SECRETARY OF THE ARMY
WASHINGTON

2 9 OCT 2015

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Amendments to Army Directive 2015-24, (Department of the Army Senior Enterprise Talent Placement Program and Enterprise Talent Management Program

1. Army Directive 2015-24, Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program, 10 April 2015, established procedures to apply for its Enterprise Placement Program (EPP). This module designates GS-15 (or equivalents) Army Civilians as Army Enterprise Employees (AEEs) eligible to be considered for placement in a position of greater scope and serve as a Senior Executive Service (SES) positions to be filled by the detail of AAEs for up to 1 year. During our first year of execution, we identified areas below to amend.

2. Amend Enclosure 3, Applying for EPP, paragraph 1b(1) and (3) to read as follows:

"1b(1) have completed their probationary period as a civil servant and be in a permanent Army Civilian position;"

"1b(3) have either completed the Civilian Executive Service (CES) advanced course at the time of their application or will take the following actions to satisfy the CES Advanced course requirement if selected for SETM-EPP 2: (1), will be required to enroll in the CES Advanced Course upon selection to the SETM-EPP 2 program; (2) have been granted equivalency or constructive credit for the CES Advanced course by the Deputy Chief of Staff, G-3/5/7; or (3) have completed a master's degree from one of the accredited senior Service colleges or accredited colleges of the National Defense University."

3. Amend Enclosure 3, Process for Assignments to SES Positions by Detail of AAEs for Up to 1 Year (EPP Option 2), paragraph 3 to read as follows:

"After the conclusion of Phase I of the SETM Board selection process (see Enclosure 2), AEE selectees will be put into a pool and await for a SES position that matches their skills and abilities to become available for recruitment. Once the AEE selectee is matched to an available SES position, they will be put on a slate for the hiring official to interview and select from this list of candidates. If selected by the hiring official, a reporting date will be agreed upon between the losing and gaining organizations. The expected start date for a SETM-EPP 2 detail to a specific SES position will depend on when the subject SES position is authorized to be filled and the completion of the selection process by the gaining Command."

SUBJECT: Amendments to Army Directive 2015-24

4. Amend Enclosure 3, Process for Assignments to SES Positions by Detail of AAEs for Up to 1 Year (EPP Option 2), paragraph 6 to read as follows:

"Long-term Temporary Duty (TDY) or Temporary Change of Station (TCS) costs associated with the detail of any Option 2 AEE to SES position will be funded by the gaining organization."

5. These changes to policy is effective immediately on the date of approval. These changes will not be applicable retroactively.

6. My point of contact for this action is Mr. Edmund Shaw, Chief, Civilian Senior Leader Development Division at 703-693-1128 or email: edmund.shaw.civ@mail.mil.

John H. McHugh

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SECRETARY OF THE ARMY
WASHINGTON

10 APR 2015

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2015-24 (Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program)

1. The development of our Civilian workforce is essential to the success of our Army in this complex and dynamic global environment. Our Army demands that Civilian employees commit to a lifetime of professional and personal growth, and I hold each Army Civilian accountable for mapping and navigating a progressive program of self-development. Commanders, supervisors and managers share responsibility for enabling Army Civilian employees to reach their full potential.

2. We must expand and enhance our current professional development program for Civilians to meet our Army's long-term performance needs in the most productive and efficient way possible. The Senior Enterprise Talent Management (SETM)/Enterprise Talent Management (ETM) Programs are key components of this system. The programs are the means by which the Army prepares its senior Civilians to assume those duty positions of greatest responsibility across the Department. The SETM/ETM Programs are designed to afford selected GS-13 to GS-15 (or equivalent) senior Army Civilians exceptional opportunities, including professional and leadership development, senior- and intermediate-level education, experiential learning opportunity or structured self-development.

3. This directive and its enclosures update SETM's governing policies and procedures, introduce a new SETM module—the Army Senior Civilian Fellowship Program (enclosure 6)—and add an additional option to the Enterprise Placement Program, enabling a designated Army Enterprise Employee to be detailed to a Senior Executive Service (SES) position for up to 1 year (enclosure 3).

4. Additionally, for our GS-13 (or equivalent) population, the following modules have been added: ETM Shadowing Assignments (enclosure 15), ETM Temporary Duty (TDY) Assignments (enclosure 16), ETM Command and General Staff Officer Course (CGSOC) (in-residence attendance) (enclosure 17) and ETM Executive Leadership Development Program (ELDP) (enclosure 18). Army Civilians in grade GS-12 or equivalent who meet the prerequisites can compete for ELDP and may, by exception, compete for selection into the CGSOC module.

5. I encourage you to learn about the SETM/ETM Programs and, if you have employees interested in applying, encourage them to inform their chain of command or supervisor. Selections for SETM/ETM modules are linked to an applicant's past and present duty performance, potential for leadership and career progression, and the

Army's needs. Commanders and supervisors should support the SETM/ETM applications of candidates who represent the "best-of-the-best": high-performing senior Civilian leaders with outstanding potential for assignment to positions of greater importance, responsibility and impact across our Army.

6. As the SETM/ETM Programs' goals have been designed to support the Army's enterprise needs, new procedures have been developed to enhance the SETM Board's authority to ensure that only SETM Board-approved placements of SETM/ETM participants will encumber SETM/ETM-designated positions. Thus certification as a SETM/ETM graduate will now require successful completion of the participant's particular module *and* placement into a SETM Board-approved position, if required for that module.

7. The expanded SETM/ETM Programs now consist of the following nine modules. However, I envision enhancing the programs to meet changing requirements as the needs of our Army and the Army Civilian Corps evolve.

a. Enterprise Placement Program (EPP) and Designation as an Army Enterprise Employee (AEE) (Enclosure 3). This component of the SETM Program is open only to senior Army Civilians in grade GS-15 (or equivalent) who apply and are selected as AEEs based on past performance and demonstrated potential. The EPP enables designated AEEs to be eligible for consideration for placement in a position of greater scope and responsibility through one of two options:

(1) In Option 1, AEEs are slated for consideration for an assignment to key GS-15 (or equivalent) competitive service positions designated as Army Enterprise Positions (AEPs). AEPs are specially designated jobs, located Armywide, at all command/organization levels in a variety of career fields and disciplines, for which we need our most talented senior Civilian leaders. Service in an AEP is designed to challenge the assigned AEE, adding breadth and depth to the employee's skills and capabilities. In addition, Option 1 enhances organizational efficiency by ensuring that selecting officials are presented a wide variety of "high-speed" candidates to hire from, reducing "underlap" with improved knowledge transfer between transitioning personnel and accomplishing more timely vacancy forecasting and succession planning.

(2) In Option 2, selecting officials may consider AEEs for an SES detail assignment of up to 1 year to a designated Army SES position. Option 2 enhances organizational efficiency by providing a designated AEE with a challenging senior-level assignment while allowing a selecting official the opportunity to temporarily fill an SES position.

(3) Although participation in EPP Option 1 generally will involve a permanent change of duty station, a mobility agreement (enclosure 7) IS NOT required until an

AEE is offered and accepts placement in an AEP. Under EPP Option 2, a mobility agreement IS NOT required for detail to an SES position.

(4) The number of applicants who may be considered and selected for participation in EPP is not limited.

b. Project-Based SETM TDY Assignments (Enclosure 4). This component of the SETM Program is open to all senior Army Civilians in grades GS-14 and GS-15 (or equivalents) who apply and are selected for participation. These short-term developmental assignments are intended to challenge the participant and provide a "broadening" experience. This SETM module consists of a TDY assignment to work on a special project nominated by a command or organization as part of a working group or "tiger team," or to fill a "critical need" detail for a period not to exceed 179 days (enclosure 4). Upon completion of the TDY assignment, participants return to their permanent duty stations; a mobility agreement IS NOT required, but SETM TDY participants will be subject to the provisions of a continued service agreement (enclosure 8). The number of applicants who may be selected for participation in the SETM TDY module is not limited.

c. Senior Service College (SSC) (Enclosure 5). SSC is the apex of Army professional development and prepares senior Army Civilian students for positions of significant responsibility in the Department of Defense (DoD) and Department of the Army. This SETM module is open to applicants in grades GS-14 and GS-15 (or equivalents) who will compete for allocated seats at the U.S. Army War College (Resident or Distance Education Program) or the Eisenhower School for National Security and Resource Strategy (acquisition or non-acquisition course). Attendance at a SSC is designed to expand students' knowledge of the national security mission and strengthen their understanding of the complex policy and operational challenges senior DoD and Army officials face. SSC develops students to assume strategic-level leadership roles in the joint, interagency, intergovernmental and multinational environments, with an emphasis on the employment of land power. On completion of the program, graduates are placed in duty positions intended to leverage the competencies fostered at the SSC and where the Army most needs their capabilities. Students who complete SSC in residence are subject to the Graduate Placement Program (GPP). Accordingly, each applicant for resident SSC must execute and submit a mobility agreement (enclosure 7) and continued service agreement (enclosure 8). Distance learning SSC applicants opting to be a part of the GPP also must complete a mobility agreement and continued service agreement. Distance learning SSC applicants opting not to participate in the GPP must complete only a continued service agreement. The number of applicants selected for attendance at SSC is limited to the number of slots the Army War College and Eisenhower School allocate for Civilians. For more information about SSC, review Army Regulation (AR) 350-1 (Army Training and Leader Development) at http://www.apd.army.mil/pdffiles/r350_1.pdf.

d. Defense Senior Leader Development Program (DSLDP) (Enclosure 5). Open to senior Army Civilians in grades GS-14 and GS-15 (or equivalents), DSLDP is DoD's premier Civilian leadership program. DSLDP is a 2-year comprehensive educational and developmental program designed to inculcate in participants the enterprisewide perspective needed to lead organizations and programs, and to achieve results in the joint, interagency and multinational environments. Selection to DSLDP is a three-part process: application through the SETM Program, selection by the SETM Board process for Army nomination to DoD and selection for participation in DSLDP by a DoD Selection Board. DSLDP participants continue in their current assignments with the Army when not in official DSLDP training. DSLDP includes attendance at an SSC (other than the SSC sponsored by the Service the participant is affiliated with; in this case, the Army War College); participation in programmed leadership seminars; and a follow-on developmental assignment. All DSLDP graduates are subject to the GPP. Accordingly, each applicant must execute and submit a mobility agreement (enclosure 7) and continued service agreement (enclosure 8). The number of applicants nominated to DoD for selection for DSLDP is limited by the quota DoD imposes. Additional information about DSLDP is in AR 350-1.

e. Army Senior Civilian Fellowship (ASCF) (Enclosure 6). This component of the SETM Program is limited to senior Army Civilians in grades GS-14 and GS-15 (or equivalents). ASCF affords participants, known as "fellows," the opportunity to engage in postgraduate study of issues of importance to the Army, DoD and the Nation. ASCF offers fellows further opportunity to apply their knowledge of the national security mission to the study of complex policy and operational challenges senior DoD and Army officials face. Upon completion of ASCF, fellows are placed in duty positions intended to leverage the competencies fostered in ASCF and at locations where the Army most needs their capabilities. ASCF fellows are subject to a GPP. Accordingly, each applicant must execute and submit a mobility agreement (enclosure 7) and continued service agreement (enclosure 8). A fellow may be required to file an OGE Form 450 (Confidential Financial Disclosure Report). The number of applicants selected for participation in ASCF is limited by the number of fellowships available.

f. ETM Shadowing Assignments (Enclosure 15). This module is open to select Army Civilians in grade GS-13 or equivalent. An ETM Shadowing participant has the opportunity to accompany and observe a senior leader in action in his/her daily work environment for up to 20 working days. The senior leader may involve the ETM participant in the task at hand. The benefits of shadowing include experiencing what it is like to work as a senior Civilian at the Army enterprise level, the ability to ask questions while the senior leader goes about his/her daily activities and validation of perceptions about a particular field of work. The number of applicants who may be considered for participation in ETM Shadowing is based on Army resources and needs.

g. ETM TDY Assignments (Enclosure 16). The ETM TDY module is open to select Army Civilians in grade GS-13 or equivalent. An ETM TDY participant will fill a short-term developmental assignment on a special project as a member of a working group or tiger team, or will fill a critical need detail for a period not to exceed 90 days. The benefits of an ETM TDY assignment include new and challenging work in a different work environment and a broadening experience at the enterprise level. The number of applicants who may be considered and selected for participation in ETM TDY is based on Army resources and needs.

h. ETM CGSOC (In-Residence Attendance) (Enclosure 17). The ETM CGSOC resident attendance module is open to select Army Civilians in grade GS-13 or equivalent and, by exception, Army Civilians in grade GS-12 or equivalent, as outlined in paragraph 3. Following 1 month in the Preparation Course, an ETM CGSOC participant will attend CGSOC Developmental School, a 10-month graduate-level program at Fort Leavenworth, Kansas. The benefits of participating in ETM CGSOC are an increased knowledge of the operational and tactical Army and preparation for the challenges faced in a dynamic and complex global environment. The number of applicants who may be selected for participation in ETM CGSOC is limited by the number of slots the Deputy Chief of Staff (DCS), G-3/5/7 and the U.S. Army Command and General Staff College allocate to Civilians.

i. ETM ELDP (Enclosure 18). The ETM ELDP module is a DoD program open to select Army Civilians in grades GS-12 and GS-13 or equivalent. An ETM ELDP participant will attend a 10-month series of learning and training experiences that blend experiential and academic learning with hands-on exercises focused on the role of the warfighter. The benefits of participating in ETM ELDP include joint, interagency and enterprisewide experience; a greater understanding of the DoD mission and culture; and leadership training that parallels selected military training and ensures cross-component exposure. The number of applicants who may be selected for participation in ETM ELDP is limited to the number of slots the DoD ELDP program allocates to the Army.

8. Building on the successful central management of the Army's Executives and Senior Professionals, the SETM/ETM Programs will operate under the overall supervision and oversight of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) and will be executed by the Civilian Senior Leader Management Office (CSLMO).

a. The ASA (M&RA) will develop and promulgate additional implementing guidance for the SETM/ETM Programs as may be required.

b. The ASA (M&RA) and CSLMO will administer the SETM/ETM Programs in accordance with Merit System and equal employment opportunity principles and will be

governed by all other applicable laws, regulations and requirements (for example, the Priority Placement Program). The ASA (M&RA) and CSLMO will ensure that the SETM/ETM Programs complement and leverage other DoD and Department of the Army leader development programs and initiatives while avoiding duplication.

c. Subject to the conditions set forth in enclosure 6, I delegate to the ASA (M&RA) the authority to select applicants for participation in ASCF, thereby authorizing the participants to accept contributions, awards and payments from the fellowship sponsor composing each fellowship. When the position of the ASA (M&RA) is vacant, as defined by the Federal Vacancies Reform Act, the individual designated as the "Senior Official Performing the Duties of the ASA (M&RA)" may exercise this authority. This authority may not be further delegated.

d. The Director, CSLMO will ensure appropriate announcements to the Army workforce about the selection of senior Army Civilians for participation in the SETM/ETM Programs.

e. Not later than 30 June of each year, the Director, CSLMO, through the ASA (M&RA), will submit to me a comprehensive report documenting the execution of the SETM/ETM Programs over the preceding 12 months. In the report, the Director, CSLMO will evaluate the program's effectiveness in promoting the development of individual senior Army Civilians and in meeting the strategic competency requirements of participating commands and organizations. The Director will include statistics showing the number of program applicants and selectees, as well as the number of slates issued and placements made. The Director will further assess the efficiency and effectiveness of the application, selection and placement criteria and processes associated with each SETM/ETM module and quantify the return on the Army's investment in the program. As appropriate, the report may include compilations of longitudinal data on and feedback from senior Army Civilians and command and organizational partners. As appropriate, the Director will include in the report recommendations for necessary enhancements and modifications to the program and policy. The report will be coordinated with the DCS, G-3/5/7; the Deputy Assistant Secretary of the Army (Civilian Personnel); the commanders of Army Commands, Army Service Component Commands and Direct Reporting Units; and the Administrative Assistant to the Secretary of the Army.

f. Not later than 15 January of each year, the Army War College, through the ASA (M&RA) and DCS, G-3/5/7, will give me a comprehensive report on the fellowship program, including the ASCF module, as required by paragraph 5.3 of DoD Instruction 1322.06 (Fellowships, Scholarships, Training With Industry (TWI), and Grants for DoD Personnel) and AR 621-7 (Army Fellowships and Scholarships). This report must include assessments of ASCF compliance with Title 5, U.S. Code, Chapter 41 and whether ASCF fulfills a present DoD or Army need, anticipated requirement or future

capability by virtue of education or experience that the fellow will gain and that will contribute to the effectiveness of DoD and the Army. As appropriate, the DCS, G-3/5/7 will include in the report recommendations for necessary enhancements and modifications to the program and policy. The report will be coordinated with the Director, CLSMO; the Deputy Assistant Secretary of the Army (Civilian Personnel); the commanders of Army Commands, Army Service Component Commands and Direct Reporting Units; and the Administrative Assistant to the Secretary of the Army.

g. The Army War College will be responsible for managing ASCF, under the overall supervision of the DCS, G-3/5/7, Fellowship Proponency Office and the oversight of the ASA (M&RA). CSLMO will be responsible for administering the selection process for participation in the ASCF module of the SETM Program and for administering the GPP for placement of the ASCF fellows after completion of their fellowships.

9. Detailed information about the SETM/ETM Programs and their component modules, as well as step-by-step instructions on how to apply for any SETM/ETM module, are available at https://www.csldo.army.mil//Index.aspx. Applicants will use a secure, automated tool—the SETM System—to self-nominate for participation in one or more SETM/ETM modules. Application procedures for SETM/ETM are also detailed in enclosures 1 and 13, respectively. Civilian employees interested in applying are encouraged to inform their chain of command or supervisor. Selection for SETM/ETM modules is linked to an applicant's past and present duty performance, potential for leadership and career progression and the needs of the Army. Commanders, supervisors, Functional Chief Representatives, Career Program Managers and human resource professionals are expected to give this program the widest dissemination and should support and encourage applications from candidates who exemplify Civilian leaders with outstanding potential.

10. The policies and procedures set forth in this directive, its enclosures and implementing guidance issued by the ASA (M&RA) will be updated as appropriate and promulgated in an Army regulation as soon as practicable. This directive supplements the policies and procedures set forth in AR 350-1 and AR 621-7. Any part of AR 350-1 or AR 621-7 determined to be inconsistent with the provisions of this directive is hereby superseded.

SUBJECT: Army Directive 2015-24 (Department of the Army Senior Enterprise Talent Management and Enterprise Talent Management Program)

11. Army Directive 2012-09 (Department of the Army Senior Enterprise Talent Management Program), 19 March 2012, is hereby rescinded. This directive will be rescinded upon publication of the new Army regulation.

John M. McHugh

Encls

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SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

APPLYING FOR THE SETM PROGRAM

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Department of the Army Civilians in grades GS-13 to GS-15 (or equivalents) to compete for selection for the SETM Program. GS-15 (or equivalent) senior Army Civilians are eligible to apply for the Enterprise Placement Program (EPP) (enclosure 3). GS-14 and GS-15 (or equivalents) senior Army Civilians may apply for the SETM TDY Program (enclosure 4), a senior Service college (SSC),[1] the Defense Senior Leader Development Program (DSLDP) (enclosure 5) and the Army Civilian Fellowship (ASCF) (enclosure 6).

2. To receive credit for and be designated as a bona fide graduate of any of the SETM Program modules, all students/participants must have successfully completed their module requirements and **entered on duty in an assignment the SETM Board has approved for them**. The SETM Board **must** approve any requests for an exception to this policy.

