credibility	Standards	Standards	Research
			Technical Credibility	Technical Credibility	Standards
					Technical Credibility
Leader Development	CES Foundation Course Action Officer Development Course (AODC)	CES Basic Course	CES Intermediate Course Supervisor Development Course (SDC)	CES Advanced Course Manager Development Course (MDC) Senior Service College Defense Senior Leader Development Program (DSLDP)	Continuing Education for Senior Leaders (CESL) Senior Service College Federal Executive Institute courses Brookings Institute courses
Professional Development	Rotational/Developmental Assignments	Deployments Developmental Assignments	Deployments Developmental Assignments Assist with a Study Evaluate Study Data Assist with Writing a Report	Deployments Developmental Assignments Independently Conduct a Study Lead a Project/Study Lead Multiple Simultaneous Projects/Studies	SES Professional Development

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Job Series 2210

Occupational / Functional Training	CP36 IDP Template for M&S	CP 36 Master Training Plan	CP 36 Master Training Plan	CP 36 Master Training Plan	
	Simulation Operations Course	Simulation Operations Course		Advanced Simulation Course	
	Simulation Professional Course	Simulation Professional Course			
Academic Training	Baccalaureate Dependant on Position Requirements	Baccalaureate Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Baccalaureate and/or Graduate Degree Dependant on Position Requirements	Masters and/or Doctorate Degree Dependant on Position Requirements
Certifications	No Mandatory Certifications for the Career Program Certified Modeling & Simulation Professional (CMSP) (Optional)				
Mandatory Training	Locally Administered Training for Newcomers Orientation				
Self Development					
Learning Resources	ACTEDS Training Catalog Army Distributed Learning Army e-Learning - SkillPort Modeling & Simulation Body of Knowledge				
Career Guides / Regulations	AR 690-950 Civilian Career MGT Army Civilian Handbook Civilian Personnel Administrative Publications Training and Career Development Program				
Career Links	Army Benefits Center - Civilian Army Civilian Personnel On-line Portal Army Civilian Service CP 36 ACTEDS Plan National Security Personnel System The Army Civilian Human Resources Agency				
Professional Organizations and Journals	International Council on Systems Engineering (INCOSE) National Society of Professional Engineers (NSPE) National Training and Simulation Association (NTSA) Simulation Interoperability Standards rganization (SISO) Society for Modeling & Simulation International (SCS) Society of American Military Engineers (SAME)				
Miscellaneous Links	Army Knowledge On-line CP 36 Website USAJOBS				

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ANNEX E

ANNEX E: TRAINING AND DEVELOPMENTAL EXPERIENCES

I. Policy

A. CP36 Training and Development Policy

It is CP 36 policy to make training and developmental opportunities widely available to all CP 36 careerists with the goals of: improving organizational performance; maintaining scientific, professional, technical, and management proficiency; building and retaining a skilled and effective workforce; and enhancing individual capabilities.

B. Training and Developmental Policy Specifics

1. Use on-the-job-training through selected work experiences as the primary method of developing the job-related knowledge, skills, and abilities of careerists.
2. Support systematic plans to broaden careerists' knowledge and skills through planned, work-related developmental assignments including "on-the-job" training, rotational assignments, developmental assignments, and inter-agency work experiences.
3. Use of formal training and educational experiences to complement work experiences. Recommend using distance learning as well as correspondence courses.
4. The Action Officer Development Course is required for all interns and for all individuals promoted or appointed to journey-level positions.
5. New supervisors must complete the CES Basic Course and the Supervisory Development Courses within six months after appointment to a supervisory position. Managers must complete the Manager Development Course within six months after appointment to a managerial position.
6. Support careerist's training, retraining, and organizational development activities leading to better ways of delivering services, improving work performance, and increasing the value of careerist's contributions to current and future Agency missions.
7. It is highly recommended that supervisors and managers receive training on purchase cards and SF182s.
8. Appropriation bills, Army Values, and the Defense Civilian Personnel Data System (DCPDS).
9. Encourage and support careerist's self development activities as appropriate.

II. Developmental Activities

A. Developmental Activities Defined.

Developmental activities are structured work/training experiences, agreed to between careerist and supervisor, with well-defined objectives intended to enhance job knowledge and skills. Some people refer to developmental activities as a combination of structured "on-the-job" activities and formal classroom training. Some developmental experiences are designed to broaden a careerist's knowledge and understanding of the Army through a combination of expanded work experiences and formal training. Others may be particularly related to specific job requirements, when skill enhancement is required to properly perform a task.

B. Developmental Assignments.

Developmental work assignments, with appropriate levels of responsibility, are extremely beneficial for the development of competent multi-disciplined simulation specialists. Developmental assignments can involve short work assignments outside one's own organization, but inside the installation. When a broader more insightful knowledge of higher organizational management and program operations is required, developmental work assignments outside of the parent organization are an effective means of acquiring this experience and are highly encouraged.

III. Exchange Assignments

Exchange Assignments are performance enhancing job experiences that are a type of developmental experience. Exchange assignments are typically outside of one's own organization or installation. In the 3yIDP process, consideration should be given to identifying exchange assignments that involve realistic and attainable goals that will benefit both the individual and the organization. Some examples of exchange assignments are:

- Cross community i.e., between Testing and Analysis
- Across functional areas, i.e., between HQDA, Battle Command Training Centers, Combat Training Center, Battle Projection Center, Mission Support Training Center, National Simulation Center
- Private Sector/Training with Industry Exchanges
- Performance enhancing job experiences can occur within an installation, between organizations or installations, on an interagency basis, between the public and private sectors, as well as between segments of the public sector (federal, state and local).

