Career Program 60 – Foreign Affairs and Strategic Planning
Army Civilian Training, Education and Development System Plan

Purpose. The Army Civilian Training, Education and Development System (ACTEDS) Plan provides information pertaining to career management and competency training, education and development for lifecycle workforce management of Career Program 60 (CP60).

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II. Section I - Introduction.

A. General. The purpose of the CP60 ACTEDS Plan is to provide information about career management training, education and development requirements and opportunities for Army career civilians from interns to the management level in the five occupational series which comprise CP60. It is a living document that outlines sequential training, education and development requirements by grade and series for career progression, including career planning guidance, career ladders, career maps, core competencies, and Master Training Plans (MTP).

1. The CP60 ACTEDS Plan was last updated in January 2013. This plan was revised to incorporate the core competencies and gap closure strategies that were developed and validated following the Army's Competency Management System (CMS) guidelines set forth in OASA (M&RA), SAMR-CQ, Fiscal Year 2013 (FY13) Competency-Based Initiative, Memorandum, dated 3 February 2013.

2. Selection of CP60 employees for training, education and development under this plan will be accomplished without regard to political preference, race, color, religion, national origin, gender, marital status, disability, age or sexual orientation.

3. For suggestions, questions or comments, the CP60 points of contact are the Proponent Chief and Career Program Manager who are located in HQDA, G-3/5/7, DAMO-SSF, Strategic eLeadership Division. Specific contact information is available at https://actnow.army.mil on the CP60 Landing Page.

B. Methodology. The CP60 Proponent followed the process set forth in *Functional Chief Representative and Career Program Management Office Competency Reference Guide*, published by AG-1(CP) on March 2014, to develop core competencies, gap closure strategies and training requirements for CP60. The process included a series of formal working groups or panels, multiple CMS surveys and statistical analyses, and a series of Career Program Planning Boards the core competencies and gap closure strategies identified by this process for each grade and series.

1. Competency Development Process. Competency development followed a three-phase process: (1) Phase I - Identification of competencies by Subject Matter Experts (SMEs); (2) Phase II - Assessment of competencies by CP60 careerists and supervisors - CMS surveys; and (3) Phase III - Validation of core competencies and gap closure strategies by CP60 Proponent and SMEs during Career Program Planning Boards. Specifically, Video Tele-Conferences (VTCs) were conducted over a period of 12 months using select and diverse working groups or panels of SMEs representing each of the five occupational series. These groups established baseline core competencies, Career Ladders, Career Maps and completed the groundwork for the CMS surveys. CPPBs conducted working groups or panels of SMEs that validated the core competencies, and gap closure strategies and metrics.

2. References.

a. SMEs were carefully selected to ensure diverse representation in all working groups, panels and CPPBs. They were selected from the management level, Grades GS-14 and GS-15, in the Occupational Series 0130 (Foreign Affairs), 0131 (International Relations), 0301 (Strategic Planning) and 1040s (Language Specialists). In general, SMEs represented the Army Major Commands and Army Service Component Commands who employ the majority of CP60 careerists: TRADOC, AMC, FORSCOM, USARCENT, USAREUR, USARAF, USARPAC, USARNORTH, USARSO, IMCOM, ARSTRAT, INSCOM and HQDA.

b. SMEs completed the bulk of core competency identification, assessment and validation through participation in working groups or panels established during the CMS process. The first panel (pre-CMS) identified the initial list of competencies for loading into the CMS surveys. The second panel (post-CMS) reviewed the results of the CMS survey assessments, recommended competencies as core (Tier I) or technical (Tier II), identified important competency gaps, and proposed gap closure strategies.

c. Four Army-wide CMS surveys and subsequent analyses were conducted by AG-1(CP) staff over a period of six months: Series 0130, 21 March – 14 April 2014; Series 0131, 21 March – 14 April 2014; Series 0301, 21 March – 14 April 2014; and Series 1040/1046 (combined), 28 June – 21 July 2014. The data and analyses from these surveys established baselines for discussions on competency gaps, gap closure strategies and metrics. The Proponent also executed three CPPBs (7-8 August 2013, 20-22 May 2014 and 9-11 August 2014), where working panels led by CP60 management and composed of SMEs validated the core competencies, gap closure strategies and metrics.

d. Competency "gap closure" Strategy. Gap Closure Strategy is defined as the training, education and development requirements, by grade and series, recommended to mitigate the existing competency gaps identified by CP60 careerists and their supervisors in a series of 2014 CMS surveys. Gap Closure Strategies were used to identify and prioritize resources in the Master Training Plans of all CP60 Occupational Series.

C. Overview.

1. Occupational Series. CP60 covers Army career civilians who work in a variety of defense and security positions located in strategic and operational command headquarters and installations situated around the globe. Specifically, it comprises five Occupational Series: (1) Series 0130 - Foreign Affairs; (2) Series 0131 - International Relations; (3) Series 0301 - Strategic Planning; (4) Series 1040 - Language Specialist; and (5) Series 1046 - Language Clerical. Three of the five series - 0130, 0131 and 1040 - have been designated as Mission-Critical Occupations (MCOs) by the Army. Series 0301 positions are also mapped to other career programs.

a. MCO Series 0130 – Foreign Affairs. This series covers positions with major duties to advise, administer, supervise and perform research or other related scientific work in the formulation and direction of the foreign affairs of the Army and Government or in the study and disposition of information bearing on international relations. Foreign Affairs experts possess the following core competencies: Creativity and Innovation; External Awareness; Oral Communications; Problem Solving; Team Building; Written Communications; Program and Project Management; Influencing and Negotiating; Partnering; Regional Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy; Diplomacy and International Affairs; Foreign Language Proficiency; and Cultural Awareness.