3. Applicants may self-nominate for participation in one or more SETM modules through the SETM System Web-based tool. Detailed information about each SETM module, as well as step-by-step instructions on how to apply, are at https://www.csldo.army.mil.aspx. It is important to note that the tool "prepopulates" the online SETM application with information personal to the employee-applicant extracted from the employee's automated personnel files maintained in the Defense Civilian Personnel Data System. Applicants who find errors in the prepopulated information should immediately visit the "My Biz" application of the Defense Civilian Personnel Data System to correct the underlying data, or contact their local civilian personnel office for assistance.

a. Applicants for **all** SETM modules must:

(1) complete the "Applicant Career Brief." Key components of the brief are a career synopsis, career objectives, the applicant's enumeration of his/her five most significant career accomplishments and a career chronology.

(2) upload the applicant's most recent performance appraisal using the "Applicant Career Brief" tool. Attach all pages of the appraisal and the associated support form. An applicant must receive a "3/Fully Successful" rating or higher on his/her appraisal to be eligible for participation in the SETM Program. Applicants for Option 2 of the SETM-EPP module (see enclosure 3) must upload their three most recent appraisals.

[1] The U.S. Army War College (Resident or Distance Education Course), the Air War College, the Naval War College, the Marine Corps War College or from one of the accredited colleges of the National Defense University: the National War College or the Eisenhower School for National Security and Resource Strategy (acquisition or non-acquisition course).

(3) upload the applicant's "Security Clearance Person Summary," using the "Applicant Career Brief" tool.

(4) complete the "Applicant Survey." Key portions of the survey require the applicant to:

(a) indicate the SETM module(s) they are applying for. Applicants may apply for more than one module. If the applicant is tentatively selected to participate in more than one SETM module, the Board process will resolve the conflict.

(b) prepare and submit a "Statement of Interest." The statement outlines why the applicant wants to participate in the SETM Program and how the applicant intends to apply the skills he/she will gain. The statement may not exceed 4,000 characters. Statements for the SSC and DSLDP modules have additional requirements. Guidance is at http://cpol.army.mil/library/train/catalog/ch02gen.html and https://dodhrinfo.cpms.osd.mil/Directorates/HRSPAS/Leadership-Learning-and-Development/Pages/DSLDP.aspx. .

(c) use the numeric rating scale provided in the "Applicant Survey" tool to conduct a self-assessment against each subcompetency of the Executive Core Qualifications (ECQs). ECQs and their subcompetencies are used to evaluate candidates for Senior Executive Service (SES) positions, but are being used in the SETM Program application as a "stretch tool." **ONLY** individuals applying for EPP Option 2, DSLDP and ASCF are required to provide written narratives related to each ECQ. The U.S. Office of Personnel Management's Guide to Senior Executive Service Qualifications provides detailed information about the ECQs and subcompetencies. The Guide is at http://www.opm.gov/ses/recruitment/ecq.asp and http://www.opm.gov/ses/recruitment/overall_ecq.asp.

b. Applicants for EPP Option 2 (enclosure 3), SSC and DSLDP (enclosure 5) and ASCF (enclosure 6) must meet the following requirements IN ADDITION to those set forth in paragraph 2a:

(1) Applicants for EPP Option 2, DSLDP and ASCF must provide a written narrative for each ECQ in the "Applicant Survey" tool. Information about ECQs and the specialized format to write them in is at http://www.opm.gov/ses/recruitment/ecq.asp and http://www.opm.gov/ses/recruitment/overall_ecq.asp.

(2) Applicants for EPP Option 2, SSC, DSLDP and ASCF must have a baccalaureate degree from an accredited college or university. Applicants must upload an unofficial transcript using the "Applicant Career Brief" tool and ensure that a sealed official transcript from the degree-granting college or university is mailed to: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Civilian Senior Leader Management Office (CSLDD SETM Program), 111 Army Pentagon, Room 1D755, Washington, DC 20310-0111.

(3) Applicants for SSC and DSLDP must complete an online SSC Nomination Sheet and/or a DSLDP Nominee Information Sheet, using the "Applicant Career Brief" tool. The forms are at http://cpol.army.mil/library/train/catalog/form_ndx.html.

(4) Applicants for DSLDP **ONLY** must use the "Applicant Career Brief" tool to upload a résumé that is three pages or less in length and meets criteria specified at https://dodhrinfo.cpms.osd.mil/Directorates/HRSPAS/Leadership-Learning-and-Development/Pages/DSLDP.aspx. The same DSLDP resume format may be used for component select résumé required of SSC applicants.

(5) Applicants for EPP Option 2 **ONLY** must obtain and use the "Applicant Career Brief" tool to upload a letter of recommendation from the senior SES in his/her chain of command.

(6) Applicants for EPP Option 2, SSC, DSLDP and ASCF must upload in the "Applicant Career Brief" tool documentation verifying that they have completed the Civilian Education System Advanced Course or have been granted equivalency or constructive credit by the Office of the Deputy Chief of Staff, G-3/5/7. Applicants for EPP Option 2 or ASCF may substitute a master's degree from one of the accredited SSCs: the Army War College (Resident or Distance Education Course), the Air War College, the Naval War College or the Marine Corps War College, or from one of the accredited colleges of the National Defense University: the National War College, the Eisenhower School for National Security and Resource Strategy (acquisition or non-acquisition Course), the College of International Security Affairs, the Information Resources Management College or the Joint Forces Staff College. Applicants for ASCF seeking to substitute such education for completion of the Civilian Education System Advanced Course must upload an unofficial transcript using the "Applicant Career Brief" tool and ensure that a sealed official transcript from the degree-granting college or university is mailed to: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Civilian Senior Leader Management Office (CSLDD SETM Program), 111 Army Pentagon, Room 1D755, Washington, DC 20310-0111.

(7) Applicants for SSC Resident, SSC Distance Education opting for the Graduate Placement Program, DSLDP and ASCF must upload in the "Applicant Career Brief" tool a completed and signed mobility agreement (enclosure 7). Applicants for SSC Distance Education not opting for the Graduate Placement Program will only complete a Continued Service Agreement (enclosure 8).

(8) Applicants for EPP Option 2, TDY, SSC, DSLDP and ASCF must upload in the "Applicant Career Brief" tool a completed and signed Continued Service Agreement (enclosure 8).

(9) Applicants for EPP Option 2, SSC, DSLDP and ASCF must have served a minimum of 3 years in Department of the Army Civilian permanent positions; CSLMO will verify the service.

c. Applicants for all SETM Program modules are encouraged to complete and mail an SF-181 (Ethnicity and Race Identification). Completion of this form is voluntary and will not affect your employment status, including your candidacy for the SETM Program. Should you elect to complete and mail the SF-181, it will be used solely for statistical compilation and will be maintained separately from your program application materials. Completed forms should be mailed to: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Civilian Senior Leader Management Office (CSLDD SETM Program), 111 Army Pentagon, Room 1D755, Washington, DC 20310-0111. ONLY Army personnel NOT involved in making decisions on your SETM application will have access to this form.

4. The submission of a completed SETM application will automatically generate an email to the applicant's rating official/supervisor. The rating official/supervisor will carefully review the employee's application in its entirety and use the online tool to:

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The rating official/supervisor will also rate the applicant's proficiency in each overarching ECQ using the following scale: "Needs Development" (applicant applies the competency in somewhat difficult situation; requires frequent guidance); "Proficient" (applicant applies the competency in difficult situations; requires only occasional guidance); or "Outstanding/A Personal Strength" (applicant applies the competencies in exceptionally difficult situations; serves as a key resource and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the SETM Program and explain the reason(s) for his/her recommendation. If an applicant received only a "3/Fully Successful" rating on his/her performance appraisal, the rating official/supervisor should explain any discrepancy between this rating and the rating official's/supervisor's recommendation regarding the applicant's participation in the SETM Program. NOTE: If the rating official/supervisor DOES NOT recommend the applicant for participation in the program, he/she will provide his/her rationale for the adverse recommendation and the application process WILL BE TERMINATED. If this occurs, the applicant may wish to discuss the matter with his/her rating official/supervisor.

c. assign the applicant a recommended utilization rating using the Definitions of Utilization Ratings (enclosure 9).

5. After the rating official/supervisor completes and submits his/her review and action on an applicant's application, an email will automatically be generated to the endorser who must be the first general officer or member of the SES in the chain of command above the rating official/supervisor. The endorser will carefully review the application in its entirety, including the ratings and recommendations from the rating official/supervisor, and use the online tool to:

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The endorser will also rate the applicant's proficiency in each overarching ECQ,

using the following scale: “Needs Development” (applicant applies the competency in somewhat difficult situation; requires frequent guidance); “Proficient” (applicant applies the competency in difficult situations; requires only occasional guidance); or “Outstanding/A Personal Strength” (applicant applies the competencies in exceptionally difficult situations; serves as a key resource and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the SETM Program. The endorser must provide reason(s) in support of his/her recommendation and if his/her recommendation differs from the rating official’s/supervisor’s. NOTE: If the endorser DOES NOT recommend the applicant for participation in SETM, the endorser will provide his/her rationale for the adverse recommendation and the application process WILL BE TERMINATED. If this occurs, the applicant may wish to discuss the matter with his/her rating official/supervisor and endorser.

c. assign the applicant a recommended utilization rating using the Definitions of Utilization Ratings (enclosure 9).

d. will not provide ratings or a recommendation regarding the applicant if the endorser has insufficient personal knowledge of the applicant to do so; the endorser will so indicate.

5. After the endorser completes and submits his/her review and action on the applicant’s application, an email will automatically be generated to the Functional Chief Representative (FCR) for the applicant’s career field, as designated by AR 690-950 (Career Management). The FCR will carefully review the application in its entirety, including the ratings and recommendations the rating official/supervisor and endorser provided, and use the online tool to:

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The FCR will also rate the applicant’s proficiency in each overarching ECQ, using the following scale: “Needs Development” (applicant applies the competency in somewhat difficult situation; requires frequent guidance); “Proficient” (applicant applies the competency in difficult situations; requires only occasional guidance); or “Outstanding/A Personal Strength” (applicant applies the competencies in exceptionally difficult situations; serves as a key resource and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the SETM Program. The FCR must provide reason(s) to support his/her recommendation and if his/her recommendation differs from the rating official’s/supervisor’s and/or the endorser’s. NOTE: If the FCR DOES NOT recommend the applicant for participation in the program, he/she will provide his/her rationale for the adverse recommendation.

c. assign the applicant a recommended utilization rating using the Definitions of Utilization Ratings (enclosure 9).

d. will not provide ratings or a recommendation regarding the applicant if the FCR has insufficient personal knowledge of the applicant to do so, and the FCR will so indicate.

6. Senior Army Civilians must apply annually to participate or continue participation in the SETM Program, except for the SETM EPP options. Once selected for EPP, applicants are required to provide an updated résumé and ECQs, as applicable, annually by 1 October.

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

BOARD PROCESSES

Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Department of the Army Civilians in grades GS-14 and GS-15 (or equivalents) to compete for selection to the SETM Program.

Senior Army Civilians may self-nominate for participation in one or more SETM modules through the SETM System automated Web-based tool in accordance with the instructions in enclosure 1. Once the applicant's rating official/supervisor, endorser and Functional Chief Representative (FCR) review the SETM application and submit their reviews and recommendations, the application will be made available, through the automated tool, to the applicant's command for inclusion in the Command Board process.

1. **Command Boards**

a. For purposes of reviewing, rating and making recommendations on applications for participation in the SETM Program, the term "command" encompasses Army Commands; Army Service Component Commands; Direct Reporting Units; and the Office of the Administrative Assistant to the Secretary of the Army (for the Offices of Headquarters, Department of the Army Principal Officials and their field operating agencies, staff support agencies and direct reporting units not led by a commander).

b. Through the automated tool, a command will have access to all SETM Program applications submitted by senior Army Civilians assigned to the command or any subordinate unit or organization. The commander or the Administrative Assistant to the Secretary of the Army, as appropriate, will appoint and convene a Command Board to review, rate and make recommendations regarding each applicant. Command Boards will be appointed by the commander or the Administrative Assistant to the Secretary of the Army, as appropriate, and will be composed of at least three members, one of whom must be a general officer or member of the Senior Executive Service or equivalent. The board members must be assigned to the command or any subordinate unit or organization.

c. Subject to the requirements set forth in this paragraph, a command may administer and conduct a Command Board pursuant to standardized instructions issued by the commander or the Administrative Assistant to the Secretary of the Army, as applicable. Commands will administer and conduct Command Boards:

(1) in accordance with Merit System and equal employment opportunity principles and all other applicable laws, regulations and requirements;

(2) to ensure that each member of the Command Board carefully reviews the entirety of each applicant's SETM Program application and bases his/her ratings and recommendations regarding the applicant on the content of the application, including the ratings and recommendations rendered by the applicant's rating official/supervisor, endorser and FCR.

(3) by using a uniform scoring methodology to evaluate individual applications.

d. For each application before it, the Command Board will:

(1) conduct a utilization assessment by reviewing the Definitions of Utilization Ratings (enclosure 9) and assigning a recommended rating to the applicant.

(2) recommend applicants receiving a "Ready for Increased Challenge" or "Ready for Career Broadening" utilization rating for participation in the SETM Program. In recommending the applicant, the Command Board should indicate which SETM module(s) the applicant should participate in. The number of applicants a Command Board may recommend for participation in the SETM Program is not limited.

e. Applications reviewed and recommended by a Command Board for participation in the program will be forwarded to Headquarters, Department of the Army using the automated tool. All applicants not recommended for participation in the program will be advised of the decision and informed of the utilization rating the Command Board assigned them. For those applicants not recommended for participation, the application process WILL BE TERMINATED.

2. **SETM Board**

a. The SETM Board will consider all complete applications for the program received from commands.

b. The SETM Board will convene annually to review and nominate to the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) the most highly qualified candidates for participation in SETM Program modules. Generally, the SETM Board will convene in or around July of each year, but it may convene, as necessary, at the call of the chairperson.

(1) The SETM Board will be chaired by the Principal Deputy ASA (M&RA) and will be composed of from five to seven general officers and members of the Senior Executive Service appointed by the Secretary of the Army from across the Army. The Secretary of the Army delegates the authority to amend the appointment of board members to the Principal Deputy ASA (M&RA). Each SETM Board will serve for approximately 1 year. The Secretary designates the Director, CSLMO and appropriate CSLMO staff to serve as technical advisors to the SETM Board. The Secretary appoints the Director, Civilian Human Resources Agency (CHRA), to serve as a

technical advisor to the SETM Board in connection with the Graduate Placement Program.

(2) Annually, the Secretary of the Army will promulgate a memorandum of instruction to provide the SETM Board with specific guidance and direction.

(3) The number of applicants who may be considered and selected for participation in the Enterprise Placement Program (EPP) and SETM Temporary Duty (TDY) modules is not limited. Accordingly, the SETM Board will assess each candidate for these modules as an individual and not rate and rank applicants against one another. The number of applicants selected for attendance at a Senior Service College (SSC) is limited by the number of slots the U.S. Army War College or Eisenhower School for National Security and Resource Strategy (acquisition or non-acquisition course) allocate to the SETM Program. The number of applicants selected for participation in SSC distance education is limited by the number of slots the Army War College allocates to the SETM Program. The number of applicants nominated to the Department of Defense (DoD) for selection for the Defense Senior Leader Development Program (DSLDP) is limited by the quota DoD imposes. The number of applicants selected to participate in the Army Senior Civilian Fellowship (ASCF) Program is limited by the number of fellowships available. Thus the SETM Board will rank each candidate for these modules in order of merit.

3. **SETM Board Process**

a. Phase I: Preliminary Deliberations (conducted on or about July of each year)

(1) Before the SETM Board meets for its Phase I deliberations, individual board members will use the automated tool to carefully review the entirety of each application and assign to each applicant a “preliminary” utilization rating applying the definitions at enclosure 9.

(2) During Phase I of its deliberations, the SETM Board will convene, carefully review each applicant’s entire application, and assign each applicant a “tentative” utilization rating based on the individual’s application in the online tool, including the ratings and recommendations of the Command Boards.

(3) Applicants for the EPP module who are assigned a utilization rating of “Ready for Increased Challenge” by the SETM Board will be designated as Army Enterprise Employees. CSLMO will identify these designated employees to selecting officials for their consideration when seeking to fill Army Enterprise Positions or designated SES positions by detail not to exceed 1 year in accordance with the procedures described in enclosure 3.

(4) Applicants for all other SETM modules receiving a “Ready for Increased Challenge” or “Ready for Career Broadening” utilization rating from the SETM Board will

be invited to interview with a panel composed of members from the Board during Phase II of the Board's deliberations.

b. Phase II: the Board Interview (conducted on or about August of each year)

(1) The interview will be designed to permit the applicant to demonstrate, and the SETM Board to appraise, the candidate's suitability for participation in the program as evidenced by demonstrated competency in the four factors cited in paragraph 3b(3) and the applicant's proficiency in verbal communication, reasoning and interpersonal skills and ability to perform under pressure in an unfamiliar or demanding situation.

(2) Applicants may be interviewed in person, by telephone or by video teleconference. The Principal Deputy ASA (M&RA) will determine during Phase I how the interviews will be conducted. The Office of the Deputy Chief of Staff, G-3/5/7 will fund the travel of all in-person interviews based on the availability of funds.

(3) The SETM Board will screen all applicants against these four factors:

- Factor I—Technical Breadth/Depth: Demonstrated competency and expertise in multiple job disciplines/functional areas within the candidate's career field or program. This includes technical experience at multiple levels of the Army in a career field (vertical) or various occupational series within a career field (horizontal). Non-Army related professional experiences are considered if they are comparable in nature and meet the scope of the eligibility requirements for the program the candidate is applying for. The candidate should understand and appropriately apply principles, procedures, requirements, regulations and policies related to several specialized areas of expertise across functional areas within a career field. The candidate is current with technology, tools, trends and evolving practices in his/her area of expertise.

- Factor 2—Developmental Experiences/Stretch Assignments: Demonstrated participation in cross-functional developmental experiences designed to create leaders with a broad-based corporate perspective. Assignments show that the applicant has had opportunities to use different skill sets and competencies within a specified career field, or specific skill sets and competencies across different career programs and organizational settings. Project-based developmental experiences should demonstrate the candidate's ability to stretch and develop expertise outside his/her comfort zone and to foster professional growth and development. Project-based developmental assignments may have been in the Army, other Federal agencies and/or private sector settings and may have been outside the employee's career field or program. This factor encompasses the candidate's ability to demonstrate timely and effective decision-making skills.

- Factor 3—Corporate Breadth: Demonstrated multiorganizational-level experience, with an appropriate mix of staff and multiple field assignments

(installation; Army command; Headquarters, Department of the Army; joint; Office of the Secretary of Defense; interagency; and/or middle or senior management with private sector). The candidate's application will demonstrate the ability to operate in a variety of assigned positions and demonstrate an agency- or department-level understanding of the Army, DoD or another agency or organization. The candidate will demonstrate the ability to explain, advocate and articulate facts and ideas in a convincing manner and persuade and negotiate with individuals and groups internal and external to the organization. This factor considers the ability to build relationships and coalitions, and to communicate, develop and expand professional networks with other agencies and organizations. The candidate should be able to identify and use the internal and external culture affecting the work of the organization in a positive and proactive manner.

- Factor 4—Demonstrated Leadership: Demonstrated ability to assume increased levels of responsibility in a civilian leadership role. Army Civilian leadership is influencing people by providing purpose, direction and motivation while operating to accomplish the mission and improving the organization. The candidate must demonstrate the ability to connect the people they lead to a vision and mission. A Civilian leader is an employee who, by virtue of assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command/supervision to pursue actions, focus thinking and shape decisions for the greater good of the organization. A key component of being an Army Civilian leader who gets results is keeping subordinates focused on the goal or objective when the going gets tough. A successful Civilian leader gets the desired results in the right way.