IV. Formal Training Activities

Formal training activities supplement the development of necessary skills outlined in the supporting core competencies. Each formal training activity usually consists of a well-defined lesson plan, specific training objectives, and a clear definition of learning objectives. The delivery of training may take one of several formats, and may be delivered by training vendors or organizational subject matter experts:

- Instructor/classroom-based training
- Computer-based training
- "Train-the-Trainer"
- Video/satellite-based training
- Video and audio tapes
- Telephone-based training
- In place work team training
- Self-study
- Correspondence Courses, and
- Any other means of effective training presentation

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ANNEX F

ANNEX F: MENTORSHIP

I. General

A. Army Mentorship Defined

1. The Army's Mentorship Definition: The voluntary, developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect.
2. Mentoring is a powerful tool for personal and professional development. Many organizations believe that mentoring improves individual performance, retention, morale, personal/professional development, and career progression. Mentoring offers many opportunities for mentors and mentees to improve their leadership, interpersonal, and technical skills as well as achieve personal and professional objectives.

B. Army Training and Leader Development Panel

1. The Army Training and Leader Development Panel (ATLDP) established a series of recommendations to improve the Army Mentoring Program. The Chief of Staff, Army, approved the ATLDP – Civilian recommendations in May 2003, and the G1 developed a comprehensive program that the ASA (M&RA) approved on 10 November 2004. This mentorship strategy focuses on mentorship beyond the chain of command and aims to expand the pool of available mentors throughout the Army.
2. Central to this strategy is the creation of a mentorship database that will enable all Soldiers, Civilians, spouses, retirees, veterans, and contractors (that have access to AKO) to help facilitate bringing mentors and mentees together in person and/or online. This strategy offers a searchable mentorship profile server to help find one-on-one mentors and over 125 tailored mentorship forums. Click on Self Service, then My Personnel, then scroll to My G-1 Personnel and click on Army Mentorship Program. It can also be accessed at the following web address: <http://www.armyg1.army.mil/hr/mentorship/default.asp>
3. Each constituent group is still permitted the flexibility to have their own mentorship programs as long as they stay within the ASA (M&RA)'s intent of Voluntary Mentorship with an emphasis on beyond the chain of command. The Army Mentorship Handbook is available at AKO, and is the Army's overarching guidance on Mentoring for the entire Army family. DA PAM 690-46 (Mentoring for Civilian Members of the Force) is still in effect.

II. Mentoring & Coaching

A. Mentoring

1. Mentoring involves counseling others, through formal or informal methods. A mentor willingly serves as a role model for his/her associate, sharing organization insights and lessons learned. Mentors provide sound advice on career development goals, strategies, and options.

2. Mentoring involves guiding and nurturing the growth of others through various stages of their development. Mentoring is a technique with strategies and practices that can be learned. Generally speaking, a mentor is someone of substantial experience, talent or professional standing who nurtures the career of an associate. Mentoring can be conducted through a formal program or by an informal understanding between a mentor and associate. The best mentors combine technical competence, business acumen, relevant experience, the ability to effectively communicate, and most importantly the ability to listen and provide candid and constructive feedback.

B. Coaching

Coaching involves clearly communicating performance expectations and openly sharing information for the benefit of the organization. Coaches also model and communicate the values, behaviors, and work practices expected of the workforce. Like a mentor, coaches provide constructive feedback. Coaching is normally done in the context of a supervisor-employee relationship, and can be a daily activity.

C. Mentors

Managers or non-managers, either internal or external to a careerist's organization may perform mentoring. CP 36 careerists are encouraged to seek appropriate mentor(s). However, whether or not you have a mentor-associate relationship is entirely up to you. Careerists may choose to have more than one mentor. The need for a mentor should be discussed by you and your supervisor.

D. Mentors' Functions

A successful mentor will at a minimum:

- Assist with recommendations for training and work experience at each career level
- Work with you to seek appropriate assignments, training and exposure
- Act as an advisor for your career decisions
- Provide necessary information about important organizational issues
- Meet frequently and regularly to review progress

III. Analysis, Modeling & Simulation Mentoring Program (AMSMP)

A. General

1. Overview. AMSMP is a formal mentoring program with an emphasis on acquiring and developing competencies. The mentoring process requires Mentors and Associates to work together to reach specific goals and to provide each other with feedback to ensure goals are reached. Based on career interests, goals and needs, less experienced careerists (Associates) are matched with more experienced careerists (Mentors). Applications to participate in the AMSMP are submitted in accordance with an annual formal AMSMP announcement. Together, the Mentor and Associate share experiences that can build a successful and enriching partnership.
2. Improvement Plan. The Associate prepares an improvement plan, identifying skill areas needing strengthening. The plan documents competencies and experiences to be gained, specific activities to be pursued and an approximate time for finishing the developmental activities. The plan should be finalized with the Mentor and the Associate's supervisor.
3. Partnership Plan. The Partnership Plan is a crucial part of the mentorship program. Key components include the confidentiality of the partnership, duration of the formal partnership, frequency and place of meeting, approximate amount of time to be invested by both partners, specific role of the mentor, careerists goals and the no-fault termination.
4. Program Manager. The program manager for the AMSMP is a staff member assigned to the CP 36 Proponent Office. The Program Manager analyzes, evaluates and develops career management policies and procedures for the implementation, training, publicity and evaluation of MSMP.
5. ACOM/ASCC/DRU Program Sponsor. The program sponsor at each ACOM/ASCC/DRU assists the CP36 Proponent Office Program Manager with implementation and evaluation of the AMSMP.