b. MCO Series 0131 – International Relations. This series covers all classes of positions with major duties to advise on, administer, supervise, or perform work in the formulation and implementation of foreign policy of the United States in the conduct of the relations, primarily of

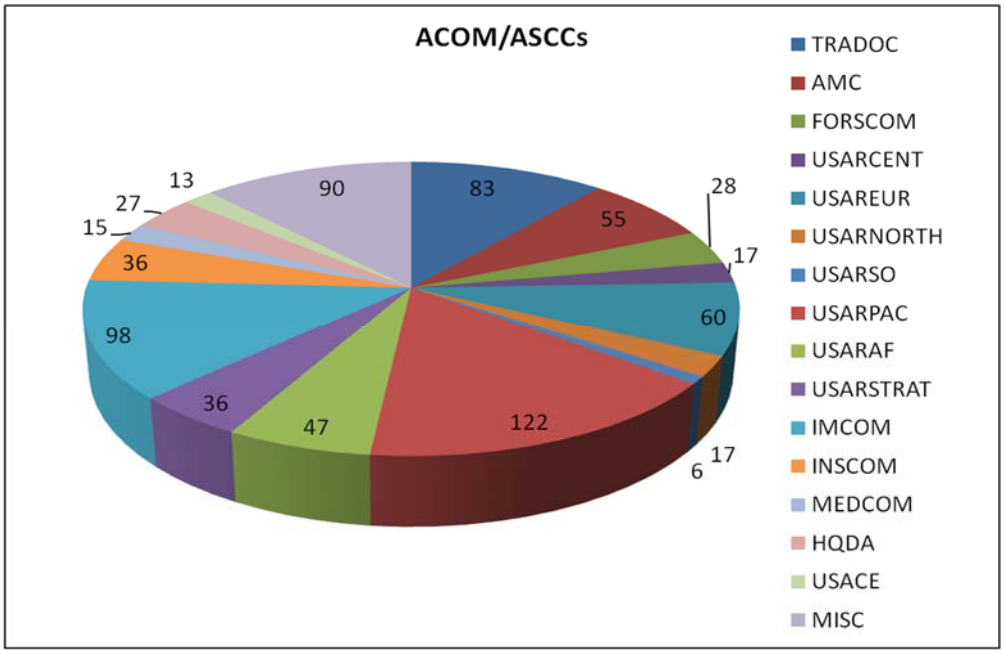
a political-military or politico-economic nature, of the United States with other governments. International Relations experts possess the following core competencies: Decisiveness; External Awareness; Flexibility; Influencing and Negotiating; Strategic Thinking; Analysis; Building Coalitions; External Awareness; Regional Expertise; Theater Military Strategy; Foreign Liaison; Diplomacy and International Affairs; Political-Military Recommendations; International Talks; and Utilizing Interpreters.

c. Series 0301 – Strategic Planning. This series covers positions with major duties to specialize in the development and implementation of national strategic plans, policies and strategies, theater strategy and campaign planning, and the evolution and assessment of concepts and doctrine for employing military forces at the operational and strategic levels. Strategic Planners possess the following core competencies: Strategic Planning; Analysis; Planning, Programming, Budgeting, and Execution System; Strategic Evaluations and Assessments; and Risk Assessment, Management and Mitigation.

d. MCO Series 1040 - Language Specialist. This series covers positions with major duties to administer, supervise or perform work in rendering from a foreign language into English or from English into a foreign language the spoken or written word where the ultimate objective is accurate translations and/or interpretations. Language Specialists possess the following core competencies: Accountability; Flexibility; Problem Solving; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; Cultural Awareness; and Terminology Research.

e. Series 1046 - Language Clerical. This series covers positions with major duties to supervise or perform translating and/or interpreting work from and into English, where the level of language knowledge and competencies required is sufficient only for mutual understanding of basic concepts, phrases, and words; or where the level is limited in depth because of the routine, repetitive nature of the interpreting and translating assignments, and/or clerical duties are performed in conjunction with translating or interpreting. Language Clerks possess the following core competencies: Accountability; Customer Service; Interpersonal Competencies; Translation Assistance; Interpreting Assistance; Language Proficiency in Written Communications; and Language Proficiency in Oral Communications.

2. Population. CP60 careerists work in over 725 positions within 28 Army Commands located in 20 states and 11 countries (Reference: DCPDS, dated 15 September 2014). They are embedded in every Army Command (ACOM) and U.S. Army Service Component Command (ASCC). The graphic below depicts the number of positions by ACOMs/ASCCs:



D. Career Program Management Structure. The Functional Chief, the Functional Chief Representative, the Proponent Chief and the Career Program Manager are responsible for policy guidance and oversight of all life-cycle management functions of CP60 including recruitment, retention and career development initiatives and goals.

1. Functional Chief (FC) is the Director for Strategy, Plans and Policy, G 3/5/7, HQDA, and is the senior career program official. FC is the senior Career Program official whose responsibilities include identifying strategic workforce issues that need to be addressed in the life-cycle management of civilians within CP60. The FC has Enterprise-level responsibility for ensuring the readiness of careerists in the five CP60 occupational series, in support of Army missions (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011).

2. Functional Representative (FCR) is the Deputy Director for Strategy, Plans and Policy, G-3/5/7, HQDA, and is the senior civilian, designated by the FC to serve as his/her principal advisor in all matters pertaining to CP60 management (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011).