(4) Based on its comprehensive review of each candidate, the SETM Board will assign a "final" utilization rating for each applicant. From those applicants who receive a "final" rating of "Ready for Increased Challenge" or "Ready for Career Broadening," the Board will make appropriate recommendations for participation in a specific SETM module(s), taking into account the applicant's preference and the Army's needs.

(5) The Board's recommended list of selectees for each SETM module will be forwarded to CSLMO. Applicants recommended for participation in the SETM TDY module will be listed in alphabetical order. For those applicants recommended for enrollment in SSC, nomination to DoD for participation in DSLDP or participation in ASCF, the Board will provide a list to CSLMO for each module, in order of merit, beginning with the most highly rated applicant.

(6) CSLMO will forward the names of those applicants the Board recommended for participation in each SETM module to the ASA (M&RA) for final review, validation and approval. After final action by the ASA (M&RA), CSLMO will submit the DSLDP list to the Office of the Secretary of Defense in accordance with DoD instructions.

(7) CSLMO will inform each applicant the SETM Board considered whether he/she was selected for participation in the program and the "final" utilization rating assigned to the applicant. For those applicants selected for the program, CSLMO will further advise them of the SETM module they were selected for.

(8) With a view to encouraging other high-potential senior Army Civilians to apply for the SETM Program, CSLMO will publicly announce the names of applicants selected for participation in the various SETM modules.

c. Phase III: Graduate Placement Program (GPP)

(1) All SETM Program participants who attend and graduate, in residence, from an SSC, who attend and graduate from DSLDP, who participate in ASCF, attend and graduate from the Command and General Staff Officer Course (CGSOC) and who are placed in a Civilian Training Education Development and Students (CTEDS) account are subject to the GPP. GPP is optional for SSC Distance Education (DE) participants. The SETM Board will place SSC, DSLDP and CGSOC graduates; SSC DE GPP volunteers; and ASCF fellows into a permanent Department of the Army Civilian position that best uses the individual's educational and/or fellowship experience.

(2) Decisions on GPP placements will be collaborative and consider organizational and individual employee preferences to the greatest extent practicable. The goal is to notify students/fellows of their placements 4 to 6 months before graduation or completion of the fellowship.

(3) To receive credit for and be designated as a bona fide graduate of any of the SETM Program modules, all students/participants must have successfully completed their module requirements, as well as **entered on duty in an assignment the SETM Board approved for them**. The SETM Board **must** approve any requests for an exception to this policy.

(4) Positions into which the SETM graduates are eligible to be placed will be "frozen" by the Director, CHRA before the beginning of Phase 3 to ensure that **only SETM Board-approved assignments of SETM participants may be placed in those positions**. Only the Director, CHRA is authorized to place Board-approved SETM participants into any of those positions.

(5) During the first quarter of each academic year, with a view to beginning the postgraduate placement process, CSLMO will obtain a résumé from each incoming SSC, CGSOC and DSLDP student projected to graduate from the program at the end of the academic year. This résumé will capture that student's key assignments, training and education; leadership and supervisory experience; competencies; and individual development plan. ASCF fellows will provide their résumé during the first 90 days of their fellowships. Students/fellows will coordinate with CSLMO career advisors to identify geographic, functional and organizational placement preferences and give

CSLMO a list of preferences in priority order. CSLMO will provide information for each student to commands and organizations across the Army.

(6) SSC, DSLDP and CGSOC graduates; SSC DE GPP volunteers; and ASCF fellows will be placed in positions at the grade held when they began their respective programs. Students reassigned into a CTEDS force structure unit will be placed in positions at the grade indicated on the CTEDS position description they were assigned to during training as long as the individual meets the U.S. Office of Personnel Management minimum qualification standards. To be promoted, a student must compete for a higher graded position and be chosen by the selecting official.

(7) CSLMO will establish a deadline for commands and organizations to "bid" or indicate preferences to hire SSC, DSLDP and CGSOC graduates; SSC DE GPP volunteers; and ASCF fellows and identify the specific position they would place each graduate/fellow in. CSLMO will further consult with Functional Chiefs/FCRs to assess the geographic, functional and organizational opportunities that may be open to graduating SSC, DSLDP and CGSOC students; SSC DE GPP volunteers; and ASCF fellows completing their fellowships.

(8) In addition, CSLMO will coordinate with CHRA to develop a list of vacant positions unique to each student to match the student's competencies and personal career objectives with Army requirements when making graduate placement recommendations. Among the factors CSLMO will consider are the student's/fellow's special competencies and requirements, assignment and experience history, the needs of the Army and, to the extent practicable, the student's/fellow's preferences. CSLMO will ensure that a student/fellow meets the minimum basic qualifications for any listed position. Upon notification from CSLMO, CHRA will place a hold on all SF-52s (Request for Personnel Action) to fill vacant positions that match the grade and series unique to each student.

(9) At the call of the Principal Deputy ASA (M&RA), the SETM Board will convene to review CSLMO's list of proposed placements for each graduating SSC, DSLDP and CGSOC student; SSC DE GPP volunteer; or ASCF fellow. The Board will propose a primary and alternate placement for each student/fellow based on qualifications and preferences, to the extent practicable, and the needs of the Army, with a focus on placing students/fellows in positions that operate on outcomes with Armywide application. SSC, DSLDP and CGSOC graduates; SSC DE volunteers; and ASCF fellows may be considered for placement in vacant Army Enterprise Positions. The Director, CHRA, may serve as a technical advisor to the SETM Board in connection with its GPP deliberations.

(10) The tentative placements the SETM Board recommends will be forwarded to the commander/supervisor with purview over each position; they will be afforded the opportunity to review the résumé of the proposed student/fellow and provide comment to CSLMO on the suitability and propriety of each placement. CSLMO will forward the SETM Board's recommendations for placements into positions designated as

Acquisition Workforce positions[1] to the Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA (ALT)) for final review, validation and approval. The SETM Board will consider any comments from the potentially affected commander/supervisor before making final placement recommendations for each student/fellow. The SETM Board will refer the final list of recommended placements to CSLMO.

(11) CSLMO will forward the Board's recommended placement decisions for all students/fellows to the ASA (M&RA) for final review, validation and approval.

(12) CSLMO will inform students/fellows of their placements and announce placement decisions Armywide, with a view to promoting the SSC/SSC DE, DSLDP, CGSOC and ASCF modules of the SETM/ETM Programs. The servicing Civilian Personnel Advisory Center will coordinate the effective dates of appointments and process post-placement personnel actions, keeping CSLMO and the Office of the Deputy Chief of Staff, G-3/5/7 apprised of the progress of the reassignment action.

(13) SSC and CGSOC graduates who relocate geographically for their postgraduate placements will be eligible for CTEDS centrally funded permanent change of station travel in accordance with the Joint Travel Regulations, Chapter 5 and Army Regulation 350-1 (Army Training and Leader Development).

(14) Gaining organizations will pay for the permanent change of station travel for SSC DE GPP volunteers, DSLDP graduates and ASCF fellows who relocate geographically for their postgraduate and post-fellowship placements in accordance with the provisions of the Joint Travel Regulations, Chapter 5.

[1]Designations will be made in accordance with the Defense Acquisition Workforce Improvement Act, 10 U.S. Code Chapter 87 and DoD Directive 5000.52 (Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program).

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

ENTERPRISE PLACEMENT PROGRAM

The SETM Enterprise Placement Program (EPP) results in the designation of selectees as Army Enterprise Employees (AEEs) eligible to be considered for placement in a position of greater scope and responsibility through one of two options:

- Option 1 slates AEEs for consideration for reassignment to key GS-15 (or equivalent) positions designated as Army Enterprise Positions (AEPs). The processes for nominating, designating and filling AEPs are described beginning on page 2 of this enclosure.

- Option 2 allows for the designation of Senior Executive Service (SES) positions to be filled by the detail of AAEs for up to 1 year, as well as the filling of SES positions by detail of AAEs for up to 1 year. The processes for designating and filling SES positions by detail of AAEs, not to exceed 1 year, are described beginning on page 6 of this enclosure.

Applying for EPP

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Department of the Army Civilians in grade GS-15 (or equivalent) to apply and be evaluated for selection as an AEE eligible for placement through the EPP. The number of applicants who may be considered and selected for participation in the program is not limited.

a. To be eligible for EPP Option 1, the applicant must currently be serving in a permanent Department of the Army GS-15 (or equivalent) position.

b. To be eligible for EPP Option 2, the applicant must also:

(1) have served a minimum of 3 years in Department of the Army Civilian permanent positions;

(2) have a baccalaureate degree from an accredited college or university;

(3) have completed the Civilian Education System Advanced Course; been granted equivalency or constructive credit by the Deputy Chief of Staff, G-3/5/7; or have completed a master's degree from one of the accredited senior Service colleges or accredited colleges of the National Defense University; and

(4) obtain a letter of recommendation from the senior SES in his/her chain of command.

2. Unless CSLMO directs otherwise, senior Army Civilians who wish to be considered must apply through the SETM System in accordance with the procedures set forth in enclosure 1.

3. Applicants will be selected for participation in the EPP module through the SETM Board process outlined in enclosure 2. However, selection for participation does not guarantee placement in an AEP under EPP Option 1 or detail to an SES position under EPP Option 2. Placement depends on available resources and the requirements associated with each AEP and SES position.

4. Senior Army Civilians who apply for and are designated as AEEs under EPP Option 1 will provide CSLMO with a list of assignment preferences, with the understanding that the preferences are not determinative.

Nomination and Designation of AEPs (EPP Option 1): Slates AEEs for consideration for reassignment to key GS-15 (or equivalent) positions designated as AEPs

1. AEPs are "key and developmental" competitive service or Defense Civilian Intelligence Personnel System positions classified at the GS-15 or equivalent level. AEPs are specially designated jobs, located Armywide at all command/organizational levels and in a variety of career fields and disciplines, for which we need our most talented senior Army Civilian leaders. Positions suitable for designation as an AEP generally meet these criteria:

a. The position requires leadership, strategic thought, creativity and innovation, as opposed to specialized or technical skills.

b. The position is one of Armywide importance, influence and effect and its outcomes have Armywide application.

c. The position requires an incumbent with mid- to long-term experience at the GS-15 (or equivalent) level, rather than an entry-level GS-15 employee.

d. The organization where the position is embedded would benefit from relatively frequent turnover in the position to allow for the application of contemporary or refreshed perspectives and to permit modification or revalidation of current policies and processes.

2. CSLMO will identify potential AEPs in coordination with Functional Chiefs/ Functional Chief Representatives, commanders, directors and supervisors across the Army and with the Administrative Assistant to the Secretary of the Army for positions assigned to the offices of Principal Officials of Headquarters, Department of the Army, their field operating agencies, staff support agencies and other Direct Reporting Unit elements. CSLMO will note duty positions that appear to be suitable for designation as

an AEP, but are currently encumbered and reevaluate them for designation as an AEP if the position becomes vacant.

3. The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) will approve the designation of positions as AEPs, except for positions designated as acquisition positions in accordance with the Defense Acquisition Workforce Improvement Act, 10 U.S. Code Chapter 87 and Department of Defense Directive 5000.52 (Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program), and positions in the 905 and 1222 classification series. The Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA (ALT)) will approve Acquisition AEPs, and the appropriate qualifying authority will approve AEPs in the 905 and 1222 classification series.

4. CSLMO will maintain a list of approved AEPs and make it available for review by Army common access card holders on the SETM Web site.

5. Commanders, supervisors and human resource personnel will ensure that AEPs are identified as such in position descriptions and that the position descriptions include the requirement that the incumbent execute a Mobility Agreement (enclosure 7).

Process for Filling AEPs Under EPP Option 1

1. As AEPs are designated or become vacant, CSLMO will promptly publish information about the AEP on the SETM Web site and afford AEEs the opportunity to provide or update their assignment preferences, with the understanding that an AEE's expression of preference is not determinative.

2. The commander or supervisor, in consultation with CSLMO, will establish the term for which an AEP will be filled by an AEE—usually between 3 and 5 years. Commanders or supervisors, in consultation with CSLMO, may adjust the length of a term based on the Army's needs. When an AEP is projected to become vacant within 6 months because of a resignation, written announcement of a retirement, or the expiration of an incumbent's term, commanders or supervisors will contact CSLMO to discuss requirements for the position and the competencies and characteristics required of any future incumbent.

3. CSLMO will review the pool of designated AEEs to identify a slate of qualified candidates for the command or organization to consider.

a. CSLMO will base the slate on the requirements of the AEP assignment, individual AEE utilization ratings, the AEE's preferences (to the extent practicable) and the Army's needs. CSLMO will ensure that, at a minimum, slated candidates meet the basic qualifications for the position.

b. CSLMO will contact and survey each AEE encumbering an AEP approximately 6 months before the projected expiration of the AEP's term to obtain the AEE's preference for his/her next assignment. To the extent practicable, the EPP will fill emergent AEP vacancies by slating AEEs currently placed in and encumbering another AEP in accordance with their preferences. However, it may be necessary to assign AEEs encumbering AEPs to an AEP not indicated as a preference or to a non-AEP position to meet the Army's needs. Reassignments may be to a different position, functional area or organization within the AEE's commuting area or to a different geographical region.

4. If, after reviewing the CSLMO-generated slate and conducting such interviews or reference checks as appropriate, the command or organization hosting or sponsoring the AEP selects an AEE from the slate, the command or organization will communicate the selection to CSLMO. CSLMO will notify the AEE of his/her selection and of the projected term of the AEE's assignment to the AEP. If the AEE accepts the placement, CSLMO will initiate reassignment action. If the command or organization does not select an AEE from the slate, the command will notify CSLMO. CLSMO may generate additional slate(s) at the command's request. If these slate(s) are still insufficient, the command will contact the Civilian Human Resource Agency to fill the AEP through other appropriate sources (for example, a vacancy announcement).

5. An AEE selected for an AEP must submit a signed Mobility Agreement (enclosure 7) to CSLMO before being placed into the position. CSLMO will notify the AEE that he/she does not need to apply again for participation in SETM until 1 year before the projected end of the term of the AEP assignment.

6. If the term for an AEP expires and the incumbent AEE is not selected for another AEP, the host or sponsor commander or supervisor is responsible for finding another placement for, and for taking appropriate action to place, the AEE. Commanders or supervisors will seek assistance from CSLMO to identify potential placements if a placement outside the command or organization is necessary. Commanders or supervisors will take appropriate action and will coordinate with CSLMO when an AEE encumbering an AEP refuses a reassignment or fails to relocate as required by his/her mobility agreement.

7. The ASA (M&RA) will make determinations on requests from AEEs encumbering an AEP to extend the term of an AEP and thereby defer the AEE's reassignment. However, the ASA (ALT) will make this determination for Acquisition Workforce positions. An AEE will promptly submit a request for term extension and reassignment deferral through his/her commander or supervisor to CSLMO as soon as the AEE becomes aware of the situation prompting such request (for example, impending retirement or resignation, significant personal or family hardship, or professional reasons). As appropriate, the AEE may be asked to submit additional documentation in support of his/her request. In making determinations on the requests, the ASA (M&RA) or ASA (ALT) will consider the request of the AEE, input from the AEE's chain of command or supervision and the recommendation of the Director, CSLMO.

8. Participation in the EPP neither restricts nor limits the rights of AEEs, to include AEEs encumbering AEPs, to apply (through established processes or programs) for other positions within the Army or for positions with another agency or department.

9. Reassignment through the EPP will not be used as a means to resolve employee conduct, disciplinary or performance issues, nor will it be used to circumvent statutory and regulatory requirements, including the requirements of the Priority Placement Program.

10. The responsibility and authority for selecting AEEs to fill AEPs, establishing projected terms for assignment to an AEP, and making recommendations to CSLMO on employee requests to defer reassignment and extend the term of an AEP may not be delegated below the general officer or Senior Executive Service level. The ASA (ALT) must always approve such actions pertaining to an AEE for an Acquisition Workforce AEP.

11. The command or organization gaining an AEE is responsible for payment of expenses and related costs associated with the AEE's permanent change of station move, as authorized by the Joint Travel Regulations, Chapter 5.

12. For the Army to leverage its vetted pool of qualified GS-15s (or equivalents), the following implementing guidance and reporting procedures are established to encourage Army leaders to fill vacant GS-15 (or equivalent) positions across the Army with SETM Program participants.

a. Selection Process. Participants in the SETM Program are vetted by their local chain of command, their respective command-directed SETM Board and a Department of the Army SETM Board. Qualified candidates are considered to be among the Department's most talented senior Civilian leaders. Each SETM graduate who successfully completed one of the many Senior Service College programs and/or the Defense Senior Leader Development Program are prepared to assume strategic-level leadership roles within the organization. SETM participants identified by the Department of the Army SETM Board for participation in the EPP are considered qualified to make an immediate contribution to the Army in positions of broader responsibility.

b. Recruitment. Army staff offices from Headquarters, Department of the Army level to command are strongly encouraged to use SETM candidate slates in filling not less than 10 percent of their vacant GS-15 or equivalent positions annually. CSLMO will provide candidate slates to the command before initiating a request for personnel action. Enclosure 10 provides a template for submitting a request for a slate of SETM candidates to CSLMO. SETM participants are placed through noncompetitive procedures, substantially reducing recruitment time.

c. Reporting Requirements. To ensure the Army is maximizing its return with this program, commanders and organization principal officials are required to report

semiannually to CSLMO their efforts to fill vacant GS-15 positions with SETM candidates. Not later than 30 April and 31 October of each year, commanders and other organization principal officials will submit a formatted report (enclosure 11) to CSLMO documenting their organization's success in requesting and using SETM slates to fill vacant GS-15 and equivalent positions during the preceding two quarters of the fiscal year. The 30 April report will cover 1 October through 31 March, and the 31 October report will cover 1 April through 30 September.

d. The support of commanders and principal officials is key to the continued success of this strategically important program, which signals a distinct change in the Army's approach to long-term Civilian development. The Director, CSLMO, at my direction, will evaluate command results and make recommendations for necessary enhancements and modifications to the SETM Program and this implementing guidance. In addition, command and organization utilization results will be addressed in the Secretary of the Army Annual SETM Report.

Process for Assignments to SES Positions by Detail of AAEs for Up to 1 Year (EPP Option 2)

1. Designating SES Positions to be Filled by Detailed AEEs.

a. Each year before opening the SETM program for applications, CSLMO will offer commands the opportunity to identify SES positions they deem appropriate for fill, for a period not to exceed 1 year, by the detail of an Army AEE. A SES position designated in this manner may not supervise other SES positions.

b, Commands desiring to designate an SES position will provide CSLMO with the name of the selecting official, position description, title, duty location, a brief description of the duties and responsibilities and any special qualification requirements of the designated SES position. A command that designates an SES position in this manner will have the opportunity to consider those designated as AEEs under Option 2 of the EPP after conclusion of Phase I of the SETM Board deliberations (enclosure 2).

c. When announcing the SETM Program, CSLMO will include information about designated SES positions so that potential applicants can evaluate these opportunities when considering whether to apply for EPP Option 2 described in enclosure 2.

2. Filling SES Positions by Detail of AEEs for Up to 1 Year.

a. At the conclusion of Phase I deliberations by the SETM Board, applicants for EPP Option 2 who are tentatively assigned a rating of "Ready for Increased Challenge" will be designated as eligible EPP Option 2 AEEs.

b. CSLMO will:

(1) identify designated Option 2 AEEs to selecting officials seeking to fill designated SES positions by detail not to exceed 1 year,

(2) make the SETM applications of these individuals available for review and consideration by selecting officials and

(3) specify the date by which selecting officials will need to conclude their selection deliberations and notify CSLMO of their tentative selections.