B. Program Guidelines

1. All CP36 careerists, regardless of their skill levels, are capable of improving their current performance.
2. Professional development and growth should be both continuous and systematic.
3. Developmental efforts or plans should be based on comprehensive assessment of needs and the matching of these needs to specific developmental experiences.

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4. Skill development should be consistent with the CP36 Army Civilian Training, Education, and Development System (ACTEDS) Plan.
5. While this program is intended to enhance competitiveness and advancement potential, participation in the program is not a guarantee or a prerequisite for, promotion.

C. Program Objectives

1. To partner a more experienced CP36 careerist (Mentor) with a less experienced CP36 careerist (Associate) in order to improve overall job performance of the Associate, provide the Associate insight into the Army culture and assist the associate in making career decisions.
2. To improve specific job competencies of the CP36 careerists, thereby increasing their productivity and potential for higher jobs.
3. To improve employment and advancement opportunities for all CP36 professionals to become part of the Army leadership.

D. Program Length

1. The maximum time is one year per application. The length of each partnership could vary according to the needs and interests of the Mentor and Associate. Partnerships can be extended beyond one-year, either informally or formally, through submission of a AMSMP application agreed to by both partners.
2. A partnership can be terminated at any time during the year. The "no-fault termination clause" can be used by either partner at any time, for any reason.

E. Civilian and Military Eligibility Requirements to be a Mentor

1. Be a CP 36 careerist, grade GS-9 through Senior Executive Service (SES). GS-5 through GS-7 may participate on an exception basis.
2. Be a FA 57 officer, in ranks Captain - General Officer.

F. Mentor's Roles and Responsibilities

1. Mentors Roles:
 - a. Teacher
 - b. Guide
 - c. Counselor
 - d. Motivator
 - e. Sponsor
 - f. Coach

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- g. Advisor
- h. Referral agent
- i. Role model
- j. Door opener

2. Mentor's Responsibilities:

- a. Serve as an unbiased confidant and advisor.
- b. Discuss with the Associate's the Associate's current status and how it was attained, and suggest steps to take to reach his or her personal and professional goals.
- c. Discuss the available resources within the Department of the Army that could possibly help the Associate reach his or her goal.
- d. Provide objective and positive suggestions, as appropriate, on office demeanor and acceptable work ethics
- e. Provide objective and positive suggestions on how the Associate may improve job proficiency and productivity.
- f. Informally assess the Associate's performance at least once a quarter. (The mentor will not provide input to the associate's annual performance evaluation).
 - Assist the Associate in finalizing the Improvement Plan
 - Discuss the Partnership Plan with the Associate
 - Complete the semiannually MSMP evaluation form
- g. Notify the Program Manager or Program Sponsor if:
 - The Mentor or Associate leaves the organization
 - Telephone number, room number, grade or name changes
 - The Mentor is experiencing difficulties with his or her Associate
 - The Mentor has questions about mentorship program procedures
 - The partnership ends - no fault termination clause

G. Associate's Roles

- 1. The roles of the Associate include student and trainee.
- 2. Associate's responsibilities:
 - a. Make initial contact with the Mentor
 - b. Identify developmental areas and formulate and Improvement Plan for accomplishing goals
 - c. Finalize Improvement Plan with the assistance of the Supervisor and Mentor
 - d. During the partnership, continuously work with the Improvement Plan
 - e. Discuss the Partnership Plan with the Mentor
- 3. Notify the program manager and the Mentor if:
 - a. The Associate or Mentor leaves the organization

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- b. Telephone number, room number, grade or name changes
- c. The Associate is experiencing difficulties with his or her Mentor
- d. The Associate has questions about mentorship program procedures
- e. The partnership ends –through the no fault termination clause
- f. Completes the AMSMP semi-annually evaluation forms
- g. Expend required time and effort to make the partnership work

ANNEX G

ANNEX G: FORMS

1. **Career Planning:** CP36 3-Year Individual Development Plan (3yIDP)
http://cpol.army.mil/library/train/acteds/CP_36/forms/form-3yIDP.doc