3. Proponent Chief (PC) is the Deputy Division Chief for Strategic Leadership Division, G-3/5/7, at HQDA. The PC or Senior Civilian Workforce Manager is selected to support and assist the FCR with career management responsibilities and manage the Proponency Office. The PC is also responsible for developing, monitoring and assessing equal opportunity and affirmative actions for CP60 (SAMR-CQ Memo, SUBJECT: Civilian Career Program Management Guidance, 21 April 2011).

4. Career Program Manager (CPM) is the Civilian Workforce Manager who works within the CP60 Proponency Office, Strategic Leadership Division, G-3/5/7, at HQDA. CPM directly advises FCR and PC on CP60 career management from a functional perspective. Within ACOMs, ASCCs

and DRUs, the CPM is appointed on orders by the Command and endorsed by the FCR (AR 690-950).

5. Contact information for the CP60 PC and CPM is available at https://actnow.army.mil in the CP60 Landing Page.

E. Career Program Planning Boards (CPPB). CP60 will use CPPBs to help the FC/FCR meet his/her responsibilities and assist the PC/CPM in the management of careerists.

1. CPPBs will advise and assist FCR in the following: (1) Forecasting and planning for future requirements and resources; (2) Reviewing proposals that change administrative policy, plans and guidance; (3) Ensuring relevancy of job-related criteria used in evaluating and selecting careerists for training; (4) Ensuring ACTEDS requirements are properly identified, resourced and managed; (5) Recommending changes the ACTEDS Plan, including Career Ladders, Career Maps, Core Competencies, and Master Training Plans; and (6) Furnishing information to the FCR to support the planning, programming, budgeting and execution of ACTEDS resources.

2. Membership of CPPBs will include: (1) The FCR, or FCR-designated representative as Chairperson; (2) CP60 Proponent Office - PC and CPM; (3) Representative from the Civilian Career Proponent Division; (4) CP60 ACPMs from ACOMs, ASCCs, DRUs and installations; and (5) CP60 SMEs, as required. The size, composition and frequency of CPPBs is subject to available resources; however, CPPB membership will always be representative of the diversity found in the Army civilian workforce.

F. Mobility. Although there is no formal mobility requirement in the CP60 at this time, such requirements may be implemented in the future for consideration for select positions. Functional and geographical mobility are factors when evaluating potential post-training utilization of Long-Term Training and Academic Degree Training selectees.

1. Functional Mobility: Although CP60 careerists may achieve career goals within a single specialized series, multi-dimensional and multi-disciplined experience is an essential factor in individual development. CP60 Proponent emphasizes multi-disciplinary experiences, particularly for those personnel aspiring to progress to managerial and executive positions.

2. Geographic Mobility: Geographic mobility is often required to obtain the diverse experience required of Management-level positions. Supervisors should encourage careerists to exercise their mobility opportunities, so that competencies can be developed at a variety of organizational levels consistent with the careerist's career goals and the needs of the Army.

3. Training/Developmental Assignments exceeding 120 days require completion of a *Continued Service Agreement*. The obligated service period in the Department of the Army may not be less than three (3) times the period of the training.

III. Section II - Objectives and Responsibilities.

A. General. Training, education and development are vital components of career management. At each stage in a civilian's career, training, education and developmental assignments improve job performance and build qualifications and core competencies for career advancement. The ACTEDS Plan is a requirements-based document that offers planned development of CP60 careerists through a blending of progressive and sequential work assignments, formal training and education, on-the-job experiences, and self-development. The CP60 ACTEDS Plan includes short-term and long-term objectives:

1. Short-Term Objectives.

a. Publicize career program information and guidance on career progression, training education, development, mobility, and other lifecycle management issues.

b. Provide a single-source reference to assist careerists and their supervisors in determining appropriate training, education and development by grade and series to enhance on-the-job performance.

c. Identify and link core competencies, needed to successfully perform in all occupational series, to training, education and development requirements.

d. Outline sequential training, education and development by grade and series for career progression, including career ladders showing recommended progression paths to key positions.

2. Long-Term Objectives.

a. Develop fully-trained careerists that support the Army Campaign Plan and unit missions.

b. Sustain Competency Management System processes that indentify, assess and analyze core competencies, competency gaps and "gap closure" strategies; and validate training, education, development requirements and opportunities for the future CP60 civilian workforce.

c. Assist resource managers and personnel management representatives in allocating and prioritizing resources by providing references and linkages to competency-based training, education and development requirements for the CP60 civilian workforce.

3. More information is available via the Civilian Personnel On-line (CPOL) Website, *Training and career Development*, located at http://cpol.army.mil/library/train/acteds/ .

B. Responsibilities.

1. Functional Chief and Functional Chief Representative. The FC/FCR responsibilities include:

a. Support and monitor affirmative action policy, statutes and executive orders in the career management and employment of CP60 civilian workforce.

b. Monitor effectiveness of career management through: (1) Conducting on-site visits; (2) Providing information and reports; and (3) Chairing periodic CPPBs.

c. Select SMEs to participate in the periodic identification, analysis and validation of core competencies, the evaluation and selection of applicants for competitive training, education and developmental opportunities, and the execution of CPPBs.

d. Ensure that personal career planning and developmental assistance are available to all CP60 careerists.

e. Validate annual ACTEDS competitive training requirements. Ensure "Gap Closure Strategies" for competencies are utilized to identify and prioritize training resources in Master Training Plans for all Occupational Series.

f. Respond to Command inquiries received regarding CP policies, procedures and actions.

g. Refer to *AR 600-950, Civilian Personnel Career Management*, for a complete list of all career management responsibilities.