3. After the conclusion of Phase I and before the end of Phase II of the SETM Board selection process (see enclosure 2), selecting officials of designated SES positions will have the opportunity to consider those designated as Option 2 AEEs for detail to their SES position. Selecting officials may interview those AEEs who, based on review of the written record supplied by CSLMO, they deem to be well-qualified for detail to their designated SES position. When a selecting official identifies an AEE he/she wishes to detail to the SES position, the selecting official will notify CSLMO of his/her tentative selection, by the date specified by CSLMO, by submitting a bid memorandum for each SES position rank-ordering their AEE preferences.

4. CSLMO will notify the AEE of his/her selection and of the projected term of the AEE's detail to the designated SES position. If the AEE accepts the placement, CSLMO will notify the selecting official and the AEEs current command. The gaining and losing commands will coordinate to initiate the detail action. Those AEEs who accept the offer of detail will sign a Continued Service Agreement (enclosure 8) and, if applicable, have their application for the EPP Option 1 program deferred until after conclusion of the SES detail and their applications for any other SETM modules terminated.

5. Those EPP Option 2 AEEs who accept an offer of detail to an SES position may be detailed not earlier than 1 October of the calendar year of selection. Details may run until not later than 30 September after the year of selection (that is, not to exceed 1 full fiscal year).

6. Long-term temporary duty costs associated with the detail of any Option 2 AEE to SES position will be centrally funded by the Office of Deputy Chief of Staff, G-3/5/7.

7. AEEs detailed to a designated SES position will continue to encumber their official position of record and be paid at the salary set for that position. The command nominating them for Option 2 of the EPP will remain responsible for all salary and related costs during the period of the detail.

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

TEMPORARY DUTY (TDY)

The SETM TDY module facilitates the matching of senior Army Civilians in grades GS-14 and GS-15 (or equivalents) with temporary projects or details of importance to the Army through a centrally funded period of TDY not to exceed 179 days. These project-based developmental experiences are intended to give participants opportunities to acquire expertise in areas outside their "comfort zones." Participation in SETM TDY may help senior Army Civilians develop and demonstrate competency in multiple job disciplines and functional areas within their career field or program, including technical experience at multiple levels of the Army in a career field (vertical) or various occupational series within a career field or across career fields (horizontal).

Applying for the SETM TDY Module

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Army Civilians in grades GS-14 and GS-15 (or their equivalents) to apply and be evaluated for participation in the SETM TDY module. To be eligible for the SETM TDY module, the applicant must currently be serving in a permanent Department of the Army GS-14 or GS-15 (or equivalent) position.

2. Unless CSLMO directs otherwise, senior Army Civilians must apply through the SETM System automated Web-based tool in accordance with the procedures in enclosure 1.

3. Senior Army Civilians must apply annually to participate in or continue participation in the SETM TDY module.

Selection of Participants

1. Applicants will be selected for participation in the SETM TDY module through the Board process set forth in enclosure 2.

2. The number of applicants who may be selected for participation in the SETM TDY module is not capped. However, selection for participation does not guarantee placement in a SETM TDY project or detail. Placement depends on the resources available to fund project-based TDY opportunities, the requirements associated with each detail and the concurrence of the SETM TDY participant's permanent supervisor. Applicants selected for SETM TDY whose applications are under consideration for participation in a Senior Service College (SSC), the Defense Senior Leader Development Program (DSLDP) or the Army Senior Civilian Fellowship (ASCF) modules are not eligible to receive a SETM TDY assignment until the selection process

has been completed for SSC, DSLDP and ASCF. Applicants selected for the SSC, DSLDP or ASCF modules are not eligible to receive a SETM TDY assignment concurrent with their participation in SSC, DSLDP or ASCF.

3. A mobility agreement IS NOT required for SETM TDY participation.

Selection of SETM TDY Projects and Details

1. With the assistance of senior leaders, commanders, supervisors and Functional Chief Representatives, CSLMO will identify SETM TDY projects and details that will provide participants with a developmental or broadening experience, most commonly at the Headquarters, Department of the Army Staff; Army Command; joint; or interagency level. The approval level for SETM TDY projects and details is a general officer or member of the Senior Executive Service in the applicant's chain of command.

2. CSLMO will use the questionnaire at enclosure 12 to solicit information from commands and other organizations interested in sponsoring a SETM TDY experience. Commanders and supervisors interested in hosting a SETM TDY project or detail may submit proposals to CSLMO at any time.

3. Most SETM TDY experiences generally will not extend beyond 120 days, but such a detail may not exceed 179 days. An SF-52 (Request for Personnel Action) with "Detail" as the nature of action will be initiated to temporarily place the SETM TDY participant in the developmental assignment. The SF-52 formally documents the SETM TDY developmental assignment in the employee's personnel record.

4. A continued service agreement is required for SETM TDY assignments that exceed 120 days (see enclosure 8). A SETM TDY participant must submit a signed continued service agreement to CSLMO before being placed into an assignment that is projected to exceed 120 days.

Process for Filling SETM TDY Assignments

1. Given the potentially emergent nature of SETM TDY projects and details, CSLMO may publish information about SETM TDY opportunities on the SETM Web site and afford SETM TDY participants the opportunity to express interest, with the understanding that a participant's expression of interest is not determinative.

2. CSLMO will review the pool of SETM TDY participants to identify a slate of qualified candidates for the project or detail sponsor to consider.

3. CSLMO will base the slate on the requirements of the SETM TDY project or detail; individual SETM TDY participants' utilization ratings; participants' preferences, to the

extent practicable; and the Army's needs. CSLMO will make sure slated candidates meet, at a minimum, any basic qualifications for the project or detail.

4. If the project sponsor/owner identifies a suitable SETM TDY candidate on the CSLMO-generated slate, the project sponsor/owner will notify CSLMO. CSLMO will notify the candidate of his/her selection and of the projected duration of the SETM TDY opportunity. If the candidate accepts the project or detail and his/her permanent supervisor agrees, CSLMO will detail the candidate to the project and provide funded TDY orders.

5. If the project sponsor/owner does not find a suitable candidate from the slate, he/she may request that CSLMO generate a second slate, defer executing the project or staff the detail from other appropriate sources.

Completion and Documentation of SETM TDY Projects and Details

1. Upon completion of a SETM TDY project or detail, a participant will return to his/her permanent duty station. SETM TDY participants remain eligible for other SETM TDY opportunities that may arise throughout the year.

2. The project sponsor/owner will provide the participant's permanent supervisor with timely and meaningful written feedback about the participant's performance in the context of the SETM TDY project or detail suitable for inclusion in the narrative portion of the participant's formal performance evaluation.

3. The participant's permanent supervisor is responsible for taking into account the participant's performance in the context of the SETM TDY project or detail when formally evaluating the employee.

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

ARMY SENIOR SERVICE COLLEGE, ARMY SENIOR SERVICE COLLEGE DISTANCE EDUCATION AND THE DEFENSE SENIOR LEADER DEVELOPMENT PROGRAM

The Senior Service College (SSC), SSC Distance Education (DE) and Defense Senior Leader Development Program (DSLDP) modules afford opportunities for the "best-of-the-best"—high-performing senior Army Civilians with outstanding potential—to participate in these premier educational and developmental programs.

Attendance at an SSC is the apex of Army professional development and prepares senior Army Civilians for positions of significant responsibility in the Department of Defense (DoD) and the Army. Applicants compete for allotted seats at the U.S. Army War College (resident or DE course) or the Eisenhower School for National Security and Resource Strategy (acquisition or non-acquisition course). SSC and SSC DE attendance or participation is designed to expand a student's knowledge of the national security mission and strengthen the student's understanding of complex policy and operational challenges senior DoD and Army officials face. The SSCs develop students to assume strategic-level leadership roles in the joint, interagency, intergovernmental and multinational environments, with an emphasis on the employment of land power. On completion of the program, graduates are placed in duty positions intended to leverage the competencies the SSC fostered.

DSLDP is the premier Civilian leadership program DoD offers. DSLDP is a 2-year comprehensive educational and developmental program designed to inculcate in participants the enterprisewide perspective needed to lead organizations and programs, and achieve results in the joint, interagency and multinational environments. DSLDP includes attendance at an SSC other than the SSC sponsored by the Service the DSLDP participant is affiliated with (in this case, the Army War College); participation in programmed leadership seminars; and a follow-on developmental assignment.

Applying for the SETM SSC and DSLDP Modules

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Army Civilians to apply for competitive selection to attend/participate at SSC, SSC DE and/or DSLDP.

2. To be eligible for selection to attend SSC, SSC DE or DSLDP, a senior Army Civilian must:

a. be serving in a permanent appointment in a GS-14 or GS-15 (or equivalent) position;

b. possess a baccalaureate degree from an accredited college or university;

c. have served 3 years in an Army Civilian permanent appointment before applying for SETM;

d. have completed the Civilian Education System Advanced Course or have been granted equivalency or constructive credit by the Deputy Chief of Staff, G-3/5/7;

e. have, at a minimum, a Secret security clearance and meet any other security clearance requirements required by the SSC, SSC DE or DSLSP at the time of selection and during attendance or participation (CSLMO will publish any additional requirements in the instructions for applying for the SETM SSC, SSC DE and DSLDP modules); and

f. possess a minimum of 1 year (preferably more) of significant experience in supervising or managing people in an official capacity, acquired no more than 5 years ago. This requirement applies only to applicants for DSLDP.

3. Senior Army Civilians must apply for the SSC, SSC DE and DSLDP SETM modules through the SETM System automated Web-based tool in accordance with the procedures in enclosure 1.

4. Applicants for SSC, SSC DE (volunteering for placement) and DSLDP must execute and submit with their SETM Program applications a mobility agreement at enclosure 7 and a continued service agreement at enclosure 8. Applicants for SSC DE (not volunteering for placement) must execute and submit a continued service agreement.

a. The mobility agreement requires the participant to agree to assignment to a 10-month resident senior professional military educational program, together with placement into a new duty position after graduation.

b. The continued service agreement obligates participants to serve in DoD or the Department of the Army for a period of three times the length of the training period. A participant who fails to complete this period of obligated service must repay the Federal Government for the costs associated with his/her training.

Selecting SSC Participants and Nominating DSLDP Candidates to DoD

1. The Board process outlined in enclosure 2 will be used to select applicants for attendance at SSC and for nomination to DoD for consideration by a DSLDP Selection Board.

2. Selection to DSLDP is a three-part process: applicants must apply for DSLDP through the SETM Program, be nominated to DoD by the SETM Board and the

Assistant Secretary of the Army (Manpower and Reserve Affairs) and be selected by a DoD Board for participation.

3. The number of applicants selected for attendance at SSC and SSC DE is limited by the number of slots the Army War College or the Eisenhower School allocates to the SETM Program. The number of applicants nominated to DoD for selection for DSLDP is limited by the quota that DoD imposes.

Attending SSC and DSLDP

1. SSC participants selected to attend the Army War College or the Eisenhower School in residence will be reassigned to a long-term training authorization on the operational table of distribution and allowances associated with the Civilian Training Student Account the DCS, G-3/5/7 maintains. The management of SSC students in a centralized account while attending SSC enables losing commands and organizations to hire immediately against the position vacated by the senior Army Civilian upon his/her departure for SSC. Through the Civilian Training Student Account, the Office of the DCS, G-3/5/7 processes SSC student timecards, initiates SF-52s (Request for Personnel Action) to reassign students, manages student travel funds and monitors students' settlement vouchers in the Defense Travel System. SSC students are considered to be in a temporary duty status en route to a new assignment; permanent change of station costs are not paid in association with student travel to an SSC.

2. DSLDP participants continue to serve in their current assignments with the Army when not engaged in official DSLDP training. DoD will fund the cost of temporary duties associated with participation (for example, leadership seminars and attendance at in-residence professional military education). The local organization/command will continue to pay salary and benefits.

3. Commanders and supervisors will provide special, annual or closeout appraisals as required by applicable performance management guidance before a participant in the SETM SSC module reports to school. The academic evaluation the SSC issues the student will provide further basis for a Civilian performance appraisal.

4. Commands are highly encouraged to afford SSC DE students appropriate time to conduct course work during the duty day.

4. Participating in the Graduate Placement Program

1. The Office of the Deputy Chief of Staff, G-3/5/7 records SSC and DSLDP completions into the Army Training Requirements and Resources System.

2. All SSC and DSLDP graduates are subject to the Graduate Placement Program; the program is optional for SSC DE participants. If an SSC DE applicant volunteers to be

placed as part of the Graduate Placement Program process, the volunteer must submit a signed Mobility Agreement (enclosure 7) at the time of application, thus notifying command of their intention to be reassigned.

3. Details regarding the postgraduation placement of SSC and DSLDP participants are in enclosure 2.

4. CSLMO endeavors to notify SSC and DSLDP students of their postgraduate placements 4 to 6 months in advance of graduation.

5. SSC graduates who relocate geographically for their postgraduate placements are eligible for Civilian Training Student Account centrally-funded permanent change of station travel in accordance with the provisions of the Joint Travel Regulations, Chapter 5 and Army Regulation 350-1 (Army Training and Leader Development).

6. Gaining organizations will pay the permanent change of station travel for DSLDP graduates who relocate geographically for their postgraduate placements in accordance with the provisions of the Joint Travel Regulations, Chapter 5.

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

ARMY SENIOR CIVILIAN FELLOWSHIP

The Army Senior Civilian Fellowship (ASCF) affords senior Army Civilians in grades GS-14 and GS-15, or their equivalents, opportunities for strategic training, education and professional development.

The ASCF is a 2-year comprehensive study and utilization program designed to broaden the enterprisewide perspective participants need to lead organizations and programs. Fellows engage in a 12-month study of national security issues in association with individuals and agencies, in and out of government, who are actively involved in influencing the formulation and execution of U.S. foreign and domestic policies. The ASCF program gives senior Army Civilians a unique opportunity to expand their understanding of how national strategy is developed and the linkages and challenges senior Department of Defense (DoD) and Army officials face. Afterwards, fellows will be required to complete a 12-month utilization assignment to capitalize on the knowledge and experience gained during their study. Upon completion of the program, ASCF graduates will be placed in duty positions intended to leverage the competencies fostered where the Army most requires these enhanced capabilities.

Establishing Fellowships

1. An Army fellowship is an assignment in which selected personnel work away from the Service for a specified time (not to exceed 12 months) to obtain an education or experience of value to the Army and the gaining organization. The person serving in the fellowship is called a “fellow.” Fellowships may be offered by the Federal Government, corporations, foundations, funds or educational institutions. These eligible donors administer the program, while the Army disperses normal pay and allowances during the fellowship period.

2. Fellowships under the ASCF program will be established in accordance with DoD Instruction 1322.06 (Fellowships, Scholarships, Training With Industry (TWI), and Grants for DoD Personnel); DoD Instruction 1400.25 (DoD Civilian Personnel Management System), Volume 410: Training, Education, and Professional Development); and Army Regulation 621-7 (Army Fellowships and Scholarships).

3. To ensure that the Army is receiving maximum return on investment, the supervisor for each of the proposed fellowship positions will review that fellowship’s duties and responsibilities to determine if the fellow will be required to file an OGE Form 450 (Confidential Financial Disclosure Report). The Office of the Army General Counsel will provide legal advice and assistance and review the supervisor’s assessment for legal sufficiency.

4. Fellowships may be accepted from corporations, foundations, funds or educational institutions organized and operated primarily for scientific, literary or educational purposes. The corporation, foundation, fund or educational institution must be deemed by the Secretary of the Treasury to be an organization described by 26 U.S. Code section 501(c)(3), which is exempt from taxation under 26 U.S. Code section 501(a). Fellowships must fulfill a present DoD or Army need, anticipated requirement or future capability by virtue of education or experience the fellow will gain that will contribute to the effectiveness of DoD and the Army. Fellowships must meet professional development requirements.

Applying for the SETM ASCF Module

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Army Civilians to apply for competitive selection to participate in the ASCF Program.

2. To be eligible for selection, a senior Army Civilian must:

a. be serving in a permanent appointment in a GS-14 or GS-15, or equivalent, position;

b. possess a baccalaureate degree from an accredited college or university;

c. have served 3 years in an Army Civilian permanent appointment before applying for the SETM ASCF module; and

d. have, at a minimum, a Secret security clearance at the time of application and meet any other security clearance requirements of a particular fellowship at the time of selection and during participation.

3. Unless CSLMO directs otherwise, senior Army Civilians must apply for the SETM ASCF module through the SETM System automated Web-based tool in accordance with the procedures in enclosure 1.

4. Applicants for ASCF must execute and submit with their SETM Program applications the mobility agreement at enclosure 7 and the continued service agreement at enclosure 8.

a. The mobility agreement requires the participant to agree to placement into a new duty position upon successful completion of the ASCF program.

b. The continued service agreement obligates participants to serve in DoD or the Department of the Army for a period of three times the length of the fellowship period. A participant who fails to complete this period of obligated service must repay the Federal Government for the costs associated with his/her fellowship.

Selecting ASCF Fellows

1. The Board process outlined in enclosure 2 will be used to select applicants for participation in ASCF.

2. In selecting applicants for participation:

a. The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) will ensure compliance with all applicable statutes, regulations and policies specifically related to training and fellowships.

b. The ASA (M&RA) will ensure, with respect to each selected applicant, that the fellowship is not a reward for services to the organization before the fellowship; acceptance of the fellowship would not unfavorably affect the applicant's ability to carry out his/her official duties in a fair and objective manner; acceptance of the fellowship would not compromise the honesty and integrity of Government programs or Government employees and their official actions or decisions; acceptance of the fellowship would be compatible with the Ethics in Government Act of 1978, as amended; acceptance of the fellowship would otherwise be proper and ethical for the applicant concerned given the circumstances of the particular case; and the fellowship meets identified needs for knowledge, skills and abilities bearing directly on the performance of the applicant's official duties.

c. The Office of the Deputy Chief of Staff (DCS), G-3/5/7 will provide the ASA (M&RA) with a complete list of all the contributions, awards and payments from the fellowship sponsor for each fellowship. In accordance with 5 C.F.R. § 410.502, the ASA (M&RA) must specifically authorize each applicant selected for participation to accept from the sponsor the listed contributions, awards and payments associated with the applicant's fellowship.

d. The ASA (M&RA) will seek the advice of the Office of General Counsel before authorizing any applicant accepted for participation to accept the contributions, awards and payments associated with the applicant's fellowship.

3. The number of applicants selected for participation in ASCF is limited by the number of fellowships available.

Executing ASCF

1. ASC fellow participants selected to participate in the program will be reassigned to a long-term training authorization on the operational table of distribution and allowances associated with the Civilian Training and Education Development Students (CTEDS) the DCS, G-3/5/7 maintains. The management of ASCF fellows in a centralized account while participating in the program enables losing commands and organizations to hire immediately against the position vacated by the senior Army Civilian upon his/her

departure for ASCF. Through the CTEDS, the Office of the DCS, G-3/5/7 processes the fellow's timecards, initiates SF-52s (Request for Personnel Actions) to reassign fellows, manages travel funds and monitors fellows' settlement vouchers in the Defense Travel System. Fellows are considered to be in a temporary duty status en route to their utilization and permanent assignments; permanent change of station costs are not paid in association with student travel to an ASCF location.

2. Supervisors of ASCF participants beginning a fellowship will provide special, annual or closeout appraisals as required by applicable performance management guidance.

3. Fellows will be required to file an OGE Form 450 within 30 days of beginning the assignment if the reviews by the fellow's supervisor and the Office of General Counsel determine that the form is required.

4. Fellows will receive unrated time while in training and the previous rating of record will apply for the annual appraisal cycle that covers the period of the fellowship.

