



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY EUROPE  
UNIT 29351  
APO AE 09014-9351

AEPE-C

21 October 2016

MEMORANDUM FOR HQ USAREUR Staff Principals and Commanders of Major Subordinate and Specialized Commands

SUBJECT: Civilian Leader Development

1. References.

a. National Defense Authorization Act for Fiscal Year 2010, Section 1113, Provisions Relating to the National Security Personnel System.

b. Title 5 Code of Federal Regulations, Administrative Personnel.

c. Department of Defense Instruction 1400.25, Volume 410, DOD Civilian Personnel Management System: Training, Education, and Professional Development.

d. Army Directive 2015-24, Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program.

e. Army Leader Development Strategy 2013.

f. AR 350-1, Army Training and Leader Development.

g. AR 690-400, Chapter 4302 Total Army Performance Evaluation System.

h. AR 690-950, Career Management.

i. U.S. Army Civilian Workforce Transformation Program (<http://www.asamra.army.mil/cwt/>).

2. This policy applies to the USAREUR civilian workforce. For local national (LN) employees, the policy will be applied on a voluntary basis as permitted by local labor law and subject to applicable U.S. regulatory and policy restrictions. Identified development and training opportunities are available to LN employees if they choose to participate, but are not mandatory.

3. A guiding principle of Army civilian leader development is that commanders are responsible for developing their civilian and military subordinates. The members of the civilian corps must be developed so they can effectively lead and operate in today's complex environment as integral partners in the Army profession. The Army needs civilian employees who are able to lead and manage change, think strategically, and represent the Army in our dealings with strategic partners. Consistent with the Army Civilian Workforce

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Transformation program ([ref 1i](#)) and the guiding principles of civilian-leader development, we must take actions to ensure we have highly qualified leaders at all levels and a pool of well-trained personnel in Europe to support workforce succession requirements.

4. We must promote career-enhancing learning by prioritizing leader development and ensuring subordinate leaders are well rounded, challenged, and allowed to maximize professional-development, education, and experiential opportunities. Civilian leader-development programs ensure continuous development of our civilian workforce through the following: the Army Civilian Training, Education, and Development System; the Civilian Education System; the Senior Enterprise Talent Management Program; the Supervisor Development Course; career-program training opportunities; and other advanced leadership training and competitive professional-development training opportunities. The various programs are outlined in the [enclosure](#).

5. Civilian employees must actively manage their careers and pursue life-long learning, education, and professional-development opportunities consistent with their organization's mission and their personal career goals. Employees should also collaborate with their supervisors to assess their individual competencies; identify and close gaps in competency; and develop, maintain, and enhance their abilities, competencies, knowledge, and skills in alignment with organizational plans and goals in support of their personal career objectives and aspirations.

6. In addition to being fundamental responsibilities of civilian and military leaders, mentoring and coaching are effective ways to create opportunities for open communication between senior members of an organization and employees who are new to the organization. Mentor-mentee relationships offer opportunities to improve leadership as well as interpersonal and technical skills for the mentor and the mentee. If today's leaders do not adequately develop their subordinates through personal example, counseling, and mentorship, we will fail in preparing for tomorrow's mission.

7. USAREUR will support all the efforts of the Army Civilian Workforce Transformation program and the use of career program managers (CPMs) to achieve command-wide participation in and support of leader-development programs to the fullest extent possible. CPMs provide the basis for future development of the USAREUR civilian corps and the creation and advancement of continued leader-development initiatives. USAREUR will coordinate leader development through the Career Program Manager Advisory Board (CPMAB), which will consist of the DCG, USAREUR (chair), and CPMs as members. The CPMAB will identify, review, coordinate, and recommend solutions to training and civilian leader-development issues affecting the USAREUR workforce.

8. Subordinate units are strongly encouraged to establish developmental and experiential opportunities for employees at all grade levels. Career-broadening assignments enhance competencies by giving employees opportunities to perform duties in other occupational,

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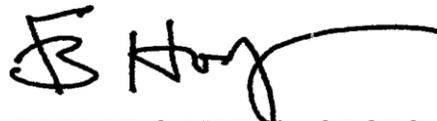
functional, or organizational elements. The experience gained through developmental assignments enhances the employees' understanding of the mission and other operations, systems, and organizational relationships. The assignments may vary in length, but should have well-defined learning objectives and be established in compliance with all applicable civilian personnel management rules and regulations.

9. The Army Career Tracker (ACT) is an integral component of the Army Learning Model 2015 and the Army Campaign Plan. Effective immediately, the ACT is also USAREUR's approved, primary civilian career development tool for individual development plans (IDPs). All USAREUR U.S. civilian employees must have an IDP. The IDP will be approved by an employee's supervisor within 30 days after the beginning of the rating cycle or within 30 days following the employee's entry on duty. Employees with non-ACT IDPs will convert to ACT not later than 60 days after the date of this memorandum. Supervisors and employees will review IDPs during mandatory midpoint and annual performance reviews that coincide with the appropriate rating cycle. For career program positions that require a different form of IDP (for example, CP 14 Contracting and Acquisition), CPMs will coordinate with and request exception from the Assistant Deputy Chief of Staff, G-1, for Civilian Personnel, Department of the Army. Approval by exception will be provided to the CPM and will include instructions for reporting IDP completion status. While the ACT is unavailable for LN IDPs, other forms of IDPs may be used for LN employees if desired or requested by the employee. Additional information is available at <https://actnow.army.mil>.