2. Proponent Chief /Career Program Manager. The PC/CPM responsibilities include:

a. Assist the FC/FCR in the administration of his responsibilities, as requested.

b. Refer to *AR 600-950, Civilian Personnel Career Management*, for a complete list of all career management responsibilities.

3. Activity Commanders and Directors. The responsibilities include:

a. Administer CP60 requirements covering careerists at the Command. This will include obtaining resources from the ACOM to cover administrative costs such as temporary duty (TDY) expenses for participants of planning boards, rating sessions, and other situations requiring CP60 SMEs.

b. Ensure that all personnel actions, including referrals and selections, are accomplished in accordance with Affirmative Action and Equal Employment Opportunity policies.

c. Plan, program, budget and execute resources to support training, education and development requirements and opportunities established in Master Training Plans.

d. Select, on orders, a CP60 Activity Career Program Manager (ACPM). The ACPM will be a knowledgeable person (civilian or military) in a responsible position on the Activity/Command's management staff.

e. Ensure open communication with supervisors, managers and careerists concerning requirements, responsibilities, policies and procedures used in career management and ACTEDS Plan.

f. Ensure that careerists are scheduled for and released to attend mandatory ACTEDS training.

g. Support ACTEDS competitive development programs through nomination and release of activity personnel with high potential for advancement.

h. Ensure full use of available ACTEDS resources in support of CP60 ACTEDS Plan requirements and opportunities.

4. Activity Career Program Manager (ACPM). ACPMs are the FCR's counterparts at the ACOM, ASCCs and DRUs. Responsibilities include:

a. Advise Command headquarters on career management from a functional standpoint. Inform Command Leadership of the regulatory, administrative and procedural requirements of CP60.

b. Assist Commanders in obtaining necessary resources to administer and support CP60 ACTEDS Plan requirements and opportunities.

c. Advise and assist the FC/FCR in matters related to career management.

d. Provide advice and guidance to careerists by assisting supervisors in furnishing CP information to careerists and interns. Publicize training opportunities and career management information to careerists.

e. Assure availability of ACTEDS Plan: Inform supervisors and monitor compliance of the regulatory, administrative and procedural requirements of CP60.

f. Sponsor and conduct periodic meetings with CP60 Proponent and Command's careerists to share experiences and to discuss the status and direction of the CP.

g. See *AR 600-950, Civilian Personnel Career Management*, for a complete list of career program responsibilities.

5. Supervisors. Supervisors' responsibilities (with the help of ACPMs) include:

a. Be the careerists' initial source of information, including: (1) Career Program plans, policies and guidance; (2) ACTEDS training, education and development opportunities; (3) Career appraisals; (4) Registration processes and referrals; and (5) career progression expectations.

b. Ensure careerists develop an Individual Development Plan (IDP) based on CP60 ACTEDS Plan, command objectives and individual training and education goals.

c. Ensure Careerists maintain an active Army Career Tracker Account.

d. Ensure careerists attend mandatory courses and release careerists selected to participate in competitive training, education and development activities.

e. Provide guidance and assistance to careerists when completing training, education and development registration forms.

6. Careerists.

a. Maintain a successful (or equivalent) performance rating to receive consideration for training, education and developmental opportunities.

b. Strive to continually improve core competencies listed in the ACTEDS Plan and Master Training Plans through training, education and self-development opportunities.

c. Seek advice and mentorship from Supervisors, ACPM, and PC/CPM when: (1) Assessing strengths and weaknesses; (2) Determining training needs based on ACTEDS competencies, requirements and priorities; and (3) Completing ACTEDS training registration documents.

d. In preparation for advancement careerists must: (1) Determine career goals and record them in their IDP; (2) Maintain an active Army Career Tracker Account; and (3) Pursue a wide variety of developmental assignments through organizational, functional and geographical mobility.

IV. Section III – Career Progression.

A. Career Progression Levels. Presently, there are four career progression levels for each series in CP60:

1. Entry (Intern) Level - Grades 5-7: (1) Entry positions such as assistant or an intern; and (2) Performs developmental assignments with little responsibility or supervision in preparation for the specialist level.

2. Specialist Level - Grades 9-11: (1) Continuing progressive and broadening developmental assignments with minimal supervision; and (2) Performs specific functions and takes appropriate actions with minimal supervision.

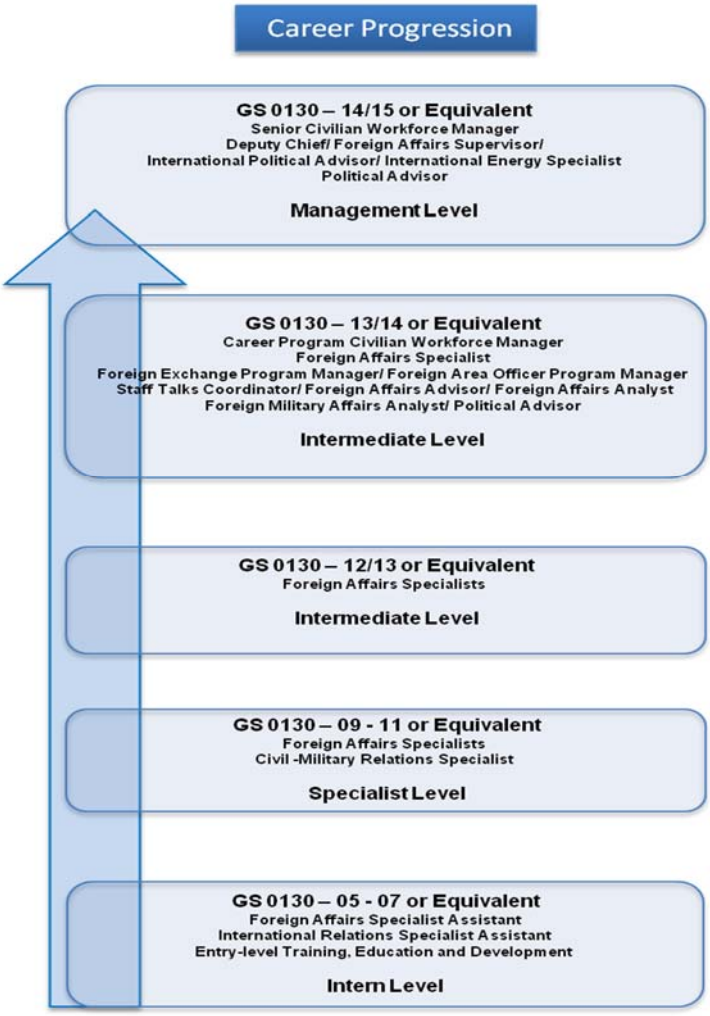
3. Intermediate Level - Grades 12-13: (1) Full performance specialist to senior specialist. These positions are typically located at strategic headquarters; and (2) In some instances, performs supervisory responsibilities.