5. Fellows may be required to complete an action plan for the fellowship, publish an article and complete a post-fellowship summary report in accordance with AR 621-7, chapter 6. The Office of the DCS, G-3/5/7 will inform the fellow of all mandatory requirements upon their selection into the program.

6. The Office of the DCS, G-3/5/7 will ensure that any reductions appropriate under the DoD Joint Travel Regulations will be made from payments by the Army to the fellow when the fellow receives any approved contributions, awards and payments.

7. Before starting the ASCF module, the designated fellow will receive training conducted by the ethics counselor for the Office of the DCS, G-3/5/7, including a briefing regarding restrictions on standards of conduct issues likely to arise in conjunction with the particular fellowship the individual has been selected for.

Participating in the Graduate Placement Program

1. All fellows are subject to the Graduate Placement Program. Details about the program are in enclosure 2.

2. CSLMO endeavors to notify fellows of their postgraduate placements 4 to 6 months before completion of the fellowship.

3. The gaining organization will pay the permanent change of station travel for fellows who relocate geographically for their post-fellowship placements in accordance with the provisions of the Joint Travel Regulations, Chapter 5.

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

MOBILITY AGREEMENT

GENERAL. The Enterprise Placement Program (EPP) Option 1, Senior Service College (SSC), Defense Senior Leader Development Program (DSLDP) and Army Senior Civilian Fellowship (ASCF) modules of the SETM Program may require that participants be assigned or reassigned in a manner that constitutes a change to their organizational or functional areas and/or in a manner that causes them to be relocated outside of their current geographic commuting areas. Accordingly, execution of a mobility agreement is a required condition of participation in the EPP Option 1, SSC, DSLDP and ASCF modules.

The authority for the mobility requirement set forth in this mobility agreement is Department of Defense (DoD) Instruction 1400.24 (Civilian Mobility Program).

Participation in these SETM Program modules provides significant benefit to both the Army and the individuals. Participants receive developmental training and experiences that are reserved for the top senior Army Civilians and will enhance their careers. The Army, in turn, benefits from the increased capabilities of the Army Civilian Corps. However, to fully realize these benefits, the Army must retain the flexibility to assign and reassign participants in these SETM modules to meet the Department's needs.

EPP Option 1 participants must execute this mobility agreement only after their selection for an Army Enterprise Position (AEP), but before placement in the position. Applicants for the SSC, DSLDP or ASCF modules will execute and submit this mobility agreement with their applications.

AGREEMENT. In consideration for my participation in the SETM Program module (please circle one):

EPP Option 1 **SSC/DSLDP** **ASCF**

I, _____, agree to accept placement in a position that may require an organizational, functional and/or geographic move as a condition of my participation in the selected SETM module. If I am participating in SSC, DSLDP or ASCF, such a move may include assignment to a 10-month resident program of senior professional military education, together with placement in a new duty position after graduation.

SETM Program Participant Initials _____

ACKNOWLEDGMENT. I understand that:

If I am an **EPP Option 1** participant who has been designed as an Army Enterprise Employee:

1. reassignments into and between AEPs are expected to occur every 3 to 5 years, but adjustments to the terms projected for assignment to an AEP may vary or change depending on the Army's needs.

2. my preferences for AEP assignments will be considered when making assignment decisions. However, I understand it may be necessary to assign me to an AEP I have not indicated as a preference, or to a non-AEP position, to meet the Army's needs.

3. I may request an extension of the term of my AEP assignment and a deferral of reassignment from my AEP for professional or personal reasons (for example, impending retirement or resignation, or significant personal or family hardship). I must submit any request for extension and deferral through my commander or supervisor to the Civilian Senior Leader Management Office (CSLMO) for review and action by the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)). I understand that I may be asked to submit additional documentation to support my request. I understand that if I am encumbering an Acquisition AEP, the Assistant Secretary of the Army (Acquisition, Logistics and Technology (ASA (ALT)) will make the decision on my request.

4. I ordinarily will be notified at least 90 days in advance if I am reassigned to an Army position that requires a geographic move, but that essential mission requirements may dictate shorter notice.

5. any permanent change of station expenses authorized in conjunction with my reassignment will be paid in accordance with the DoD Joint Travel Regulations, Chapter 5.

Failure to Comply. If I refuse assignment or reassignment or otherwise fail to comply with this mobility agreement, I understand that I may be removed from the SETM Program, my current AEE designation will be rescinded, and I may be reassigned to a non-AEP, which may be in a different geographic area. If no such positions are available, I may be removed from Federal service.

If I am an **SSC,** a **DSLDP** or an **ASCF** participant:

1. my organizational, functional and geographic preferences for placement in a SSC, fellowship, post-training or graduation assignments will be considered when making assignment decisions. However, I understand that it may be necessary to assign me to

SETM Program Participant Initials _____

an organization, duty position or geographic region that I have not indicated as a preference to meet the Army's needs.

2. I become a participant in EPP, and this mobility agreement remains in effect under the terms of that program, if I am placed into an AEP after graduation from SSC or a DSLDP or completion of ASCF.

3. I may request release from this mobility agreement for professional or personal reasons (for example, impending retirement or resignation, or significant personal or family hardship). I must submit any request for release from this agreement through my chain of command or supervision to CSLMO for review and action by the ASA (M&RA). I understand that I may be asked to submit additional documentation in support of my request. I understand that if I am encumbering or slated to encumber an acquisition position, the ASA (ALT) will make the decision on my request for release from this agreement.

4. I ordinarily will be notified at least 90 days in advance if I am reassigned to an Army position that requires a geographic move, but I understand that essential mission requirements may dictate shorter notice.

5. permanent change of station travel and transportation expenses authorized in conjunction with my participation in SSC or a DSLDP will be paid in accordance with the DoD Joint Travel Regulations, Chapters 5 and 2, respectively.

Failure to Comply. If I refuse assignment or reassignment or otherwise fail to comply with this mobility agreement, I understand that:

1. I may be removed from the SETM Program and/or separated from the SSC, DSLDP or ASCF.

2. The Department of the Army will not be responsible for finding me another position or placement.

3. The Deputy Chief of Staff, G-3/5/7, Civilian Training and Leader Development Program Office (DAMO-TRV) will not be responsible for centrally funding the costs associated with my permanent change of station.

4. I may be removed from Federal service if necessary to promote the efficiency of the Service.

5. Failure to comply may also adversely affect my eligibility to qualify for discontinued service retirement and/or my entitlements to severance pay (for example, in the event of a reduction in force or transfer of function).

SETM Program Participant Initials _____

TERMINATION. Unless CSLMO, the ASA (M&RA) or the ASA (ALT) releases me earlier from this mobility agreement, this agreement will remain in force for as long as I am a participant in the SETM Program.

Employee signature: _____ Date: _____

Employee full name (typed or printed): _____

Current position title, series and grade: _____

Duty station: _____

Email address: _____

Phone numbers (commercial and DSN): _____

PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 3013, 5 U.S.C. 301, DoD Instruction 1400.24, AR 350-1.
Principal Purposes: This information will be used to document a SETM Program participant's acceptance of the terms of the mobility agreement that is required for participation in certain SETM Program modules.
Routine Uses: The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at http://dpclo.defense.gov/privacy/SORNs/blanket_routine_uses.html.
Disclosure: Voluntary, but failure to provide the requested information may result in a delay in processing, the inability to contact you about your responsibilities under this mobility agreement, or the Army's decision that the agreement was not properly entered into, thus preventing further participation in the SETM module.

SETM Program Participant Initials _____

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

CONTINUED SERVICE AGREEMENT

GENERAL. The Enterprise Placement Program (EPP) Option 2, SETM Temporary Duty (TDY), Senior Service College (SSC), SSC Distance Education (SSC DE), Defense Senior Leader Development Program (DSLDP), and Army Senior Civilian Fellowship (ASCF) modules of the SETM Program require participants to accept a period of continued service as a condition of receiving the training and developmental experiences each module provides. Accordingly, execution of this continued service agreement is a condition precedent to selection for participation in any of these modules.

The authority for the continued service requirement set forth by this continued service agreement is in 5 U.S. Code section 4108 and 5 Code of Federal Regulations Part 410.309.

Nothing in this agreement shall be construed as limiting the authority of an agency to waive, in whole or in part, an obligation of an employee to pay expenses the Government incurred in connection with training in accordance with 5 U.S. Code section 4108.

Applicants for the EPP Option 2, SETM TDY, SSC, DSLDP or ASCF modules will execute and submit this continued service agreement with their applications. Approving officials will retain a copy of this signed agreement and monitor execution of the obligation period.

AGREEMENT. In consideration of my participation in the SETM Program EPP Option 2, SETM TDY, SSC, SSC DE, DSLDP or ASCF modules, and the provision to me of the training or development contemplated by these modules from _____ to _____ (start and end dates of the training and developmental assignment):

I, _____, agree that, upon completion of this training or developmental assignment I have requested, I will serve in the Department of Defense (DoD) or Department of the Army (DA) for a period of obligated service equal to three times the length of the training period.

ACKNOWLEDGMENT. I understand that:

1. if I voluntarily leave DoD or DA employment before completing my agreed-to period of obligated service, I will reimburse DoD or DA, as applicable, the amount the Department paid for my registration, tuition and matriculation fees; library and laboratory

SETM Program Participants Initials _____

fees; purchase or rental of books, materials and supplies; travel and per diem; and all other training program-related costs (excluding salary) paid in connection with my participation in the EPP Option 2, SETM TDY, SSC, SSC DE, DSLDP or ASCF modules. However, the amount of these training expenses I am required to pay will be reduced pro rata based on the proportion of my obligated service that I have completed. For example, if my training expenses paid by the Army were $2,700 and I completed two-thirds of my obligated service, I would be required to reimburse the Department $900.

2. if I voluntarily leave my post-training DoD or DA placement to enter service with another Federal agency or other organization in any branch of the Federal Government before completing my agreed-to period of obligated service, I will give my servicing personnel office and servicing training office advance notice of at least 10 working days, during which time, in accordance with Federal regulations, a determination concerning my obligation to reimburse DoD or DA for training expenses, as described in paragraph 1, or the transfer of my remaining continued service obligation to the gaining agency, will be made.

3. if I am involuntarily separated from my position, my continued service obligation terminates.

4. I may submit a request to waive repayment of training expenses, in writing, through my chain of command or chain of supervision, to Headquarters, Department of the Army; Deputy Chief of Staff, G-3/5/7 (DAMO-TRV); 450 Army Pentagon, Room 2D639; Washington, DC 20310-0450. Any request for waiver must include a justification for waiver of repayment, a copy of this continued service agreement, the recommendations of my chain of command or chain of supervision, and other relevant supporting documents or information.

5. any amounts DoD or DA may be due as a result of any failure on my part to comply with the terms of this continued service agreement may be withheld from any monies the Government owes me, or may be recovered by such other methods as are approved by law.

6. I will seek and obtain approval, through the official responsible for authorizing Government training requests, any proposed change in my approved training program involving course and schedule changes, withdrawal from any course or class, the receipt of an “incomplete” in any course or class, and increased or unanticipated costs to be incurred.

7. I will not receive any contributions, awards or payments in connection with this training, from any other Government agency or non-Government organization, without first obtaining approval from the official responsible for authorizing Government training.

SETM Program Participants Initials _____

8. should I fail to successfully complete the training program because of circumstances within my control, I will reimburse the Department for all training expenses associated with my attendance at the training program (excluding salary) as set forth in paragraph 1.

TERMINATION. Unless I am earlier released from this agreement by the Civilian Senior Leader Management Office, the Assistant Secretary of the Army (Manpower and Reserve Affairs) or the Assistant Secretary of the Army (Acquisition, Logistics and Technology (if I am slated to serve or am serving in an Acquisition Workforce position), this continued service agreement will remain in force for as long as I remain a participant in the EPP Option 2, SETM TDY, SSC, SSC DE, DSLDP or ASCF modules and thereafter until I fulfill my period of obligated service.

Employee signature: _____ Date: _____

Employee full name (typed or printed): _____

Current position title, series and grade: _____

Duty station: _____

Email address: _____

Phone numbers (commercial and DSN): _____

PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 3013, 5 U.S.C. 301, 5 U.S.C. 4108, 5 CFR Part 410.309, AR 350-1.
Principal Purposes: This information will be used to document a SETM Program participant's acceptance of the terms of the continued service agreement that is required for participation in certain SETM Program modules.
Routine Uses: The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at http://dpclo.defense.gov/privacy/SORNs/blanket_routine_uses.html.
Disclosure: Voluntary, but failure to provide the requested information may result in a delay of processing, the inability to contact you about your responsibilities under this continued service agreement, or DA's decision that the agreement was not properly entered into, thus preventing participation in the SETM module.

SETM Program Participants Initials _____

SENIOR ENTERPRISE TALENT MANAGEMENT PROGRAM

DEFINITIONS OF UTILIZATION RATINGS

Ready for Increased Challenge
The applicant is ready now to move into a position of equivalent or greater scope, impact, complexity, responsibility or institutional importance. This assessment is most applicable to individuals who have a consistent record of high performance and demonstrate the potential to perform at the highest possible levels of service. The applicant has maximized his/her contribution in his/her current position and is well prepared for a new challenge that benefits both the Department and the individual.

Ready for Career Broadening
The applicant is ready now to move laterally into a position of roughly equivalent scope, impact, complexity, responsibility and authority that offers different challenges, growth and/or broadening opportunities. This rating is most applicable to applicants who are making valuable contributions in their current positions and have demonstrated potential within their current organizations. These individuals would benefit from a career broadening opportunity or a focused development program.

Contribute in Place
The applicant should remain in place because (i) he/she occupies a highly specialized, unique or niche position creating a need for continuity; (ii) further action is required to build a succession strategy for critical gaps; or (iii) it is otherwise in the best interest of the Army and/or the applicant that he/she continues to serve in that role.

Build Tenure/Experience
The applicant is “On Track” or “Recently Assigned.” The individual requires additional time to effect change while in his/her current position. The applicant should continue to develop and/or accrue tenure before being considered for movement.

Senior Enterprise Talent Management (SETM) Program
Request for a Slate of Qualified SETM Participants for Placement in a Vacant GS-15 or Equivalent-Level Position

INSTRUCTIONS: Use this document to request a Senior Enterprise Talent Management (SETM) program slate of qualified candidates to fill the specified vacant GS-15 or equivalent-level positions. To ensure that CSLMO provides the best list of candidates available, complete this four-part questionnaire and return it to CSLMO.

Part 1: Selecting Official Information		
1.	Who is the selecting official?	
2.	What is the selecting official's email address?	
3.	What is the selecting official's phone number? (Please include DSN.)	
Part 2: Supervisor Information		
1.	Who will supervise the work of the selectee?	
2.	What is the supervisor's email address?	
3.	What is the supervisor's phone number? (Please include DSN.)	
Part 3: Position Information		
1.	What date should the reassignment be effective?	
2.	What is the position description number? **(Please attach a copy of the PD)**	
3.	What is the title and series of the position?	
4.	What is the organization code where this position resides?	
5.	Where will the duties take place? (Installation, City, State)	
6.	In what Career Program does this position reside? (If an acquisition position, please so indicate; for example, CP14 – Acquisition Position).	
7.	Are SETM participants from other career programs acceptable?	
8.	Do the duties of this position require a Top Secret security clearance?	
9.	Do the duties of this reassignment require a Financial Disclosure?	
10.	Does this position require drug testing?	
11.	Is this position designated as emergency essential?	

Senior Enterprise Talent Management (SETM) Program
Request for a Slate of Qualified SETM Participants for Placement in a Vacant GS-15 or Equivalent-Level Position

12.	Has this position been designated as an Army Enterprise Position (AEP)?[1]		
	a.	If yes, how many years do you expect the assignment to last (e.g., 3)?	
	b.	If no, why hasn't this position been designated as an AEP?	
13.	What key competencies and technical qualifications are required for this position		
	a.	Describe key competency and required technical qualification #1.	
	b.	Describe key competency and required technical qualification #2.	
	c.	Describe key competency and required technical qualification #3.	
	d.	Describe key competency and required technical qualification #4.	
	e.	Describe key competency and required technical qualification #5.	
Part 4: Additional Information			
1.	Please provide any additional information you believe will help CSLMO expeditiously issue a slate of qualified SETM participants.		
(Begin Typing Here)			
Part 5: Organization Approval Authority			
1.	Name (First MI. Last): _____ Grade/Rank (SES/GO): _____ Signature: _____ Date: _____		

[1] Army Enterprise Positions (AEPs) are specially designated jobs, located Armywide at all command/organizational levels in a variety of career fields and disciplines, which require the most talented Army Senior Civilian leaders.

Senior Enterprise Talent Management
Biannual Report of Vacant GS-15 and Equivalent Positions Filled by SETM Participants

INSTRUCTIONS: Commands and organization Principal Officials use this form to report on actions taken to fill vacant GS-15 or equivalent-level positions and ensure that not less than 10 percent are filled from a slate of Army Civilian leaders who participated in the SETM Program. This report should be submitted biannually to CSLMO, not later than 30 April to report on actions taken from 1 October through 31 March, and not later than 31 October to report on actions taken from 1 April through 30 September. Please complete this three-part report and submit it to CSLMO.

Part 1: Submitting Office Information		
1.	What command/organization is submitting this report?	
2.	What is the name of the official submitting this report?	
3.	What is the submitting official's email address?	
4.	What is the submitting official's phone number? (Please include DSN.)	
Part 2: Reporting Period Information		
1.	Specify the date this report was submitted.	
2.	Specify the 6-month period covered by this report.	
Part 3: Report of Actions to Fill GS-15 and Equivalent-Level Vacancies During Reporting Period		
1.	How many vacant GS-15 or equivalent-level positions were filled during this reporting period?	
2.	For vacant GS-15 positions filled this reporting period (as reported in question 3–1), in how many instances was a slate of qualified SETM participants requested? (For example, command filled 10 vacant GS-15 or equivalent-level positions and requested 5 slates of SETM participants before taking other action to fill 5 of the 10 vacancies.)	
3.	In situations when you requested a slate of qualified SETM participants (as reported in question 3–2), how many times did CSLMO provide a slate? (For example, command requested a total of five slates, but CSLMO issued only three slates.)	
4.	How many vacant GS-15 or equivalent-level positions did SETM participants fill during this reporting period?	
5.	What percentage of vacant GS-15 or equivalent-level positions did Army Enterprise Employees fill during this reporting period? Divide the answer to question 3-4 by the answer to question 3-1.	
6.	If applicable, use the space below, to explain why fewer than ten percent of vacant GS-15 or equivalent level positions filled during this reporting period were filled by SETM participants.	

(Begin Typing Here)

Part 5: Organization Approval Authority

1. Name (First MI. Last): _____ Grade/Rank (SES/GO): _____ Signature: _____ Date: _____

Senior Enterprise Talent Management (SETM) Program
Request for a SETM TDY Participant

INSTRUCTIONS: Thank you for requesting that the SETM Program provide you with an Army Civilian for a short-term developmental experience. To ensure that we provide you with the best list of candidates available to fulfill your request, please complete this five-part questionnaire and return it to the Civilian Senior Leader Management Office.