Examples:

http://www.ms.army.mil/sp-div/CP36_ORSA_intern.pdf

http://www.ms.army.mil/sp-div/CP36_MS_intern.pdf

2. **Intern Program:**

- Rotational Assignment Worksheet

http://cpol.army.mil/library/train/acteds/CP_36/forms/form-IRAW.doc

- Intern Evaluation of Rotational Assignment

http://cpol.army.mil/library/train/acteds/CP_36/forms/form-IERA.doc

- Request for Equivalency Credit for Mandatory Functional Training

http://cpol.army.mil/library/train/acteds/CP_36/forms/form-ReqFEC.doc

- Rotational Assignment Supervisor Evaluation

http://cpol.army.mil/library/train/acteds/CP_36/forms/form-RASE.doc

3. **Mentorship Forms:**

- Individual Development Action Plan (IDAP)

http://cpol.army.mil/library/train/acteds/CP_36/forms/form-IDAP.doc

- Mentee's Attributes, Skills, and Competencies

http://cpol.army.mil/library/train/acteds/CP_36/forms/form-MASK.doc

- Sample Mentorship Agreement

http://cpol.army.mil/library/train/acteds/CP_36/forms/form-SMA.doc

4. Resource Allocation Selection System (RASS)

<https://rass.army.mil/>

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ANNEX H

ANNEX H: METHODOLOGY

The methodology for updating the CP36 ACTEDS Plan involved close coordination with three major initiatives impacting the Army Civilian Workforce:

The first initiative was the Civilian Workforce Transformation mandated by Congress. This initiative required the development of competencies for all Army job series. This effort resulted in the identification of and vetting of an initial set of competencies for both modeling and simulation careerists as well as Operations Research Systems Analysts (ORSAs) both of which you will see as drafts in this ACTEDS plan.

Army Career Tracker was an Army Headquarters G3/5/7 initiative that provides a “one-stop-shopping” for Army careerist. This effort included the development of an initial set of career maps for each job series and this ACTEDS Plan was able to benefit from that.

The third factor was the migration of job series 1515 to CP36 which required specific competencies, career maps, and the identification of applicable education and training opportunities for Operations Research Systems Analysts. Those too have been incorporated into this plan.

Career Program 36 is planning to announce the posting of this draft ACTEDS and ask for comments and recommendations from CP36 careerists. Additionally, workshops are being planned with subject matter experts from the commands to adjudicate any feedback received on this version of the CP36 ACTEDS which is intended to be a living document that will undergo periodic review, revision and update.

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ANNEX I

ANNEX I: REFERENCES

- a. Army Regulation, 5-11, Management of Army Models and Simulations (1 Feb 2005)
- b. Army Regulation 70-1, Army Acquisition Policy (22 July 2011)
- c. Army Regulation 600-3, The Army Personnel Proponent System (26 February 2009)
- d. Army Regulation 690-12, Equal Employment Opportunity and Affirmative Action (4 March 1988)
- e. Army Regulation 690-400, Chapter 4302 Total Army Performance Evaluation System (16 October 1998)
- f. Army Regulation 690-950, Career Management (31 December 2001)
- g. DA Pamphlet 690-43, A Supervisor's Guide to Career Development and Counseling for Career Program Employees (18 August 1989)
- h. DA Pamphlet 690-46, Mentoring for Civilian members of the Force (31 July 1995)
- i. DA Pamphlet 690-47, DA Civilian Employee Deployment Guide (1 November 1995)
- j. Catalog of Army Civilian Training, Education, and Professional Development Opportunities at <http://cpol.army.mil>.
- k. The Simulation Professional Program Advisory Council Charter, Spring/Summer 2002
- l. Simulation Civilian Career Program Concept and Operations Plan, Spring/Summer 2002
- m. Lieutenant General Larry Ellis, Deputy Chief of Staff for Operations (DCSOPS), May 10, 2001. "The development of the Civilian Program Simulation Professional Specialty (CP36) must begin now and continue with concurrent/simultaneous development effort with the FA57 program".

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ANNEX J

ANNEX J: ACRONYMS

AAC - Army Acquisition Corps
AAE - Army Acquisition Executive
AASA - Administrative Assistant to the Secretary of the Army
AC - Army Command
ACF - Acquisition Career Field
ACFP - Army Congressional Fellowship Program
ACM - Acquisition Career Manager
ACOM - Army Command
ACPM - Activity Career Program Managers
ACQ - Acquisition
ACR - Advanced Concepts Requirements
ACRB - Acquisition Career Record Brief
ACS - Advanced Civil Schooling
ACT - Army Career Tracker
ACTEDS - Army Civilian Training and Education Development System
ADT - Academic Degree Training
AETE - Acquisition Education, Training and Experience
AFR - Acquisition Functional Representative
AIAA - American Institution of Aeronautics and Astronautics
AKO - Army Knowledge Online
AM&S - Analysis, Modeling and Simulation
AMSAA - Army Materiel Systems Analysis Activity
AMSC - Army Management Staff College
AMSMP - Analysis, Modeling & Simulation Mentoring Program
AMSO - Army Model and simulation Office
AORS – Army Operations Research Symposium
AR - Army Regulation
ASA(M&RA) - Assistant Secretary of the Army (Manpower and Reserve Affairs)
ASCC - Army Service Component Command

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ASEE - American Society for Engineering Education
ATL - Acquisition, Technology and Logistics
ATLDP - Army Training and Leader Development Panel
AUSA - Association of United States Army
AWC - Army War College
BC - Basic Course
BCOIC - Battle Command Officer Integration Course
BIG - Blacks in Government
C4ISR - Command, Control, Communications, Computers, Intelligence, Surveillance & Reconnaissance
CAA - Center for Army Analysis
CAL - Center for Army Leadership
CAP - Critical Acquisition Position
CBT - Computer Based Training
CDG - Career Development Groups
CES - Civilian Education System
CFCM - Component Functional Community Managers
CFCMR - Component Functional Career Manager's Representative
CGSC - Command and General Staff College
CGSOC - Command and General Staff Officer Course
CGSS - Command and General Staff School
CHRA - Civilian Human Resources Agency
CLP - Continuous Learning Points
CO - Certifying Official
COR - Contracting Officer's Representative
CP - Career Program
CP - Civilian Personnel
CPM - Career Program Manager
CP36 - Career Program 36
CPAC - Civilian Personnel Advisory Center
CPD - Competitive Professional Development