4. Management Level - Grades 14-15: (1) Managerial positions and senior experts; (2) In many instances performs supervisory responsibilities; and (3) Senior experts/advisors (non-supervisory positions) in very broad and important areas of foreign affairs, international relations and strategic planning.

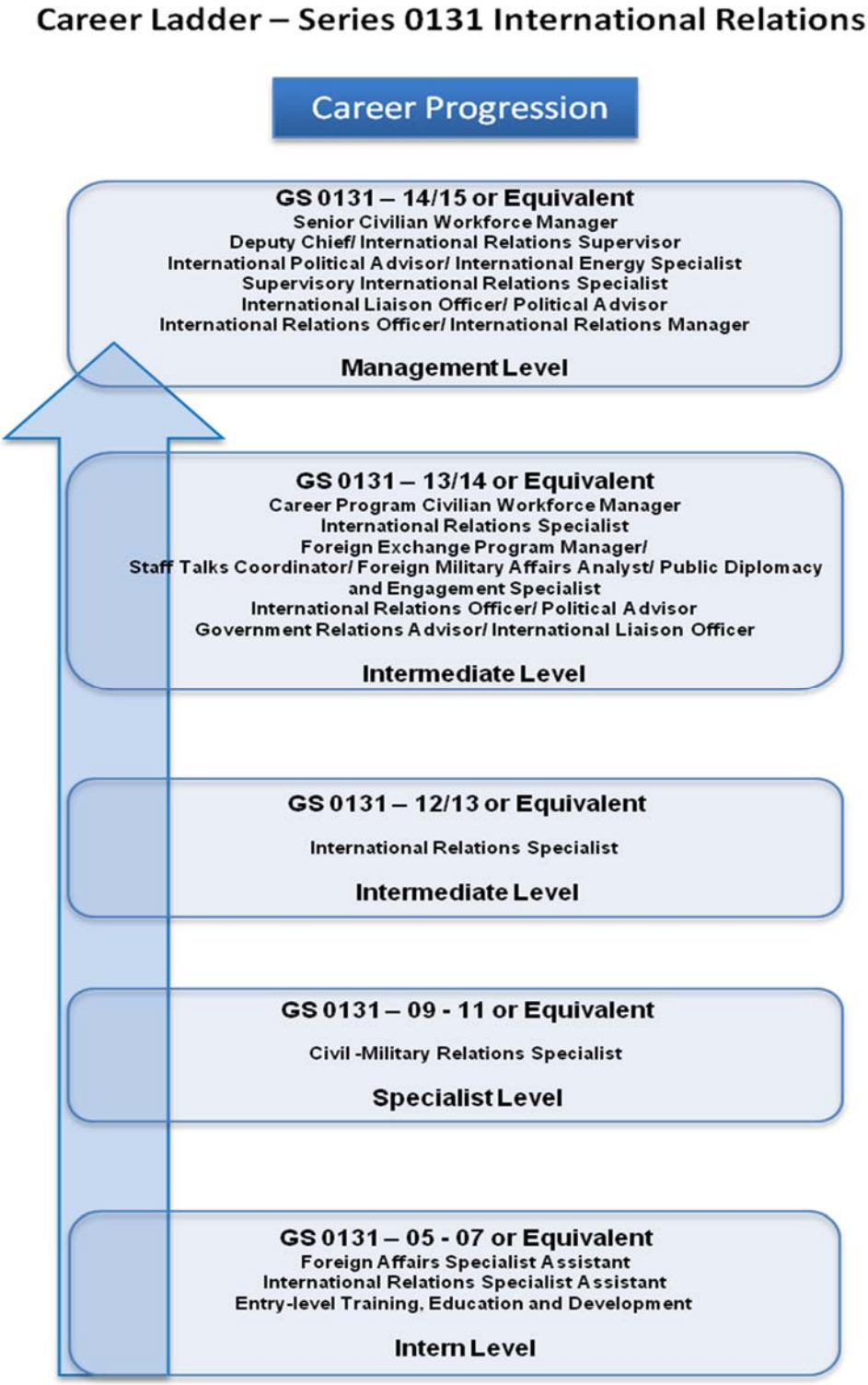
B. Career Ladders. Career Ladders illustrate known career progression paths in each of the CP60 series. They are not meant to illustrate the only career progression paths available, but rather provide examples of viable career progression.