Part 1: Selecting /Approving Official Information			
1.	Who is the selecting official?		
2.	What is the selecting official's email address?		
3.	What is the selecting official's phone number? (Please include DSN)		
4.	Name of project verification and approving official? (Must be an SES or GO)		
Part 2: Supervisor Information			
1.	Who will supervise the work of the detailee?		
2.	What is the supervisor's email address?		
3.	What is the supervisor's phone number? (Please include DSN)		
Part 3: Background Information			
1.	What date would you like the detail to begin?		
2.	Is the detail to:		
	a.	Fill a Team Lead/Independent/Team Member?	
	b.	Participate on a task force/ Tiger Team or Working Group?	
	c.	Complete a specific project?	
3.	Is the work full-time or part-time?		
4.	Is the work continuous or periodic?		
	Definitions	**Continuous:** Work that is performed day after day for a period of time without departure from primary work location.	
		Periodic: Work that is performed at specific sets in time. Example: Jane works at HQDA on a special project for 2 weeks and travels back to her home organization. After 1 month at home, Jane returns to HQDA for 2 more weeks.	
	a.	If periodic, what is the expected frequency and duration of the TDY?	

Senior Enterprise Talent Management (SETM) Program
Request for a SETM TDY Participant

5.	How long do you expect the developmental experience to last? (Enter anticipated start and end dates or expected duration in months or weeks.)			
Part 4: Detail Information				
1.	What is the detail title?			
2.	Where will the duties take place? (installation or City, State)			
3.	If the selectee will work on a project or task force, please describe in detail the duties he/she will be responsible for during this developmental experience.			
(Begin Typing Here)				
4.	Will the duties of this detail require a Top Secret security clearance?			
5.	Will you consider applicants with a Secret security clearance?			
6.	Do the duties of this detail require a Financial Disclosure?			
7.	Does this detail require drug testing?			
8.	Is this position designated as “emergency essential”?			
9.	What career program does the duties of this detail best align with?			
10.	Are you willing to accept applicants from other career programs?			
	a.	If yes, please select up to three additional career programs?	**1**	
			2	
			3	

Senior Enterprise Talent Management (SETM) Program
Request for a SETM TDY Participant

Part 5: Expectations	
1.	What is the expected outcome you hope to receive from this individual? What are the deliverables?
(Begin Typing Here)	
2.	What criteria will be used to evaluate the SETM-TDY participant's performance during this TDY assignment?
(Begin Typing Here)	

Part 6: Organization Approval Authority	
1.	Name (First MI. Last): _____ Grade/Rank (SES/GO): _____ Signature: _____ Date: _____

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

APPLYING FOR THE ETM PROGRAM

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Department of the Army Civilians in grades GS-13 or equivalent to compete for selection for the ETM Program. GS-13 or equivalent Army Civilians are eligible to apply for all ETM Program modules. GS-12 or equivalent Army Civilians who meet the prerequisites may compete for the Executive Leadership Development Program (ELDP) and, by exception, compete for selection into the ETM Command and General Staff Officer Course (CGSOC) (in-residence). Information and prerequisites for all ETM Program modules are at enclosures 14 through 18. The application process is structured to give a holistic view of each applicant.

2. Applicants may self-nominate for participation in one or more ETM module(s) through the online Senior Enterprise Talent Management (SETM) system. Detailed information about each ETM module and step-by-step instructions on how to apply are located at https://www.csldo.army.mil. The SETM system prepopulates the ETM application with information extracted from the employee's automated personnel files in the Defense Civilian Personnel Data System. Applicants who find errors in their prepopulated information should either immediately visit the "My Biz" application of the Personnel Data System to correct their information or contact their local civilian personnel office for assistance.

a. Applicants for **each** ETM module must:

(1) complete the "Applicant Career Brief." Key components of the brief are a career synopsis, career objectives, the applicant's enumeration of his/her five most significant career accomplishments and a career chronology.

(2) upload the applicant's most recent performance appraisal using the "Applicant Career Brief" tool. Attach all pages of the appraisal and the associated support form. An applicant must receive a "3/Fully Successful" rating on his/her appraisal to be eligible for participation in the ETM Program. Applicants for the ETM-ELDP module must upload their three most recent appraisals.

(3) upload the applicant's "Security Clearance Person Summary" using the "Applicant Career Brief" tool.

(4) complete the "Applicant Survey." Key portions of the survey require the applicant to:

(a) indicate the ETM module(s) they are applying for. Applicants in grade GS-13 or equivalent may apply for up to four modules. If the applicant is ultimately recommended to participate in more than one ETM module, the board process will

resolve the conflict. Applicants in grade GS-12 or equivalent may apply for ELDP and, by exception, for CGSOC (in-residence).

(b) prepare and submit a "Statement of Interest" outlining why the applicant wants to participate in the ETM Program and how the applicant intends to apply the skills he/she will gain. The statement may not exceed 4,000 characters. Applicants for ELDP may use the content developed for the Statement of Interest required in the ELDP application form.

(c) use the numeric rating scale provided in the "Applicant Survey" tool to conduct a self-assessment against each subcompetency of the Executive Core Qualifications (ECQs). ECQs and their subcompetencies are used to evaluate candidates for Senior Executive Service (SES) positions, but they are being used in the ETM Program application as a "stretch tool." Additional information on the ECQ subcompetencies is available at http://www.opm.gov/ses/recruitment/ecq.asp and http://www.opm.gov/ses/recruitment/overall_ecq.asp.

b. Applicants for CGSOC (enclosure 17) and ELDP (enclosure 18) must meet the following requirements IN ADDITION to those set forth in paragraph 2a:

(1) Applicants for CGSOC and ELDP must have a baccalaureate degree from an accredited college or university. Applicants must upload a copy of their college transcript using the "Applicant Career Brief" tool and must ensure that a sealed transcript from the degree-granting college or university is mailed to: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Civilian Senior Leader Management Office (CSLDD SETM Program), 111 Army Pentagon, Room 1D755, Washington, DC 20310-0111.

(2) Applicants for CGSOC must have completed or been granted equivalency or constructive credit for the Civilian Education System Advanced Course. Applicants for ELDP must have completed or been granted equivalency or constructive credit for the Civilian Education System Immediate Course. Using the "Applicant Career Brief" tool, applicants must upload documentation verifying that they have completed the courses or been granted equivalency or constructive credit by the Office of the Deputy Chief of Staff, G-3/5/7.

(3) Applicants for CGSOC and ELDP must upload a completed and signed Continued Service Agreement (enclosure 20) in the "Applicant Career Brief" tool.

(4) Applicants for CGSOC and ELDP must have served a minimum of 3 years in Department of the Army Civilian permanent positions; CSLMO will verify the service.

c. Applicants for **CGSOC ONLY** must, IN ADDITION TO those requirements set forth in paragraphs 2a and 2b:

(1) upload a completed and signed Mobility Agreement (enclosure 19) in the "Applicant Career Brief" tool.

(2) specify their preference for the status in which they will attend CGSOC: either TDY and return as described in paragraph 3a(1) of enclosure 17, or be reassigned to the Civilian Training Education Development Student Account as described in paragraph 3a(2) of enclosure 17.

d. Applicants for each ETM Program module are encouraged to complete and mail the SF-181 (Ethnicity and Race Identification). Completion of this form is voluntary and will not affect your employment status, including your candidacy for the ETM Program. Should you elect to complete and mail the SF-181, it will be used solely for statistical compilation and will be maintained separately from the program application materials. Completed forms should be mailed to: Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Civilian Senior Leader Management Office (CSLDD SETM Program), 111 Army Pentagon, Room 1D755, Washington, DC 20310-0111. ONLY Army personnel NOT involved reviewing your ETM application will have access to this form.

3. The submission of a completed ETM application will generate an email to the applicant's rating official/supervisor. The rating official/supervisor will carefully review the employee's application in its entirety and use the SETM system to:

a. rate the applicant in each ECQ subcompetency using the criteria provided. The rating official/supervisor will also rate the applicant's development in each overarching ECQ using the following scale: "Needs Development" (applicant applies the competency in somewhat difficult situations; requires frequent guidance); "Fully Developed" (applicant applies the competency in difficult situations; requires only occasional guidance); or "Outstanding/A Personal Strength" (applicant applies the competency in exceptionally difficult situations; serves as a key resource and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the ETM Program and explain the reason(s) for his/her recommendation. If the rating official/supervisor DOES NOT recommend the applicant for participation in the program, he/she will provide his/her rationale for the recommendation and the application process WILL BE TERMINATED.

c. assign the applicant a recommended utilization rating using the Definitions of Utilization Ratings at enclosure 21.

4. After the rating official/supervisor completes and submits his/her review and action on an applicant's application for participation, an email will be sent to the endorser, who must be the applicant's senior rater above the rating official/supervisor. The endorser will carefully review the application in its entirety, to include the ratings and recommendations rating official/supervisor provided, and use the SETM system to:

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The endorser will also rate the applicant's development in each overarching ECQ, using the following scale: "Needs Development" (applicant applies the competency in somewhat difficult situations; requires frequent guidance); "Fully Developed" (applicant applies the competency in difficult situations; requires only occasional guidance); or "Outstanding/A Personal Strength" (applicant applies the competency in exceptionally difficult situations; serves as a key resource and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the ETM Program. The endorser must provide reason(s) in support of his/her recommendation and must provide reason(s) if his/her recommendation differs from the rating official's/supervisor's. If the endorser DOES NOT recommend the applicant for participation in ETM, the endorser will provide his/her rationale for the recommendation and the application process WILL BE TERMINATED.

c. assign the applicant a recommended utilization rating using the Definitions of Utilization Ratings at enclosure 21.

5. After the endorser completes and submits his/her review and action on the applicant's application, an email will be generated to the Functional Chief Representative (FCR) for the applicant's career field, as designated by AR 690-950 (Career Management). The FCR will carefully review the application in its entirety, including the ratings and recommendations the rating official/supervisor and endorser provided, and use the SETM system to:

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The FCR will also rate the applicant's development in each overarching ECQ, using the following scale: "Needs Development" (applicant applies the competency in somewhat difficult situations; requires frequent guidance); "Fully Developed" (applicant applies the competency in difficult situations; requires only occasional guidance); or "Outstanding/A Personal Strength" (applicant applies the competency in exceptionally difficult situations; serves as a key resource and advises others).

b. provide an overall recommendation as to whether the applicant should be selected for participation in the ETM Program. The FCR must provide reason(s) to support his/her recommendation and must provide reason(s) if his/her recommendation differs from the rating official's/supervisor's and/or the endorser's.

c. assign the applicant a recommended utilization rating using the Definitions of Utilization Ratings at enclosure 21.

d. will not provide ratings or a recommendation regarding the applicant if the FCR has insufficient knowledge of the applicant to do so, and the FCR will so indicate.

6. Army Civilians must apply annually to participate or to continue participation in the ETM Program.

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

BOARD PROCESSES

Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Department of the Army Civilians in grade GS-13 or equivalent to compete for selection to the ETM Program. The announcement will state that GS-12 or equivalent Army Civilians who meet the prerequisites may compete for the Executive Leadership Development Program (ELDP) and, by exception, compete for selection into the ETM Command and General Staff Officer Course (CGSOC) (in-residence).

Army Civilians may self-nominate for participation in one or more ETM modules through the Senior Enterprise Talent Management (SETM) System Web-based tool in accordance with the instructions in enclosure 1 (Applying for the SETM Program). Once the applicant's rating official/supervisor, endorser and Functional Chief Representative (FCR) review the applicant's ETM application and submit their reviews and recommendations, the application will be available in the Web-based tool to the applicant's command for inclusion in the Command Board process.

1. Command Boards

a. For purposes of reviewing, rating and making recommendations on applications for participation in the ETM Program, the term "command" encompasses Army Commands; Army Service Component Commands; Direct Reporting Units; and the Office of the Administrative Assistant to the Secretary of the Army (for the Offices of Headquarters, Department of the Army Principal Officials and their field operating agencies, staff support agencies and direct reporting units not led by a commander).

b. Through the Web-based tool, a command will have access to all ETM Program applications submitted by Army Civilians assigned to the command or to any subordinate unit or organization. The commander or the Administrative Assistant to the Secretary of the Army, as appropriate, will appoint and convene a Command Board to review, rate and make recommendations regarding each applicant. Command Boards will be appointed by the commander or the Administrative Assistant, as appropriate, and will be composed of at least three members, one of whom must be a general officer, colonel or member of the Senior Executive Service or equivalent. The board members must be assigned to the command or any subordinate unit or organization.

c. Subject to the requirements set forth in this paragraph, a command may administer and conduct a Command Board pursuant to standardized instructions issued by the commander or the Administrative Assistant to the Secretary of the Army, as applicable. Commands will administer and conduct Command Boards:

(1) in accordance with Merit System and equal employment opportunity principles and all other applicable laws, regulations and requirements;

(2) to ensure that each member of the Command Board carefully reviews the entirety of each applicant's ETM Program application and bases his/her ratings and recommendations regarding the applicant on the content of the application, including the ratings and recommendations rendered by the applicant's rating official/supervisor, endorser and FCR; and

(3) by using a uniform scoring methodology to evaluate individual applications.

d. For each application before it, the Command Board will:

(1) conduct a utilization assessment by reviewing the Definitions of Utilization Ratings (enclosure 21) and assigning the applicant a recommended rating.

(2) indicate in the Web-based tool the ETM module(s) each applicant should participate in. The number of applicants a Command Board may recommend for participation in the ETM Program is not limited.

e. Applications reviewed and recommended by a Command Board for participation in the program will be forwarded to CSLMO using the Web-based tool.

f. When an applicant for CGSOC desires to participate in the program in a TDY and return status (as described in paragraph 3a(1) of enclosure 17) and is recommended by a Command Board, the nominating organization/command will submit to CSLMO a utilization plan describing how the command proposes to employ the CGSOC participant when he/she returns to the command after graduation from CGSOC. The command plan should ensure optimum use of the CGSOC graduate's newly acquired skills and knowledge. The participant may be placed at the same or a different duty station within the command. To ensure optimal return on investment for the Army, the ETM Board will consider the quality of the nominating command's utilization plan when evaluating nominees for selection.

g. The Command Board will inform all applicants recommended for participation in the program at the conclusion of the board.

h. At the conclusion of the board, applicants not recommended by a Command Board for participation in the program will be advised of the decision and informed of the utilization rating the Command Board assigned them. For those applicants not recommended for participation, the application process WILL BE TERMINATED.

2. **The ETM Board**

a. The ETM Board will consider all applications for the ETM Program received from commands, as determined by their order of merit lists.

b. During the first quarter of each fiscal year, or as the Secretary of the Army may direct, the ETM Board will convene to review and nominate to the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) the most highly qualified candidates for participation in ETM Program modules.

(1) The ETM Board will be chaired by the Deputy Assistant Secretary of the Army (Civilian Personnel) and will be composed of three to five GS-15, equivalent or higher, and one colonel, or higher, appointed by the ASA (M&RA) from across the Army. Each ETM Board will serve for approximately one year and will meet at the call of the chairperson.

(2) Annually, the Secretary of the Army will promulgate a memorandum of instruction to provide the ETM Board with specific guidance and direction.

(3) The number of applicants who may be selected for participation in the ETM Shadowing and ETM Temporary Duty (TDY) modules is based on Army resources and needs. The ETM Board will assess each candidate for these modules as an individual instead of rating and ranking applicants against one another. The number of applicants selected for attendance at CGSOC is limited by the number of slots the Office of the Deputy Chief of Staff (DCS), G-3/5/7 (DAMO-TRL) allocates to the ETM Program. The number of applicants nominated to DoD for selection for ELDP is limited by the quota DoD imposes. Thus the ETM Board will rank each candidate for these modules in an order of merit list.

c. Before the ETM Board meeting, individual board members will use the automated tool to carefully review the entirety of each application and assign each applicant a “preliminary” utilization rating, applying the Definitions of Utilization Ratings at enclosure 21.

d. The ETM Board will convene, carefully review each applicant’s entire application, reach consensus on, and assign each applicant a “tentative” utilization rating based on the individual’s application in the online tool, to include the ratings and recommendations of the command boards. Applicants receiving a “Ready for Increased Challenge” or “Ready for Career Broadening” utilization rating will be invited to interview with a panel composed of members from the ETM Board.

(1) The interview will be designed to permit the applicant to demonstrate, and the ETM Board to appraise, the candidate’s suitability for participation in the program as evidenced by demonstrated competence in the four factors cited in paragraph 2e of this enclosure and the applicant’s communication and reasoning capabilities, interpersonal skills and ability to perform under pressure in an unfamiliar or demanding situation.

(2) Ideally, all applicant interviews will be conducted in person. In some circumstances, the interview may be conducted by telephone, video teleconference or Web-based video conferencing. The Office of the DCS, G-3/5/7 will fund the travel of ETM applicants.

e. The ETM Board will screen all applicants against the following four factors:

- Factor I—Technical Breadth/Depth: Demonstrated competency and expertise in multiple job disciplines/functional areas within the candidate's career field or program. This includes technical experience at multiple levels of the Army in a career field (vertical) or various occupational series within a career field (horizontal). Non-Army related professional experiences are considered if they are comparable in nature and meet the scope of the eligibility requirements for the program the candidate is applying for. The candidate should understand and appropriately apply principles, procedures, requirements, regulations and policies related to several specialized areas of expertise across functional areas within a career field. The candidate is current with technology, tools, trends and evolving practices in his/her area of expertise.

- Factor 2—Developmental Experiences/Stretch Assignments: Demonstrated participation in cross-functional developmental experiences designed to create leaders with a broad-based corporate perspective. Assignments show that the applicant has had opportunities to use different skill sets and competencies within a specified career field, or specific skill sets and competencies across different career programs and organizational settings. Project-based developmental experiences should demonstrate the candidate's ability to stretch and develop expertise outside his/her comfort zone and to foster professional growth and development. Project-based developmental assignments may have been in the Army, other Federal agencies and/or private sector settings and may have been outside the employee's career field or program. This factor encompasses the candidate's ability to demonstrate timely and effective decision-making skills.

- Factor 3—Corporate Breadth: Demonstrated multiorganizational-level experience, with an appropriate mix of staff and multiple field assignments (installation; Army command; Headquarters, Department of the Army; joint; Office of the Secretary of Defense; interagency; and/or middle or senior management with private sector). The candidate's application will demonstrate the ability to operate in a variety of assigned positions and demonstrate an agency- or department-level understanding of the Army, DoD and/or another agency or organization. The candidate will demonstrate the ability to explain, advocate and articulate facts and ideas in a convincing manner and persuade and negotiate with individuals and groups internal and external to the organization. This factor considers the ability to build relationships and coalitions, and to communicate, develop and expand professional networks with other agencies and organizations. The candidate should be able to identify and use the internal and external culture affecting the work of the organization in a positive and proactive manner.

- Factor 4—Demonstrated Leadership: Demonstrated ability to assume increased levels of responsibility in a civilian leadership role. Army civilian leadership is influencing people by providing purpose, direction and motivation while operating to accomplish the mission and improving the organization. The candidate must

demonstrate the ability to connect the people they lead to a vision and mission. A Civilian leader is an employee who, by virtue of assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command/supervision to pursue actions, focus thinking and shape decisions for the greater good of the organization. A key component of being an Army Civilian leader who gets results is keeping subordinates focused on the goal or objective when the going gets tough. A successful Civilian leader gets the desired results in the right way.

f. Based on its comprehensive review of each candidate, the ETM Board will assign each applicant a "final" utilization rating. For those applicants who receive a "final" rating of "Ready for Increased Challenge" or "Ready for Career Broadening," the Board will make appropriate recommendations for participation in a specific ETM module(s), taking into account the applicant's preference and the Army's needs. When recommending an applicant for participation in the ETM CGSOC module, the ETM Board will, based on an assessment of the applicant's preference and the nominating command's utilization plan, recommend which of those selected to participate in CGSOC should:

(1) attend CGSOC in a TDY status and return to a new position in the nominating command, at the same or different duty location, upon graduation (with TDY-related costs (travel, per diem) centrally funded by the Office of the DCS, G-3/5/7 and permanent change of station (PCS) related costs borne by the nominating command or gaining organization. Graduate placement decisions will be determined by the nominating command; or

(2) be reassigned to a long-term training authorization on the operational table of distribution and allowances associated with the Civilian Training Student Account the Office of the DCS, G-3/5/7 maintains, with the Office of the DCS, G-3/5/7 centrally funding both PCS and TDY costs. Graduate placement decisions will be recommended by the ETM Board and approved by the ASA (M&RA).

g. The Board's recommended list of selectees for each ETM module will be forwarded to CSLMO. Applicants recommended for participation in the ETM Shadowing and ETM TDY module will be listed in alphabetical order. For those applicants recommended for enrollment in CGSOC and for nomination to DoD for participation in the ELDP, the Board will provide a list to CSLMO for each module, in an order of merit list, beginning with the most highly rated applicant.

h. CSLMO will forward the names of those applicants the Board recommended for participation in each ETM module to the ASA (M&RA) for final review, validation and approval. After final action by the ASA (M&RA), CSLMO will submit the ELDP list to the Office of the Secretary of Defense in accordance with DoD instructions.

i. CSLMO will inform each applicant the ETM Board considered whether he/she was selected for participation in the program and the "final" utilization rating assigned

to them. For those applicants selected for the program, CSLMO will further advise them of the ETM module(s) they were nominated and selected for.

j. With a view to encouraging other high-potential Army Civilians to apply for the ETM Program, CSLMO will publicly announce the names of those ETM Program applicants selected for participation in the various ETM modules.