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CPEA - Civilian Personnel Evaluation Agency
CPOC - Civilian Personnel Operations Center
CPPC - Career Program Policy Committee
CSL - Central Selection List
CSO - Customer Support Office
CTDDIC - Combat, Training, Doctrine Developers Integration Course
DA - Department of the Army
DACM - Director for Acquisition Career Management
DAU - Defense Acquisition University
DAWIA - Defense Acquisition Workforce Improvement Act
DCPDS - Defense Civilian Personnel Data System
DDACM - Deputy Director, Acquisition Career Management
DEOMI - Defense Equal Opportunity Management Institute
DIS - Distributed Interactive Simulation
DL - Distributed Learning
DLAMP - Defense Leadership Management Program
DoD - Department of Defense
DoDAF - DoD Architecture Framework
DOTMLPF - Doctrine, Organization, Training, Materiel, Leader Development, Personnel and Facilities
DRU - Direct Reporting Units
DSC - Decision Support Center
DSLDP - Defense Senior Leader Development Program
DTS – Defense Travel System
ECQ - Executive Core Qualifications
EEO - Equal Employment Opportunity
ERB - Enlisted Record Brief
FA57 - Functional Area 57
FC - Foundation Course
FC - Functional Chief
FCR - Functional Chief Representative

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FEAC - Federal Enterprise Architecture Certification

FEI - Federal Executive Institute

FEW - Federally Employed Women

FIPT - Functional Integrated Product Team

GM - General Manager

GS - General Schedule

HLA - High Level Architecture

HQDA - Headquarters, Department of the Army

HRC - Human Resources Command

HRM - Human Resources Management

I/ITSEC - Interservice/Industry Training, Simulation and Education Conference

IAW - In Accordance With

IC - Intermediate Course

ICAF - Industrial College of the Armed Forces

ICT - Integrated Concept Team

IDAP - Individual Development Action Plan

IDP - Individual Development Plan

ITEA - International Testing and Evaluation Association

JCIDS - Joint Capabilities Integration and Development System

KLP - Key Leadership Positions

KM - Knowledge Management

KSA - Knowledge, Skills and Abilities

LAP - Leadership at the Peak

LEAD - Leadership Education and Development

LEDC - Logistics Executive Development Program

LOG - Logistics

M.S. - Master of Science

MCPM - Major Command Career Program Manager

MDMP - Military Decision Making Process

MITP - Master Intern Training Plan

MORS - Military Operations Research Society

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MORSS - Military Operations Research Society Symposium
MOVES - Modeling, Virtual Environments and Simulation
MSCO - Modeling and Simulation Coordination Office
MSMP - Modeling and Simulation Mentoring Program
MTP - Master Training Plan
NAAAP - National Association of Asian American Professional
NAHFE - National Association of Hispanic Federal Employees
NATO - North Atlantic Treaty Organization
NDAA - National Defense Authorization Act
NDIA - National Defense Industrial Association
NLT - No Later Than
NPS - Naval Postgraduate School
NTC - National Training Center
NTSA - National Training Systems Association
NWC - National War College
OA - Operations Analysis
OASA (M&RA) - Office of the Assistant Secretary of Army (Manpower and Reserve Affairs)
OJT - On-the-Job Training
OPM - Office of Personnel Management
OR - Operations Research
ORB - Officer Record Brief
ORSA - Operations Research Systems Analysis
ORSAMAC - Operations Research Systems Analysis Military Application Course
OSA - Office of the Secretary of the Army
OSD - Office of the Secretary of Defense
PBE - Pay Band Equivalent
PEO - Program Executive Officer
PEP - Professional Enhancement Program
PM - Program Manager
PM - Project Manager
PMF - Program to the Presidential Management Fellows

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PMI - Presidential Management Intern
PPBES - Planning, Programming, Budgeting Execution System
RASS - Resource Allocation Selection System
RDA - Research, Development and Acquisition
RDEC - Research, Development, and Engineering Center
RTI - Run Time Infrastructure
SARSF - Secretary of the Army Research and Study Fellowships
SCS - Society for Computer Simulation
SEDAT - Senior Executive Diversity Awareness Training
SEDRIS - Synthetic Environment Data Representation and Interchange Specification
SEF - Senior Executive Fellows
SES - Senior Executive Service
SISO - Simulation Interoperability Standards Organization
SIW - Simulation Interoperability Workshop
SME - Subject Matter Expert
SOC - Simulation Operations Course
SPC - Simulation Professional Course
SSC - Senior Service Colleges
ST - Scientific/Technical Expert
STS - Senior Technical Specialist
TAPES - Total Army Performance Evaluation System
TDA - Table of Distribution and Allowances
TEMO - Training, Exercise and Military Operations
TENA - Test and Training Enabling Architecture
TRADOC - U. S. Army Training and Doctrine Command
TWI - Training-With-Industry
USAASC - United States Army Acquisition Support Center
USAR – United States Army Reserves
VU - Virtual University
VV&A - Verification, Validation and Accreditation
WSMR - White Sands Missile Range