1. Series 0130 – Foreign Affair.

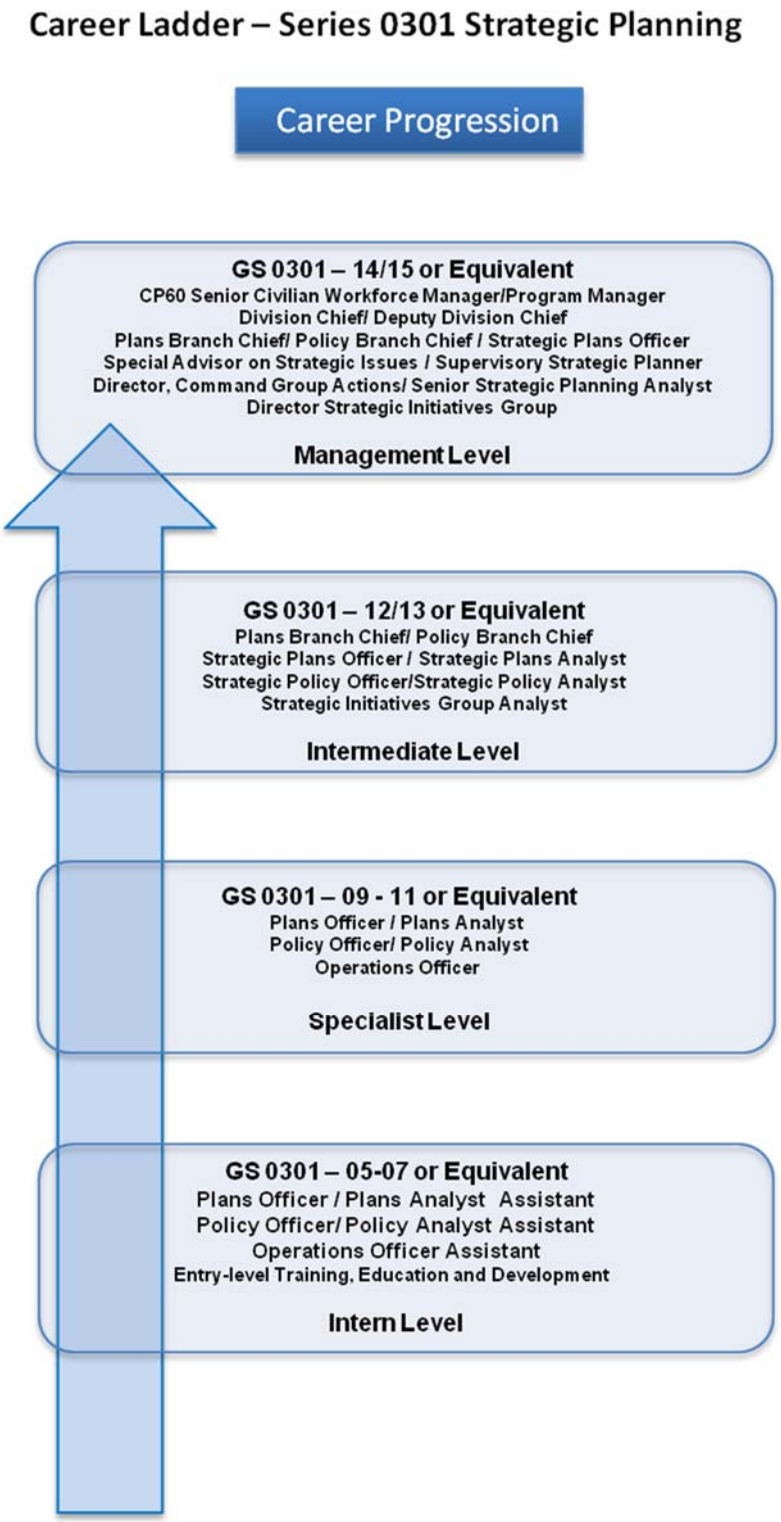
Career Ladder – Series 0130 Foreign Affairs