10. Commanders and senior civilian leaders will initiate a review of their eligible candidates now to plan for future nominations of developmental opportunities. We must be proactive and make plans for developing our civilian leaders—doing so is an investment in the future.

11. This policy will be effective until superseded or rescinded. The proponent of this policy and associated civilian leader-development programs is the Deputy Chief of Staff, G1, USAREUR, who will issue reporting and compliance directives and procedures to the command in support of this policy.

Encl  
[Civilian Workforce Development Programs](#)



FREDERICK "BEN" HODGES  
Lieutenant General, USA  
Commanding

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## Civilian Workforce Development Programs

**1. Civilian Education System (CES).** CES courses are targeted toward specific civilian grades and equivalent pay bands. They are provided through blended learning (distributed learning (DL) and resident instruction). USAREUR civilians will attend the CES course targeted for their current grade. Leaders will provide employees duty time to complete required DL portions of CES courses and monitor attendance. CES courses are centrally funded for most permanent Army civilians, including appropriated fund (AF), non-appropriated fund (NAF), local national, and federal wage system (FWS) civilians. Military members, term and temporary employees, and non-Department of the Army employees must be funded by their parent organization. Pay band and FWS employees should contact their servicing civilian personnel advisory center (CPAC) for equivalent grade determination. CES courses include the following:

a. Foundation Course: Required for all interns and new Army civilians (GS-01 to GS-15) hired after 30 September 2006.

b. Action Officer Development Course: Open to all Army employees as a self-developmental tool.

c. Basic Course: Open to GS-01 to GS-09.

d. Managers Development Course: Open to all Army employees as a self-developmental tool.

e. Intermediate Course: Open to GS-10 to GS-12.

f. Advanced Course: Open to GS-13 to GS-15.

g. Continuing Education for Senior Leaders: Open to GS-14 and GS-15.

h. Supervisor's Development Course (SDC): The SDC is a mandatory web-based course for all military and civilian supervisors of Department of the Army civilians (DACs). USAREUR military and civilian supervisors of DAC employees are required to complete supervisory training during their 1st year of supervising (that is, during the supervisory probationary period). In accordance with [reference 1f](#) of this memorandum, a civilian supervisor who fails to complete the required training may be removed from the supervisory position. Additionally, supervisors of DAC employees are required to complete refresher/sustainment supervisory training once every 3 years.

**2. Civilian Education System Course Credit.** Course credit may be requested using the Civilian Human Resources Training Application System (equivalent or constructive) credit process and may be granted in certain circumstances in lieu of course attendance. Course credit is based on completion of specific, pre-approved professional military education, legacy civilian leader development courses, or supervisory experience, or a combination of all of these. Course credit does not count as course completion, nor does it count as

course graduation. It simply means an employee is not required to take the CES course that is equivalent to the courses the employee has already completed. For more information and to learn about CES course opportunities, visit the Army Civilian Training & Leadership Development site (<http://www.civiliantraining.army.mil/Pages/Homepage.aspx>).

**3. Senior Enterprise Talent Management (SETM)/Enterprise Talent Management (ETM) Programs.** SETM/ETM programs are designed to afford selected GS-13 through GS-15 (or equivalent) Army senior civilians exceptional opportunities, including professional and leadership development, senior and intermediate-level education, an experiential learning opportunity, or structured self-development. Annually, the Civilian Senior Leader Management Office invites Army senior civilians to apply for and be evaluated or competitively selected, or both, for participation in one or more of the SETM/ETM program modules. 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 and supervisors are highly encouraged to 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 the Army. For more information and to learn about the opportunities available through the SETM/ETM programs, visit <https://www.csldo.army.mil/Index.aspx> (CAC access required). Currently, SETM/ETM programs consist of nine modules:

**a. Enterprise Placement Program (EPP) and Designation as an Army Enterprise Employee (AEE).** The EPP is open only to GS-15 (or equivalent) employees who apply and are selected as AEEs based on past performance and demonstrated potential. AEEs are slated for specific positions identified by the commands for which our most talented Army senior civilian leaders are needed. 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.

(2) In Option 2, AEEs may be considered by selecting officials for a Senior Executive Service (SES) detail assignment of up to 1 year in duration to a designated Army SES position.

**b. Project-Based SETM Temporary Duty (TDY).** This component of the SETM Program is open to all Army senior civilians in grades GS-14 and GS-15 (or equivalent) who apply and are selected for participation. These short-term developmental assignments are intended to challenge and provide the participant a broadening experience. The module consists of 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. On completion, participants return to their permanent duty stations. A mobility agreement is not required; however, SETM TDY participants will be subjected to the provisions of the continuation of service agreement (CSA). SETM TDY is centrally funded.