3. **Procedures for the ETM Graduate Placement Program**

a. All CGSOC graduates are subject to either HQDA or command Graduate Placement Program procedures and will be placed into a permanent Department of the Army Civilian position.

b. All CGSOC graduates will be placed in positions at the grade held when they began CGSOC. To be promoted, a student must compete for a higher graded position and be chosen by the selecting official. No direct placements will result in promotion.

c. In the case of CGSOC participants in a TDY and return status, the nominating command will make graduate placement determinations. When the new placement involves geographic relocation, the gaining organizations will fund PCS travel for CGSOC graduates in accordance with the provisions of the DoD Joint Travel Regulations, Chapter 5.

d. The following graduate placement and ETM Board procedures will be followed for CGSOC participants assigned to the Civilian Training and Education Development and Students (CTEDS) account:

(1) Decisions on Graduate Placement Program placements will be collaborative and consider organizational and individual employee preferences, to the greatest extent practicable. The goal is for students to be notified of postgraduate placements 4 to 6 months before graduation.

(2) During the first quarter of each academic year, with a view to beginning the postgraduate placement process, CSLMO will obtain from each incoming CGSOC student projected to graduate from the program at the end of the academic year a résumé that captures that student's key assignments, training and education, leadership and supervisory experience, competencies and individual development plan. Students will coordinate with CSLMO career advisors to identify geographic, functional and organizational placement preferences and give CSLMO a list of preferences in priority order. CSLMO will provide complete information for each student to commands and organizations across the Army by posting résumés on its Web site and offering commands the opportunity to bid on participants in an effort to match a student's résumé with his/her placement preferences.

(3) CSLMO will establish a deadline for commands and organizations to indicate preferences to hire CGSOC graduates and identify the specific position they would

place each graduate in. CSLMO will further consult with Functional Chiefs/Functional Chief Representatives to assess the geographic, functional and organizational opportunities that may be open to graduating CGSOC students.

(4) In addition to soliciting bids for CGSOC students, CSLMO will coordinate with the Civilian Human Resources Agency to develop a list of vacant positions unique to each student, to match the student's competencies and personal career objectives with Army requirements when making graduate placement recommendations. Among the factors CSLMO will consider are the student's special competencies and requirements, assignment and experience history, the needs of the Army and the student's preferences, to the extent practicable. CSLMO will ensure that students meet the basic qualifications for any recommended placement.

(5) CSLMO will forward the vacancy list to the SETM Board as a recommendation for postgraduation placements. At the call of the Principal Deputy ASA (M&RA), the SETM Board will review and refine the list of recommended placements and return it to CSLMO as the SETM Board's tentative placement recommendations. CSLMO will forward these tentative placement recommendations to the commander/supervisor with purview over each position. The commander/supervisor will be afforded the opportunity to review the résumé of the proposed student placement and provide comment to CSLMO on the suitability and propriety of each placement. CSLMO will establish a deadline for receipt of commander/supervisor feedback to ensure it will be available for consideration by the SETM Board.

(6) At the call of the Principal Deputy ASA (M&RA), the SETM Board will convene to review command input on its tentative placement recommendations for each graduating CGSOC student. The SETM Board will make final recommendations for primary and alternate placement for each student. Recommendations will be based on the student's qualifications and preferences, to the extent practicable, comments from the potentially affected commander/supervisor, and the needs of the Army, with a focus on placing students in positions that operate on outcomes with Armywide application. A Civilian Human Resources Agency advisor will assist the SETM Board with final placement deliberations. The SETM Board will refer the final list of recommended placements to CSLMO for final approval by the ASA (M&RA).

(7) CSLMO will inform students of their placements and will announce placement decisions Armywide, with a view to promoting the CGSOC module of the ETM Program.

(8) The servicing Civilian Personnel Advisory Center will coordinate appointment effective dates and process post-placement personnel actions, keeping CSLMO and the Office of the DCS, G-3/7 (DAMO-TRV) apprised of the progress of the reassignment action.

(9) CGSOC participants who are assigned to the CTEDS account and who relocate geographically for their postgraduate placements will be eligible for CTEDS

account centrally funded PCS travel in accordance with the provisions of the DoD Joint Travel Regulations, Chapter 5 and AR 350-1 (Army Training and Leader Development).

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

ETM SHADOWING ASSIGNMENTS

The ETM Shadowing Assignments module is open to select Army Civilians in grade GS-13 or equivalent. An ETM Shadowing participant has the opportunity to accompany and observe a senior leader in action in his/her daily work environment. Generally, an ETM Shadowing participant will shadow a GS-15 senior leader or a member of the Senior Executive Service. Depending on resources, shadowing opportunities outside the participant's geographic area may be limited. The benefits of shadowing include experiencing what it is like to work as a senior Civilian in the Army; the ability to ask questions while the senior leader goes about his/her daily activities to gain insights into the senior leader's chosen strategy, approach and style in given situations; and validation of perceptions about a particular field and level of work. Generally, a shadowing opportunity will be scheduled for up to 20 work days in duration and will typically include three phases:

- Orientation/Preparation: During the first several days, the participant will gain an orientation to the senior leader's organization, mission and current work priorities. The participant's goal is to understand the organization, environment and issues sufficiently so that he/she is prepared to learn from specific work activities (such as meetings) the senior leader will experience during the active shadowing period.

- Shadowing: During the active shadowing phase, the participant will shadow the senior leader in his/her interactions with staff and accompany the senior leader to the meetings and events that make up his/her daily activities. The senior leader may choose to engage the participant in the task at hand, including participation in work needed to prepare for or follow up on issues under consideration. The senior leader may also invite the participant to engage in brainstorming activities. The senior leader and participant will engage in regular conversations soon after each significant meeting, event or decision to share insights about the senior leader's chosen strategy, approach and style in given situations.

- Wrap-up/Feedback: During the last several days, the participant will compile his/her assessments about the major issues observed during the shadowing phase, along with recommendations for next steps; share them with the senior leader; and get feedback from the senior leader about those insights and other observations about career development pursuits he/she considers appropriate for the participant. The participant will provide a summary of his/her assessment and what he/she learned during the shadowing assignment to the Civilian Senior Leader Management Office (CSLMO) within 5 business days of completing the assignment.

The number of applicants who may be selected for participation in ETM Shadowing is based on Army resources and needs. A selected ETM Shadowing participant can have up to two shadowing assignments during the course of the fiscal year he/she was selected. However, applicants selected for the ETM Shadowing module are not eligible

to receive an ETM Shadowing assignment concurrent with their participation in CGSOC or ELDP.

1. **Qualifying for the ETM Shadowing Program**

a. Annually, CSLMO will invite permanent Department of the Army Civilians in grade GS-13 or equivalent to apply and be evaluated for participation in ETM Shadowing.

b. Army Civilians who wish to be considered must apply through the SETM System in accordance with the procedures set forth in enclosure 13 (Applying for the ETM Program).

c. Applicants will be selected for participation in the ETM Shadowing module through the SETM Board process set forth in enclosure 2. Selection for participation does not guarantee a leadership shadowing experience. Placement depends on the resources available to fund shadowing experiences, identification of an appropriate senior leader to shadow and concurrence of the ETM Shadowing participant's permanent supervisor.

2. **Matching Senior Leaders to ETM Shadowing Participants**

a. The Functional Career Representative or Career Program Manager in each Career Program will solicit and maintain a list of volunteer senior leaders at the GS-15 (or equivalent) and SES levels who are willing to sponsor ETM Shadowing participants.

b. CSLMO will coordinate with applicable Functional Career Representatives or Career Program Managers to identify potential senior leader matches for the ETM Shadowing participant.

(1) When identified by the Functional Career Representatives or Career Program Managers, CSLMO will provide potential senior leaders a résumé and statement of interest as a basis for determining whether the potential senior leader will be a good match for the ETM Shadowing participant.

(2) When a potential senior leader agrees to the shadowing assignment, he/she will notify CSLMO of their agreement and provide a point of contact (POC) with whom the ETM Shadowing participant can work with to schedule the shadowing assignment. CSLMO will then notify the ETM Shadowing participant and instruct him/her to contact the POC to schedule the assignment. CLSMO will coordinate with the POC about availability for assignment.

(3) Once the ETM Shadowing participant has finalized arrangements for the shadowing assignment, he/she will notify CSLMO. CSLMO will provide funded travel orders to support the scheduled shadowing assignment, when applicable.

3. **Evaluating the ETM Shadowing Experience.** CSLMO will conduct a 360-degree assessment of the value of each ETM Shadowing experience. CSLMO will administer three questionnaires to collect assessment data:

a. Each ETM Shadowing participant will be asked to complete a questionnaire shortly after completion of the shadowing assignment.

b. The mentor of each ETM Shadowing participant will be asked to complete a questionnaire shortly after completion of the shadowing assignment.

c. The supervisor of record for each ETM Shadowing participant will be asked to complete a post-module questionnaire about 90 days after the participant completes the shadowing assignment.

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

ETM TEMPORARY DUTY (TDY) ASSIGNMENTS

The ETM TDY module facilitates the matching of Army Civilians in grade GS-13 or equivalent with temporary projects or details of importance to the Army through a centrally funded TDY not to exceed 90 days. These project-based developmental experiences are intended to give participants opportunities to acquire expertise in areas outside their comfort zones by giving them an opportunity to work on a special project as a member of a working group or task force, or to fill a critical need on a detail. These short-term developmental assignments are intended to challenge and provide participants a broadening experience at the enterprise level.

1. **Qualifying for the ETM TDY Module**

a. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Army Civilians in grade GS-13 or equivalent to apply and be evaluated for participation in the ETM TDY module.

b. Army Civilians must apply through the Senior Enterprise Talent Management system in accordance with the procedures set forth in enclosure 13 (Applying for the ETM Program).

c. Army Civilians must apply annually to participate in or continue participation in the ETM TDY module.

2. **Selecting Participants**

a. Applicants will be selected for participation in the ETM TDY module through the ETM Board process set forth in enclosure 14.

b. The number of applicants who may be selected for participation in the ETM TDY module is not capped. Placement depends on the resources available to fund TDY opportunities, the requirements associated with each detail and the agreement of the ETM TDY participant's permanent supervisor. Applicants selected for the ETM TDY module are not eligible to receive an ETM TDY assignment concurrent with their participation in CGSOC or ELDP.

3. **Choosing ETM TDY Projects and Details**

a. With the assistance of senior leaders, commanders, supervisors, Functional Chief Representatives (FCRs) and Career Program Managers (CPMs), CSLMO will identify ETM TDY projects and details that will provide participants with a developmental or broadening experience.

b. On an annual basis, CSLMO will request ETM TDY projects from commands, FCRs/CPMs and other organizations interested in sponsoring an ETM TDY experience. At any time, commanders, FCRs/CPMs and supervisors interested in hosting an ETM TDY project may submit proposals to CSLMO using the request at enclosure 22.

c. ETM TDY experiences may not exceed 90 days and only one TDY experience will be authorized each fiscal year of participation. The ETM TDY participant's supervisor of record will initiate an SF-52 (Request for Personnel Action), with the nature of action "Detail," to temporarily place the ETM TDY participant in the developmental assignment.

4. **Filling ETM TDY Assignments**

a. Given the potentially emergent nature of ETM TDY projects, CSLMO may publish information about ETM TDY opportunities on the Senior Enterprise Talent Management Web site and afford ETM TDY participants the opportunity to express interest, with the understanding that a participant's expression of interest is not determinative.

b. CSLMO will review the pool of ETM TDY participants to build a slate of qualified candidates for the project sponsor to consider.

c. CSLMO will build the ETM TDY project slate based on the following criteria: individual ETM TDY participants' utilization assessments, participants' preferences (to the extent practicable) and the Army's needs.

d. If the project sponsor identifies a suitable ETM TDY candidate on the CSLMO-generated slate, the project sponsor will notify CSLMO. CSLMO will notify the candidate of his/her selection and of the projected duration of the ETM TDY opportunity. If the candidate accepts the project and his/her permanent supervisor agrees, CSLMO will direct the candidate to the project and provide funded TDY orders.

5. **Documenting Performance Feedback on ETM TDY Projects**

a. Upon completion of an ETM TDY project, a participant will return to his/her permanent position and duty station. An ETM TDY participant can complete only one TDY assignment a year.

b. The project sponsor will provide the participant's permanent supervisor with timely and meaningful written feedback about the participant's performance in the context of the ETM TDY project suitable for inclusion in the narrative portion of the participant's formal performance evaluation.

c. The participant's permanent supervisor is responsible for taking into account the participant's performance in the context of the ETM TDY project or detail when formally evaluating the employee.

6. **Evaluating the ETM TDY Experience.** CSLMO will conduct a 360-degree assessment of the value of each ETM TDY experience. CSLMO will administer three questionnaires to collect assessment data:

a. Each ETM TDY participant will be asked to complete a questionnaire shortly after completion of the TDY assignment.

b. The person who supervises the ETM TDY participant during the ETM TDY assignment will be asked to complete a questionnaire shortly after completion of the TDY assignment.

c. The supervisor of record of each ETM TDY participant will be asked to complete a post-module questionnaire about 90 days after the participant completes the TDY assignment.

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

COMMAND AND GENERAL STAFF OFFICER COURSE (CGSOC)

The CGSOC module allows Army Civilians at grade GS-13 or equivalent and, by exception, grade GS-12 or equivalent who meet the prerequisites specified in paragraph 1b, to compete for and participate in the U.S. Army Command and General Staff College Developmental School at Fort Leavenworth, Kansas. CGSOC offers a collaborative, experiential and educational partnership in which Army Civilians, interagency students, U.S. military students and international military officer students gain expertise and knowledge in solving today's complex problems. Participation prepares emerging and aspiring enterprise leaders for the challenges of a dynamic and complex global environment.

CGSOC provides graduate-level education using an experiential learning model in which small groups work together to exchange ideas and methodologies to identify problems in the current environment and come up with feasible solutions to the problems. All CGSOC participants are expected to make meaningful contributions to their learning groups. The CGSOC learning model educates and trains students to be adaptive leaders who are capable of critical thinking and prepared to dominate in unified land operations and collaborate in joint, interagency, intergovernmental and multinational environments in the United States and abroad. Army Civilian and interagency students graduate with a refined knowledge of the current and future operating environment and the ability to identify and analyze operational level issues. They also develop superb problem-solving skills, gain a firm understanding of organizational leadership, and develop a network of military and Civilian contacts and a shared understanding of each other's processes.

For Army Civilians, CGSOC is an 11-month graduate-level program. The curriculum includes instruction on leadership philosophy, military history, and the military planning and decision-making processes. In addition, Army Civilians selected to participate in ETM CGSOC have the opportunity to complete a thesis-level research paper and receive a Master of Military Arts and Sciences degree accredited by the North Central Association of Colleges and Schools, the accrediting body for collegiate institutions in the Midwestern United States. A distance learning module must be completed before orientation. Army Civilians will report to CGSOC for orientation and a preparatory curriculum in July. CGSOC classes begin in August and end the following June.

1. **Qualifying for the ETM CGSOC Module**

a. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Army Civilians at grade GS-13 or equivalent to apply for competitive selection to attend CGSOC. Applications from Army Civilians in grade GS-12 or equivalent who meet the prerequisites specified in paragraph 1b will also be accepted and considered for competitive selection to attend CGSOC by exception.

b. To be eligible for selection, an Army Civilian must:

(1) be serving in a permanent appointment in a GS-13 or equivalent position;

(2) possess a baccalaureate degree from an accredited college or university;

(3) have served 3 years in a permanent Army Civilian position before the reporting date to CGSOC;

(4) have completed the Civilian Education System Advanced Course or have been granted equivalency or constructive credit by the Office of the Deputy Chief of Staff, G-3/5/7; and

(5) have, at a minimum, an interim Secret security clearance at the time of nomination; or

(6) be serving in a permanent GS-12 or equivalent position and meet the prerequisites in paragraph 1b(2) through (5). Applications from Army Civilians in grade GS-12 or equivalent who meet these prerequisites will be accepted and considered for competitive selection to attend CGSOC by exception.

c. Army Civilians must apply for the ETM CGSOC module through the Senior Enterprise Talent Management system in accordance with the procedures set forth in enclosure 13 (Applying for the ETM Program).

d. Applicants for ETM CGSOC must execute and submit with their applications the Continued Service Agreement (enclosure 20). The agreement obligates participants to serve in the Department of Defense or Department of the Army for a period of three times the length of the training period. A participant who fails to complete this period of obligated service must repay the Federal Government for the costs associated with his/her training.

e. Applicants for ETM CGSOC must execute and submit with their applications the Mobility Agreement (enclosure 19). The mobility agreement requires the participant to agree to be reassigned to a new duty position at a new duty location when determined in the best interest of the Army.

2. **Selecting CGSOC Participants**

a. The board process set forth in enclosure 14 will be employed to select applicants for attendance at CGSOC.

b. The number of applicants selected for attendance at CGSOC is limited by the number of slots the Office of the Deputy Chief of Staff (DCS), G-3/5/7 (DAMO-TRL) allocates to the ETM Program.

c. CSLMO will announce the names of those ETM Program applicants selected for CGSOC.

3. **Attending CGSOC**

a. Individuals selected to participate in CGSOC will either:

(1) attend CGSOC in a temporary duty (TDY) status and return to a new position in the nominating command upon graduation, with TDY-related costs (travel, per diem) centrally funded by the Office of the DCS, G-3/5/7, or attend in a permanent change of station (PCS) status with related PCS costs centrally funded by Headquarters, Department of the Army; or

(2) be reassigned to a long-term training authorization on the operational table of distribution and allowances associated with the Civilian Training and Education Development Students (CTEDS) account maintained by Headquarters.

(a) The management of students in a centralized account while attending CGSOC enables losing commands and organizations to hire immediately against the position the Army Civilian vacated with his/her departure from their command or organization.

(b) Through the CTEDS account, the Office of the DCS, G-3/5/7 processes CGSOC student timecards, initiates SF-52s (Request for Personnel Actions) to reassign students, manages student travel funds and monitors students' settlement vouchers in the Defense Travel System.

(c) CGSOC students assigned to the CTEDS account are considered to be in a TDY status en route to a new assignment. PCS costs are not paid in association with student travel to CGSOC.

b. Commanders and supervisors will provide special, annual or closeout appraisals as required by applicable performance management guidance before a participant in the ETM CGSOC module reports to school. The academic evaluation the CGSOC issues to the student will provide further basis for a performance appraisal.