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ANNEX K: GLOSSARY OF TERMS

Academic Degree Training: Career-related academic studies based on the stated objective of obtaining an academic degree in accordance with Title 5, US Code, Section 4107, and Department of the Army (DA) guidance. (Source: G-3/5/7)

Accreditation: The management process employed to determine if an individual meets the necessary standards established for a particular occupation and level. (Source: G-3/5/7)

Army Civilian Training Education and Development System (ACTEDS) Plans: Document developed by Career programs that provides information and guidance on training, education, and development opportunities that enhance the career management of employees in each Career Program.

Activity Career Program Managers (ACPM): Provide technical advice and assistance to Commanders and Civilian Personnel Advisory Center (CPAC), human resources representatives; careerists and serves as resource person by assisting supervisors in furnishing CP information to careerists and interns. (Source: AR 690-950, 31 December 2001)

Affirmative Employment Program (AEP): A program of self-analysis, problem identification, data collection, policy statements, reporting systems and elimination of discriminatory policies and practices past and present. (Source: AKO)

Army Civilian Training, Education and Development System (ACTEDS): The Army-wide civilian training and career management requirements-based system that identifies an orderly, systematic approach to technical, professional, and leadership development of knowledge, skills and abilities progression from entry-level to supervisory, managerial, and executive positions. It identifies a blending of progressive and sequential work assignments, formal training, educational courses, and self-development opportunities similar to the military system. ACTEDS is applicable to all Civilian Career Programs. Information on ACTEDS training opportunities is located at <http://cpol.army.mil/library/train/catalog/>. (Sources: AR 600-3, 26 November 2009 and AR 690-950)

Army Command (ACOM): An Army force, designated by the Secretary of the Army (SA), performing multiple Army Service Title 10 USC, functions across multiple disciplines. Responsibilities are those established by the SA. (Source: AR 10-87, 4 September 2007)

Army Service Component Command (ASCC): An Army force, designated by the SA, comprised primarily of operational organizations serving as the Army component of a combatant command or sub-unified command. (Source: AR 10-87)

Assistant G-1 for Civilian Personnel (AG-1 (CP)): A Headquarters Army, G-1 Staff Element responsible for setting long-range, strategic direction and policy governing the management and utilization of Department of the Army (DA), civilian employees. (Source: <https://www.g1intranet.army.mil/cp.asp>)

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Assistant SA for Manpower and Reserve Affairs (ASA(M&RA)): The principle advisor to the SA for manpower, human capital management, training, leader development, readiness and Reserve Affairs. Has overall responsibility for civilian personnel management and for civilian personnel policy and programs. (Source: Army General Order 2012-01 and AR 600-3)

Career Development (CD): A method of obtaining additional knowledge, skills and abilities within a career program through training, assignment or self-development. (Source: AR 690-950)

Career Ladder: A graphic depiction of the levels of grade progression within the Career Program. The Career Ladders describe the grade levels, by position titles and organizational level, within each function and across functions where applicable.

Career Program (CP): Occupational series aligned into consolidated groupings, based on common technical functions, associated command missions, and position knowledge, skills and abilities. (Source: Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

Career Program Manager (CPM): Activity level functional subject-matter-expert (SME) who gives technical advice and assistance to the commander and CPAC; provide advice and guidance to careerists; and serves as resource person by assisting supervisors in furnishing CP information to careerists and interns. (Source: AR 690-950)

Career Program Policy Committee (CPPC): A continuing, intra-component, Army-level committee that (a), develops recommendations for changes in Army Career Program policies and procedures, (b) prepares recommendations for the AG-1(CP), to determine ACTEDS resource allocations for Interns and Fellows; to the HQDA, G-3 for Competitive Professional Development, (c) makes determination on recommendations from any subcommittee operating within mission of the CPPC, and (d) makes determinations and develops solutions to enterprise-level issues and develops practices appropriate for Army-wide execution. (Source: SAMR-CQ Memo, SUBJECT: Civilian Career Program Management Guidance, 21 April 2011)

Career Program Proponency Office (CPPO): Staff office to support and assist the FCR with career management responsibilities. Personnel proponents are also responsible for developing, monitoring and assessing equal opportunity and affirmative actions of their respective career fields. (Sources: AR 600-3, 28 November 1997 and SAMR-CQ Memo, SUBJECT: Civilian Career Program Management Guidance, 21 April 2011)

Certification: Designation awarded by a professional society or by law to validate one's skill qualification in accordance with established standards of proficiency. (Source: G-3/5/7)

Civilian Education System (CES): A leader development program for Army civilians.