2. Series 0131 – International Relations.

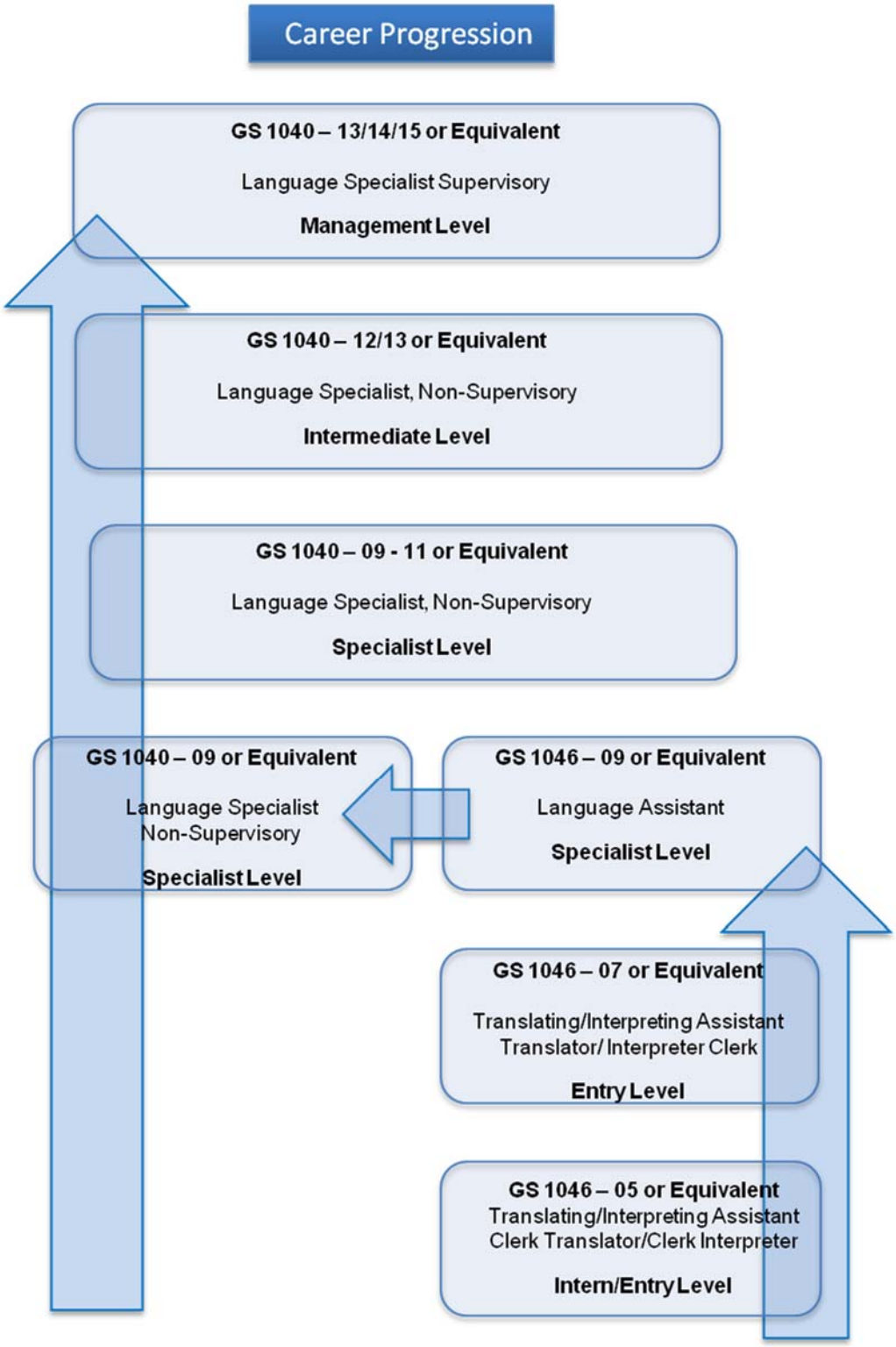


3. Series 0301 – Strategic Planning.

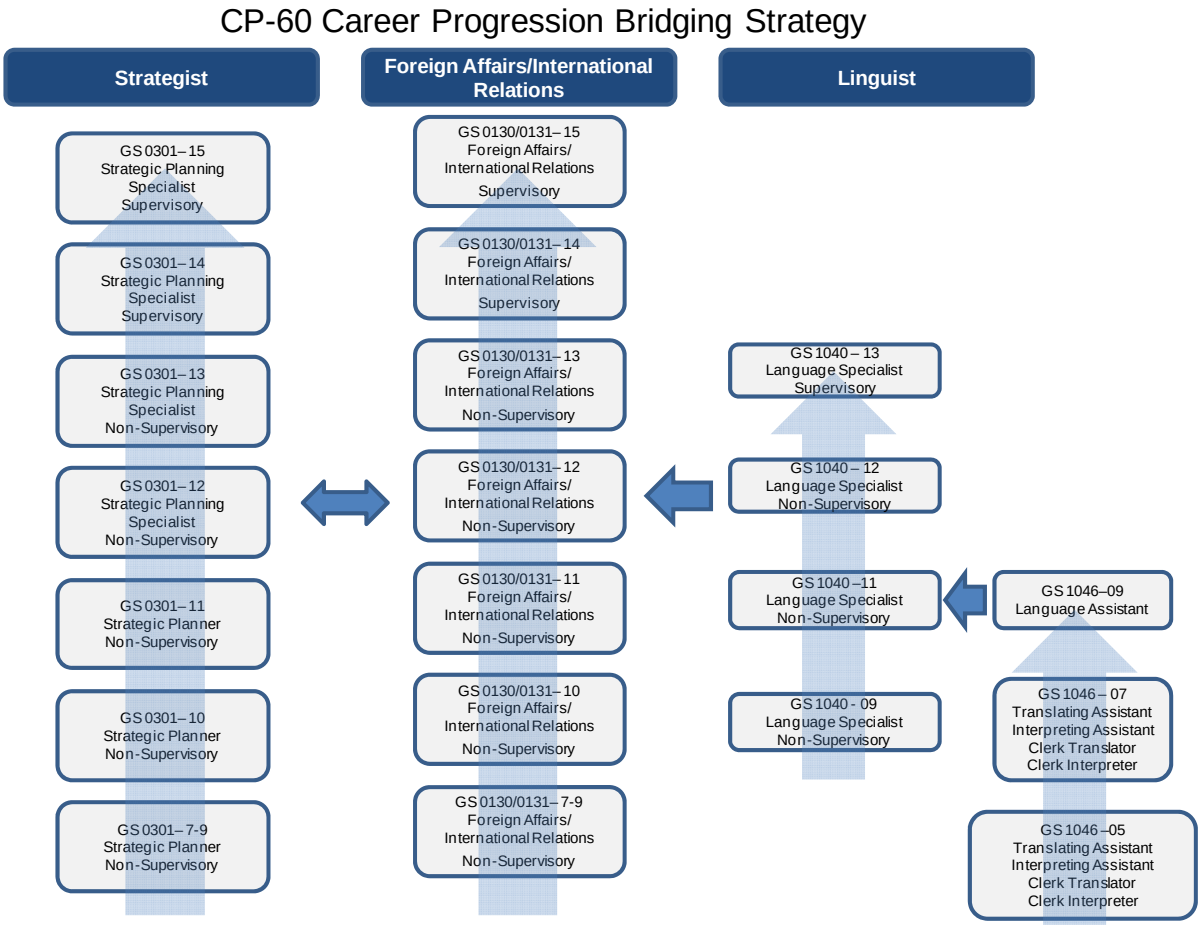


4. Series 1040/1046 – Language Specialist/ Language Clerical.

Career Ladder – Series 1040/1046 Language Specialist/Language Clerical



5. Bridging Strategy. CP60 Careerists may decide to move from one occupational series to another at some point in their careers for development or advancement opportunities. The bridging strategy below does not show all of the possible ways a careerist might move from one series to another, but best illustrates how and when a careerist might move from one occupational series to another assuming normal career progression.



D. Career Maps. Career Maps provide standardized training, education and development framework and guidance for career progression of the CP60 workforce. They combine the sequential career progression paths for each series, with the core competencies identified for successful performance for each grade; and recommend the training, education and developmental opportunities needed to develop those competencies at each grade.

1. There are no CP60 Senior Executive Service -designated positions.

2. Mission Critical Occupational Series: Series 0130, 0131, and 1040 have been designated as Mission Critical Occupational (MCO) Series by the Department of Defense (DoD) and/or Department of the Army (DA).

3. Career Maps can be found at Annex E.

4. The CP60 Career Maps are also available on the CP60 Landing Page of Army Career Tracker (ACT) found at https://actnow.army.mil.

V. Section IV – Master Training Plans.

A. General. The Master Training Plan (MTP) is a comprehensive but flexible expression of a commitment to careerist development to ensure excellence in the performance of the careerist's duties. It provides a holistic approach to civilian career development through a planned combination of civilian leader development courses, professional and technical training, progressively more responsible job assignments, and self-development. It incorporates Army careerist leader development through the Army Civilian Education System (CES), Senior Service College Programs (SSC), CP60 Competitive Professional Development (Short-Term/Long-Term raining) and Senior Enterprise Training Management (SETM) Programs. It identifies the training, education and development opportunities available to build competencies at each progression level and close competency gaps identified by the Competency Management System (CMS) process.

B. Competencies. The Army defines a competency as "an observable (measurable) pattern of knowledge, abilities, skills and other characteristics that careerists need in order to successfully perform their work" (U.S. Department of Defense, Office of the Under Secretary of Defense for Personnel and Readiness, *Civilian Strategic Human Capital Management*, DoDI 1400.25, Volume 250, November 18, 2008).

1. The Army competency structure comprises technical competencies and non-technical competencies:

a. Technical competencies reflect domain-specific knowledge, competencies, or abilities associated with successful performance of current and future job tasks and/or mission requirements. These competencies also refer to specific occupational competencies gained from education or training, as well as competencies based on a particular area of expertise.