4. **Participating in the Graduate Placement Program**

a. All CGSOC graduates are subject to a Graduate Placement Program. The program will place each CGSOC graduate into a permanent Army Civilian position that best uses the graduate's educational experience.

b. All CGSOC graduates will be placed in positions at the grade held when they began CGSOC. To be promoted, a student must compete for a higher graded position and be chosen by the selecting official. No placements will directly result in promotion.

c. In the case of CGSOC participants in a TDY and return status, the nominating command will determine graduate placement. When the new placement involves geographic relocation, the gaining organization will pay the PCS travel costs for CGSOC graduates in accordance with the provisions of the Joint Travel Regulations, Chapter 5.

d. In the case of CGSOC participants assigned to the CTEDS account, the graduate placement and SETM Board procedures described in paragraph 5d of enclosure 14 will be followed. CGSOC participants who are assigned to the CTEDS account and who relocate geographically for their postgraduate placements will be eligible for CTEDS account centrally funded PCS travel in accordance with the provisions of the Joint Travel Regulations, Volume 2, Chapter 5 and Army Regulation 350-1 (Army Training and Leader Development).

e. With a view to encouraging other high-potential Army Civilians to apply for the ETM CGSOC module, CSLMO will announce the names and assignments of personnel placed through the Graduate Placement Program Armywide after first informing graduating CGSOC students of their placements.

f. The servicing Civilian Personnel Advisory Center will coordinate appointment effective dates and process post-placement personnel actions, keeping CSLMO and the Office of the DCS, G-3/5/7 apprised of the progress of the reassignment action.

5. **Evaluating the ETM CGSOC Experience.** CSLMO will conduct a 360-degree assessment of the value of each ETM CGSOC experience, administering two questionnaires to collect assessment data:

a. Each ETM CGSOC participant will be asked to complete a questionnaire shortly after completion of CGSOC.

b. The supervisor of record for each ETM CGSOC participant will be asked to complete a post-module questionnaire about 90 days and again approximately 1 year after the participant completes the ETM CGSOC module and is placed in the new position by the Graduate Placement Program.

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM (ELDP)

The ETM ELDP module allows Army Civilians in grades GS-12/13 or equivalents who meet the prerequisites specified in paragraph 1b to compete for and participate in the Department of Defense (DoD)-wide leadership development program for midlevel Civilians. Established in 1985, ELDP provides participants with an extensive exposure to the roles and missions of DoD in its entirety, leading to an increased understanding of and appreciation for today's warfighter. ELDP gives DoD and interagency personnel the opportunity to participate in an exceptional joint and enterprisewide Civilian leadership training and development experience. The ELDP mission is to develop leaders who have an understanding and appreciation of DoD's global missions and the complexities and challenges our warfighters face in carrying out those missions. ELDP is intended to stretch participants' experiences and comfort zones and help them develop the knowledge, skills and behaviors expected of future enterprise leaders.

ELDP is a 10-month training program offered annually. Participants travel to a variety of locations, both in the United States and overseas, to train with the warfighter and experience first-hand many of the challenges DoD Components face in carrying out DoD's mission. Field deployments generally are from 5 to 10 workdays in length and blend experiential and academic learning with hands-on exercises focused on the role of the warfighter. Participants remain in their position of record and return to their home stations between field deployments.

ELDP is both physically challenging and mentally demanding. Events during the program require participants to work long hours when deployed, travel on weekends, adjust to rapidly changing conditions and situations, climb three-story nautical ladders, jump from airborne training towers, fly in tactically configured military aircraft, and participate in rigorous physical fitness activities. Accepted ELDP participants must be able to run/walk 1 mile in 12 minutes or less; perform pull-ups, push-ups and sit-ups; and climb and descend three flights of stairs, three times consecutively, nonstop. Extraordinary dietary requirements or unique/specialized medical care may not be available while traveling overseas or working at training sites.

1. **Qualifying for the ETM ELDP Module**

a. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite Army Civilians in grades GS-12/13 or equivalents to apply for competitive selection to attend ELDP.

b. To be eligible for selection, an Army Civilian must:

(1) be serving in a permanent appointment in a GS-12/13 or equivalent position;

(2) possess a baccalaureate degree from an accredited college or university;

(3) have served 3 years in a Civilian permanent appointment by the date the application for Department of the Army nominations for ELDP are due to DoD (typically the end of June following the date of application for ETM);

(4) have completed the Civilian Education System Intermediate Course, or have been granted equivalency or constructive credit by the Office of the Deputy Chief of Staff (DCS), G-3/5/7;

(5) have a Secret security clearance, at the time of nomination;

(6) have a valid passport at the time of application that will not expire before graduation from the program;

(7) possess a valid Government travel card at the time of application; and

(8) be able to participate in rigorous physical activity as evidenced by a medical release form/letter from a licensed physician. ELDP participants must be able to run/walk 1 mile in 12 minutes or less; perform pull-ups, push-ups and sit-ups; and climb and descend three flights of stairs, three times consecutively, nonstop. Extraordinary dietary requirements or unique/specialized medical care may not be available while traveling overseas or working at training sites.

c. Army Civilians must apply for the ETM ELDP module through the Senior Enterprise Talent Management system in accordance with the procedures set forth in enclosure 13.

d. Applicants for ETM ELDP must execute and submit with their applications the continued service agreement at enclosure 20. The agreement obligates participants to serve in DoD or the Department of the Army for a period of three times the length of the training period. A participant who fails to complete this period of obligated service must repay the Federal Government for the costs associated with his/her training.

2. **Nominating ELDP Candidates to DoD**

a. The board process set forth in enclosure 14 will be used to select applicants for nomination to DoD. DoD will convene an ELDP Selection Board to consider and ultimately select the nominees for participation.

b. Selection to ELDP is a three-part process: applicants must apply for ELDP through the ETM Program, be nominated to DoD by the ETM Board and the Assistant Secretary of the Army (Manpower and Reserve Affairs), and be selected by a DoD Board for participation.

c. The number of applicants nominated to DoD for selection for ELDP is limited by the quota that DoD imposes.

d. CSLMO will announce the names of the ETM Program applicants selected for ELDP.

3. **Attending ELDP.** ELDP participants continue to serve in their current assignments with the Army when not engaged in official ELDP training. The local command/organization will continue to pay salary and benefits. The Office of the DCS, G-3/5/7 centrally funds tuition and temporary duty-related costs (travel, per diem). Participants can expect some out-of-pocket expenses related to personally acquired items, professional reading materials, etc.

4. **Evaluating the ETM ELDP Experience.** CSLMO will conduct a 360-degree assessment of the value of each ETM ELDP experience, administering two questionnaires to collect assessment data:

a. Each ETM ELDP participant will be asked to complete a questionnaire shortly after completion of ELDP.

b. The supervisor of record for each ETM ELDP participant will be asked to complete a post-module questionnaire about 90 days and again approximately 1 year after the participant completes the ETM ELDP module.

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

MOBILITY AGREEMENT

GENERAL. The Command and General Staff Officer Course (CGSOC) module of the ETM Program may require that, upon graduation, participants be reassigned in a manner that constitutes a change to their geographic commuting area. Accordingly, execution of a mobility agreement is a required condition of participation in the ETM CGSOC module.

The authority for the mobility requirement set forth in this mobility agreement is Department of Defense (DoD) Instruction 1400.24 (Civilian Mobility Programs).

Participation in the ETM CGSOC Program module provides significant benefit to both the Army and the individuals. Participants receive joint developmental training and experiences with intermediate level Army officers, international officers and interagency partners that will enhance the careers of participating Army Senior Civilians. The Army, in turn, benefits from the increased capabilities of the Army Civilian Corps. However, to fully realize these benefits, the Army must retain the flexibility to reassign graduates of the ETM CGSOC module to meet the Department's needs.

Applicants for the ETM CGSOC module will execute and submit this mobility agreement with their applications.

AGREEMENT. In consideration for my participation in the ETM CGSOC module:

I, _____, agree to accept placement in a position that may require an organizational, functional and/or geographic move as a condition of my participation in the ETM CGSOC module. If selected as a participant in the ETM CGSOC module, such a move may include a temporary duty assignment to an 11-month resident program of intermediate level professional military education, together with placement in a new duty position in a new duty location after graduation.

ACKNOWLEDGMENT. I understand that:

1. my organizational, functional and geographic preferences for placement in a post-training or graduation assignment will be considered when making assignment decisions, but it may be necessary to assign me to an organization, duty position or geographic region that I have not indicated as a preference, to meet the Army's needs.

2. I may request release from this mobility agreement for professional or personal reasons (for example, impending retirement or resignation, or significant personal or family hardship). I must submit any request for release from this agreement through my

ETM CGSOC Program Applicant Initials _____

chain of command or supervision to the Civilian Senior Leader Management Office for review and action by the Assistant Secretary of the Army (Manpower and Reserve Affairs). I understand that I may be asked to submit additional documentation to support my request.

3. I ordinarily will be notified at least 90 days in advance if I am reassigned to an Army position that requires a geographic move, but I understand that essential mission requirements may dictate shorter notice.

4. permanent change of station travel and transportation expenses authorized in conjunction with my participation in ETM CGSOC will be paid in accordance with the DoD Joint Travel Regulations, Chapters 5 and 2, respectively.

Failure to Comply. If I refuse assignment or reassignment or otherwise fail to comply with this mobility agreement, I understand that:

1. I may be removed from the ETM Program and/or separated from the CGSOC.

2. the Department of Army will not be responsible for finding me another position or placement.

3. te Office of the Deputy Chief of Staff, G-3/5/7, Civilian Training and Leader Development Program Office (DAMO-TRV) will not be responsible for centrally funding the costs associated with my permanent change of station.

4. I may be removed from Federal service if necessary to promote the efficiency of the service.

5. failure to comply may also adversely affect my eligibility to qualify for discontinued service retirement and/or my entitlements to severance pay (for example, in the event of a reduction in force or transfer of function).

TERMINATION. Unless I am earlier released from this mobility agreement by the Civilian Senior Leader Management Office or the Assistant Secretary of the Army (Manpower and Reserve Affairs), this agreement will remain in force for as long as I remain a participant in the ETM Program.

Employee signature: _____ Date: _____

Employee full name (typed or printed): _____

Current position title, series and grade: _____

Duty station: _____

ETM CGSOC Program Applicant Initials _____

Email address: _____

Phone numbers (commercial and DSN): _____

PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 3013, 5 U.S.C. 301, DoD Instruction 1400.24, AR 350-1.
Principal Purposes: This information will be used to document an ETM Program participant's acceptance of the terms of the mobility agreement that is required for participation in the ETM CGSOC module.
Routine Uses: The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at http://dpclo.defense.gov/privacy/SORNs/blanket_routine_uses.html.
Disclosure: Voluntary, but failure to provide the requested information may result in a delay in processing, the inability to contact you about your responsibilities under this mobility agreement, or the Army's decision that the agreement was not properly entered into, thus preventing further participation in the ETM CGSOC module.

ETM CGSOC Program Applicant Initials _____

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

CONTINUED SERVICE AGREEMENT

GENERAL. The Command and General Staff Officer Course (CGSOC) and Executive Leadership Development Program (ELDP) modules of the ETM Program require participants to accept a period of continued service as a condition of receiving the training and developmental experiences each module provides. Accordingly, execution of this continued service agreement is a condition precedent to selection for participation in either module.

The authority for the continued service requirement set forth by this continued service agreement is in 5 U.S. Code section 4108 and 5 Code of Federal Regulations Part 410.309.

Nothing in this agreement shall be construed as limiting the authority of an agency to waive, in whole or in part, an obligation of an employee to pay expenses incurred by the Government in connection with training in accordance with 5 U.S. Code section 4108.

Applicants for the CGSOC or ELDP modules of the ETM Program will execute and submit this continued service agreement with their applications. Approving officials will retain a copy of this signed agreement and monitor execution of the obligation period.

AGREEMENT. In consideration of my participation in the ETM Program CGSOC or ELDP modules, and the provision to me of the training and development contemplated by these modules from _____ to _____ (start and end-dates of training):

I, _____, agree that, upon completion of this training I have requested, I will serve in the Department of Defense (DoD) or Department of the Army (DA) for a period of obligated service equal to three times the length of the training period.

ACKNOWLEDGMENT. I understand that:

1. if I voluntarily leave DoD or DA employment before completing my agreed-to period of obligated service, I will reimburse DoD or DA, as applicable, the amount the Department paid for my registration, tuition and matriculation fees; library and laboratory fees; purchase or rental of books, materials and supplies; travel and per diem; and all other training program-related costs (excluding salary) in connection with my participation in the ETM CGSOC or ELDP modules. However, the amount of these training expenses I am required to pay will be reduced pro rata based on the proportion of my obligated service that I have completed. For example, if my training expenses

ETM Program Participant Initials _____

paid by the Army were $2,700 and I completed two-thirds of my obligated service, I would be required to reimburse the Department $900.

2. if I voluntarily leave my post-training DoD or DA placement to enter service with another Federal agency or other organization in any branch of the Federal Government before completing my agreed-to period of obligated service, I will give my servicing personnel office and servicing training office advance notice of at least 10 working days, during which time, in accordance with Federal regulations, a determination concerning my obligation to reimburse DoD or DA for training expenses, as described in paragraph 1, or the transfer of my remaining continued service obligation to the gaining agency, will be made.

3. if I am involuntarily separated from my position, my continued service obligation terminates, I may submit a request to waive repayment of training expenses, in writing, through my chain of command or chain of supervision, to Headquarters, Department of the Army; Deputy Chief of Staff, G-3/5/7 (DAMO-TRV); 450 Army Pentagon, Room 2D639; Washington, DC 20310-0450. Any request for waiver must include a justification for waiver of repayment, a copy of this continued service agreement, the recommendations of my chain of command or chain of supervision and other relevant supporting documents or information.

4. any amounts that may be due DoD or DA as a result of any failure on my part to comply with the terms of this continued service agreement may be withheld from any monies the Government owes me, or may be recovered by such other methods as are approved by law.

5. I will seek and obtain approval, through the official responsible for authorizing Government training requests, for any proposed change in my approved training program involving course and schedule changes, withdrawal from any course or class, the receipt of an “incomplete” in any course or class and increased or unanticipated costs to be incurred.

6. I will not receive any contributions, awards or payments in connection with this training, from any other Government agency or non-Government organization, without first obtaining approval from the official responsible for authorizing Government training.

7. I will reimburse the Department for all training expenses associated with my attendance at the training program (excluding salary) as set forth in paragraph 1, should I fail to complete the training program successfully because of circumstances within my control.

TERMINATION. Unless I am earlier released from this agreement by the Civilian Senior Leader Management Office or the Assistant Secretary of the Army (Manpower and Reserve Affairs), this continued service agreement will remain in force for as long

ETM Program Participant Initials _____

as I remain a participant in the ETM CGSOC or ELDP modules and thereafter until I fulfill my period of obligated service.

Employee signature: _____ Date: _____

Employee full name (typed or printed): _____

Current position title, series and grade: _____

Duty station: _____

Email address: _____

Phone numbers (commercial and DSN): _____

PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 3013, 5 U.S.C. 301, 5 U.S.C. 4108, 5 CFR Part 410.309, AR 350-1.
Principal Purposes: This information will be used to document an ETM Program participant's acceptance of the terms of the continued service agreement that is required for participation in certain ETM Program modules.
Routine Uses: The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at http://dpclo.defense.gov/privacy/SORNs/blanket_routine_uses.html.
Disclosure: Voluntary, but failure to provide the requested information may result in a delay in processing, the inability to contact you about your responsibilities under this continued service agreement or DA's decision that the agreement was not properly entered into, thus preventing participation in the ETM module.

ETM Program Participant Initials _____

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

DEFINITIONS OF UTILIZATION RATINGS

Ready for Increased Challenge
The applicant is ready now to move into a position of equivalent or greater scope, impact, complexity, responsibility or institutional importance. This assessment is most applicable to individuals who have a consistent record of high performance and demonstrate the potential to perform at the highest possible levels of service. The applicant has maximized his/her contribution in his/her current position and is well prepared for a new challenge that benefits both the Department and the individual.

Ready for Career Broadening
The applicant is ready now to move laterally into a position of roughly equivalent scope, impact, complexity, responsibility and authority that offers different challenges, growth and/or broadening opportunities. This rating is most applicable to applicants who are making valuable contributions in their current positions and have demonstrated potential within their current organizations. These individuals would benefit from a career-broadening opportunity or a focused development program.

Contribute in Place
The applicant should remain in place because (i) he/she occupies a highly specialized, unique or niche position creating a need for continuity; (ii) further action is required to build succession strategy for critical gaps; or (iii) it is otherwise in the best interest of the Army and/or the applicant that he/she continues to serve in that role.

Build Tenure/Experience
The applicant is “On Track” or “Recently Assigned.” The individual requires additional time to effect change while in his/her current position. The applicant should continue to develop and/or accrue tenure before being considered for movement.

Enterprise Talent Management (ETM) Program
Request for an ETM TDY Participant

INSTRUCTIONS: Thank you for requesting that the ETM Program provide you with an Army Civilian for a short-term developmental experience. To ensure that we provide you with the best list of candidates available to fulfill your request, please complete this five-part questionnaire and return it to the Civilian Senior Leader Management Office.

Part 1: Selecting Official Information			
1.	Who is the selecting official?		
2.	What is the selecting official's email address?		
3.	What is the selecting official's phone number? (Please include DSN)		
Part 2: Supervisor Information			
1.	Who will supervise the work of the detailee?		
2.	What is the supervisor's email address?		
3.	What is the supervisor's phone number? (Please include DSN)		
Part 3: Background Information			
1.	What date would you like the detail to begin?		
2.	Is the detail to:		
	a.	Fill a team lead/independent/team member?	
	b.	Participate on a task force?	
	c.	Complete a specific project?	
3.	Is the work full-time or part-time?		
4.	Is the work continuous or periodic?		
	Definitions	**Continuous:** Work that is performed day after day for a period of time without departure from primary work location.	
		Periodic: Work that is performed at specific sets in time. Example: Jane works at HQDA on a special project for 2 weeks and travels back to her home organization. After 1 month at home, Jane returns to HQDA for 2 more weeks.	
	a.	If periodic, what is the expected frequency and duration of the TDY?	

Enterprise Talent Management (ETM) Program
Request for an ETM TDY Participant

5.	How long do you expect the developmental experience to last? (Enter anticipated start and end dates or expected duration in months or weeks.)			
Part 4: Detail Information				
1.	What is the detail title?			
2.	Where will the duties take place? (installation or City, State)			
3.	If the selectee will work on a project or task force, please describe in detail the duties he/she will be responsible for during this developmental experience.			
(Begin Typing Here)				
4.	Will the duties of this detail require a Top Secret security clearance?			
5.	Will you consider applicants with a Secret security clearance?			
6.	Do the duties of this detail require a Financial Disclosure?			
7.	Does this detail require drug testing?			
8.	Is this position designated as “emergency essential”?			
9.	What career program does the duties of this detail best align with?			
10.	Are you willing to accept applicants from other career programs?			
	a.	If yes, please select up to three additional career programs?	**1**	
			2	
			3	

Enterprise Talent Management (ETM) Program
Request for an ETM TDY Participant

Part 5: Expectations	
1.	What is the expected outcome you hope to receive from this individual? What are the deliverables?
(Begin Typing Here)	
2.	What criteria will be used to evaluate the ETM-TDY participant's performance during this TDY assignment?
(Begin Typing Here)	

Part 6: Organization Approval Authority	
1.	Name (First MI. Last): _____ Grade/Rank (SES/GO): _____ Signature: _____ Date: _____
*	See enclosure 12 for format/example.