The CES is designed to assist Army career civilians become agile leaders. CES training includes both distance learning and in-resident classroom instruction. CES eligibility criteria, course registration information and waiver procedures are provided at the Civilian Human Resource

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Training Application System (CHRTAS) at <https://www.attrs.army.mil/channels/chrtas/student/main.aspx>. (Source: G/3/5/7)

Civilian Expeditionary Workforce (CEW): 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. 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. (Source: AG-1(CP))

Civilian Human Resources Agency (CHRA): Organization within the Army G-1, responsible for providing Department of the Army Civilian Human Resources (operations) support. (Source: <http://www.chra.army.mil/global/aboutus.asp>)

Civilian Personnel Advisor Center (CPAC): The Installation CPAC services or is collocated with the proponent office and, (a) provides proponents access to and assistance with interpretation of civilian personnel management regulations, laws and other reference materials. (Source: AR 600-3)

Civilian Senior Leader Management Office (CSLMO): Responsible office for providing SA and other senior leaders advice on all matters relating to the recruitment, utilization, and lifecycle management of the Executive and Senior Professional (ESP) Civilian workforce. (Source: http://www.asamra.army.mil/org_cslmo_bio.cfm)

Code of Federal Regulations (CFR): A codification of the general and permanent rules published in the Federal Register by the Executive departments and agencies of the Federal Government. (Source: Title 5, Code of Federal Regulations)

Competency: An (observable) measurable pattern of knowledge, abilities, skills, and other characteristics that individuals need in order to successfully perform their work. (DoDI 1400.250)

Core Competencies_Technical areas of knowledge skill, abilities and other characteristics (non-technical e.g., interpersonal skills) 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.

Functional Competencies: Technical specialty areas of knowledge skill, abilities and other characteristics (non-technical e.g., interpersonal skills) 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.

Competency Gaps: Difference in the rating level of position required competencies and employee proficiencies.

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Competency-based Management (CBM): A systematic approach to evaluating and effectively aligning employee competencies with mission and job requirements throughout the human capital life cycle. (Source: DODI 1400-25-V.250, November 18, 2008)

Competency-based Management System (CMS): A system that is administratively managed by the AG-1(CP), and is the central repository of position and employee competencies. CMS supports Army career management workforce planning and Defense Enterprise Civilian Competency Management Framework implementation, in accordance with NDAA 2010 requirements. The CMS tool is assessable at: <https://cms.cpol.army.mil>. (Source: AG-1(CP))

Competitive Professional Development (CPD): Competitive, functionally tailored, significant developmental opportunities that occur in academic (university) programs, Training-With-Industry (TWI), Short-Term Training, and/or planned developmental assignments that have been documented in the respective ACTEDS plans. (Source: Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

Component Functional Career Manager and Representative (CFCM/CFCMR): Component level (Army), senior functional community manager responsible for supporting the execution of the DODI 1400.25-V250, in their respective DoD component career (programs) by working with command leadership, manpower representatives, OFCMs, and HR consultants. (Source: DODI 1400.25-V250, November 18, 2008)

Computer Based Training (CBT): Instructional information displayed on the computer, including visuals and quizzes. Advanced CBT can be non-linear in format and interactive with the student. (Source: G-3/5/7)

Continuing Service Agreement: The Department of the Army obligated period of service that an employee agrees to continue to work after they have completed a centrally-funded assignment that exceeded 120 days. (Source: AR 690-950)

Defense Civilian Intelligence Personnel System (DCIPS): A Title 10 Excepted Service Intelligence Community (IC) personnel system that is founded in Army policies that support employee performance, career development opportunities, awards and recognition. (Source: <http://www.dami.army.pentagon.mil/site/dcips/About.aspx>)

Direct Reporting Unit (DRU): An Army organization comprised of one or more units with institutional or operational support functions, designated by the SA, normally to provide broad general support to the Army in a single, unique discipline not otherwise available elsewhere in the Army. DRUs report directly to a HQDA principal and/or ACOM and operate under authorities established by the SA. (Source: AR 10-87)

Department of Defense Instruction on Civilian Personnel Management System (DoDI 1400.25): Establishes uniform DoD-wide procedures, provides guidelines and model programs, delegates authority, and assigns responsibilities regarding civilian personnel management within the Department of Defense. (Source: DODI 1400.25, Vol. 250, November 18, 2008)

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Equal Employment Opportunity Program (EEO): A program designed to provide for appropriate work force representation and fair treatment of minorities, women, and disabled persons and to resolve charges of discrimination. (Source: DA PAM 690-950)

EEO Management Directive: Identifies Federal responsibilities under Section 717 of Title VII and Section 501 of the Rehabilitation Act. (Source: MD 715)

Formal Training (FT): Classroom training with an instructor that usually includes visuals (e.g., viewgraphs), training manuals, student workbooks, and quizzes. (G-3/5/7)

Functional Chiefs (FC) and Functional Chief Representatives (FCR): An Army leader, normally a member of the Army Staff, ACOM Commander, or a member of the Secretariat to carry out career management responsibilities for their assigned Career Program(s) in accordance with AR 690-950. (Source: AR 600-3, 31 December 1997)

Functional Point-of-Contact (FC, POC): The senior functional manager who directs the CPs strategic and operational planning, on behalf of the FC/FCR. (Source: CPs)

Human Capital (HC): An inventory of skills, experience, knowledge and capabilities that drives productive labor within an organization's workforce. (Source: DODI 1400.25-V250, November 18, 2008)

Intern: An employee who has met all entrance requirements for an entry-level position into a 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 grade, and which may or may not include mobility. (AG-1(CP))

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. (Source: Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