b. Non-technical competencies demonstrate the "soft competencies" associated with successful performance of current and future job tasks and/or mission requirements.

2. Technical and non-technical competencies are grouped into tiers:

a. Tier I - Core Competencies. Core Competencies are technical areas of knowledge, skill, abilities, and other characteristics (non-technical, e.g., interpersonal competencies) across all specialties that are required by the majority of the positions in an occupational series for the successful execution of critical tasks associated with the duties and responsibilities of positions

b. Tier II – Functional/Specialty Competencies. Functional Competencies are technical specialty areas of knowledge, skill, abilities, and other characteristics (non-technical, e.g., interpersonal competencies) for specialty groups that are required by the majority of the positions in that subgroup of the occupational series for the successful execution of critical tasks associated with the duties and responsibilities of positions

3. Technical and non-technical competencies were identified, assessed and validated by CP60 SMEs during three separate CPPBs, and subsequently approved by the FCR. In October 2014, AG-1(CP) validated CP60's competencies and gap closure strategies. See Section I, Paragraph B., Methodology, for more details on the Competency Management System Process.

4. Review the validated competencies for all series at Annex F.

B. Gap Closure Strategies. A Gap Closure Strategy is defined as the training, education and development opportunities, by grade and series, recommended to mitigate or close CP60 competency gaps identified by the CMS process.

1. Four Army-wide CMS surveys and subsequent analyses were conducted by AG-1(CP) over a period of six months: Series 1030, 21 March – 14 April 2014; Series 0131, 21 March – 14 April 2014; Series 0301, 21 March – 14 April 2014; and Series 1040/1048 (combined), 28 June – 21 July 2014. The data and analyses from these surveys established baselines for discussions by Subject Matter Experts (SMEs) on competency gaps, gap closure strategies and metrics to measure progress.

2. The Proponent also executed three CPPBs (7-8 August 2013, 20-22 May 2014 and 9-11 August 2014), where working groups led by CP60 management and composed of SMEs from each Series validated the core competencies, and gap closure strategies and metrics.

3. Gap Closure Strategies were utilized to identify and prioritize training resources in the Master Training Plans for all Occupational Series.

4. The gap closure strategies for all series are located at Annex G.

C. CP60 Master Training Plans.

1. See Annex H to view the consolidated CP60 MTP for all series and grades.

2. See Annex I to view the MTP for a specific series.

3. See Annex A – *Intern Master Training Plan* for specific guidance on Intern training, education and development.

4. See *ACTEDS Training Catalog*, https://cpol.army.mil/library/train/catalog/ for specific eligibility requirements and more information on all application processes and procedures.