Job Analysis (JA): The process of identifying and defining, at an appropriate level of detail, what the basic duties and responsibilities of a job require in terms of both job tasks and employee competencies needed to perform those duties and responsibilities. The competencies derived from the job analysis must be relevant or demonstrate a linkage to the tasks or duties of the job. There are various well-developed, systematic approaches to job analysis. (Source: DODI 1400.25-V250, November 18, 2008)

Master Intern Training Plan (MITP): A detailed training plan issued by HQDA showing competitive, centrally managed and centrally funded, on-the-job training and formal courses that will prepare career interns for target-level CP positions DA-wide. (Source: DA PAM 690-950)

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Master Training Plan (MTP): A comprehensive plan that delineates a logical career development plan of core training needs and training courses for careerists at all levels from entry into the CP, through the senior executive level. (Source: CPs)

Office of the Secretary of Defense (OSD): The principal staff element of the Secretary of Defense in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities. (Source: <http://www.defense.gov/osd/>)

Office of the Secretary of the Army (OSA): One of the three military departments (Army, Navy and Air Force) reporting to the Department of Defense, and is the principal staff element of the SA in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities. (Source: AR 10-87)

OPM Pathways/Intern Program: Internship Program provides students in high schools, colleges, trade schools and other qualifying educational institutions with paid opportunities to work in agencies and explore Federal careers while completing their education. Replaced the Student Career Experience Program (SCEP) and Student Temporary Employment Program (STEP). (Source: <http://www.opm.gov/hiringreform/pathways/>)

OPM Pathways/Presidential Management Fellow Program (PMF): A reinvigorated Program for people who have obtained an advanced degree (e.g., graduate or professional degree) within the preceding two years prior to appointment. (Source: <http://www.opm.gov/hiringreform/pathways/>)

OPM Pathways/Recent Graduates Program: A Program for people who have recently graduated from qualifying educational institutions or programs (2 years from the date the graduate completed an academic course of study). (Source: <http://www.opm.gov/hiringreform/pathways/>)

Position: A specific job consisting of all the current major duties and responsibilities assigned or delegated by management. (Source: Commands)

Proponency and Evaluation Division (PED): AG-1(CP), Division required to assesses Civilian Personnel Administration performance in accordance with AR 11-2, Army Internal Control Program. (Source: AG-1(CP))

Target Position: The position in which the intern is placed when the training program is completed. (Source: DA Pam 690-950)

Taxonomy: The classification, categorization, or grouping of similar items or things, in this case competencies. (Source: DODI 1400.25-V250, November 18, 2008)

Training Law/Policy (Sec. 302): Describes the head of each agency shall, (a) foster employee self-development by creating a work environment in which self-development is encouraged, by assuring that opportunities for training and self-study materials are reasonably available where the employee is stationed, and by recognizing self-initiated improvement in performance; (b)

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provide training for employees without regard to race, creed, color, national origin, sex, or other factors unrelated to the need for training; (c) establish and make full use of agency facilities for training employees; (d) extend agency training programs to employees of other agencies (including agencies and portions of agencies excepted by section 4102(a) of Title 5, United States Code) and assign his employees to interagency training whenever this will result in better training, improved service, or SAVings to the Government; (d) establish interagency training facilities in areas of substantive competence as arranged by the Office of Personnel Management; and, (f) use non-Government training resources as appropriate. (Sec. 302 amended by EO 12107, Sec. 302, Dec. 28, 1978, 44 FR 1055, 3 CFR, 1978 Comp., p. 264) (Source: <http://www.opm.gov/hrd/lead/policy/eo11348.asp>).

Long-Term Training (LTT): Training to which an employee is assigned for more than 120 consecutive days, on a full-time basis. The assignment may be at either a government or non-government facility and may include both formal and training programs and strategically planned career assignments. LTT enables employees to stay abreast of changes and innovations in their occupational fields, learn and/or develop/improve competencies needed in current positions and meet emerging Army requirements. Attendance at LTT event must have a demonstrated training purpose and must be documented in each respective Career Program, MTP or IDP. (Source: G-3/5/7)

Training, On-the-Job (OJT): Informal training received by a careerist in the work place, from a more senior peer, mentor or supervisor. (Source: G-3/5/7)

Requirements-based Training: Training and development defined within one of these competency-based categories - (1) Performance Enhancement - To close competency gaps to improve job performance, (2) Meet New Position Requirements - Driven by new or changes in mission that require the development of new competencies required by the job, (3) Career Progression - Match Army's requirements with employee career goals, to develop competencies to facilitate career progression, and/or, (4) Mandatory/Foundational - Meet professional/technical requirements/credentialing of positions and/or Army's standards/guidance. (Sources: AG-1CP and G-3/5/7)

Short-Term Training (STT): Training of 120 calendar days or less. Training instances may include, but are not limited to, professional workshops, seminars and college/university courses. Attendance at workshops and seminars must have a demonstrated training purpose and must be documented in each respective Career Program, MTP or IDP. (Source: G-3/5/7)

Uniform Guidelines for Employee Selection Procedures (UGESP): A uniform set of principles adopted by the Equal Employment Opportunity Commission, Office of Personnel Management, Department of Justice, and Department of Labor to govern use of employee selection procedures in the public and private sectors consistent with applicable legal standards and recognized validation standards. (Source: DoDI 1400.25-v250, November 18, 2008)