**c. Senior Service College (SSC).** The SSC is the apex of Army professional development and prepares Army senior civilians for positions of significant responsibility in the DOD and the Department of the Army (DA). This SETM component is open to applicants in grades GS-14 and GS-15 (or equivalent) 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 the SSC is designed to expand a student's knowledge of the national-security mission and strengthen the student's understanding of the complex policy and operational challenges senior DOD and Army officials face. The SSC develops students to assume strategic-level leadership roles in the joint, interagency, intergovernmental, and multinational environment, 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. Resident participants are subject to a graduate placement program (GPP) and must submit both a mobility agreement and a CSA. Decisions on GPP placements will be collaborative and consider organizational and individual employee preferences to the greatest extent practicable. Distance-education participants must complete only a CSA.

**d. Defense Senior Leader Development Program (DSLDP).** Open to Army senior civilians in grades GS-14 and GS-15 (or equivalent). The DSLDP is a 2-year comprehensive educational and developmental program designed to inculcate in participants the enterprise perspective needed to lead organizations and programs, and achieve results in the joint, interagency, and multinational environments. Participants continue in their current assignment with the Army when not in official DSLDP training. DSLDP includes attendance at an SSC (other than the service SSC with which the DSLDP participant is affiliated, in this case, the Army War College); participation in programmed leadership seminars; and a follow-on developmental assignment. All DSLDP participants are subject to a GPP and must submit both a mobility agreement and a CSA.

**e. Army Senior Civilian Fellowship (ASCF).** This component of the SETM Program is limited to Army senior civilians in grades GS-14 and GS-15 (or equivalent). ASCF affords participants the opportunity to engage in post-graduate study of issues of importance to the Nation, DOD, and the Army. ASCF provides fellows further opportunity to apply their knowledge of the national-security mission to the study of complex policy and operational challenges faced by senior DOD and Army officials. On completion of their fellowships, ASCF fellows are placed in duty positions intended to leverage the competencies fostered in the ASCF and at locations where the Army most needs their capabilities. ASCF fellows are subject to a GPP and must submit both a mobility agreement and a CSA. A fellow may be required to file an OGE Form 450, Confidential Financial Disclosure Report.

**f. 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 or 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 or her daily activities, and validation of perception about a particular field of work.

**g. ETM-Temporary Duty (TDY) Assignments.** ETM-TDY 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, will be 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.

**h. ETM-Command and General Staff Officer Course (CGSOC).** ETM CGSOC resident attendance is open to select Army civilians in grade GS-13 (or equivalent) and, by exception, to Army civilians in grade GS-12 (or equivalent). Following 1 month in the Preparation Course (P900), an ETM-CGSOC participant will attend CGSOC Developmental School, a 10-month graduate-level program at Fort Leavenworth, Kansas. The benefits of participating in the 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.

**i. ETM-Executive Leadership Development Program (ELDP).** ETM-ELDP 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 the ETM-ELDP include joint, interagency, and enterprise-wide experience, a greater understanding of the DOD mission and culture, and leadership training that parallels selected military training and ensures cross-component exposure.

**4. Emerging Enterprise Leaders (EEL) Program.** Currently under development, this program will be aimed at Army civilians at the GS-11 and GS-12 or equivalent grade levels.

**5. Academic Degree Training (ADT).** ADT, an element of competitive professional development, is training or education with the stated objective of obtaining an academic degree from a college, university, or other institution that is accredited by a regional, national, or international accrediting body. The academic degree must be related to the employee's official duties, be part of a planned, systemic, and coordinated program of professional development, and be approved by the Army. All ADT requests require Assistant Secretary of the Army, Manpower and Reserve Affairs (ASA (M&RA)) approval, regardless of the funding source (command or HQDA centrally funded). ASA (M&RA) approval is not required for employees who are in the Army-sponsored Intern or Fellows programs. All applicants must have 3 years of permanent, full-time employment as a DAC at the time of application. Employees applying for long-term training programs that include academic-degree completion must submit an ADT packet for ASA (M&RA) approval prior to attendance.

**6. Office of Personnel Management (OPM) Leadership Education and Development (LEAD) Certificate Program.** The OPM LEAD Certificate Program provides a complete leadership development curriculum for current and aspiring Government leaders. The LEAD Certificate Program is not centrally funded.

**7. Federal Executive Institute Leadership for Democratic Society (LOS) Program.** This 4-week highly competitive program targets Army civilian managers at the GS-15 or equivalent level. The LOS Program is designed to improve the leadership skills of senior career Federal Government executives to enhance individual and organizational performance. The LOS Program is not centrally funded.

**8. Harvard University Program for Senior Executive Fellows (SEF).** This 4-week highly competitive program targets Army civilian managers at the GS-14/15 (or equivalent) level who have advanced rapidly into senior positions and are now required to focus on the “the larger picture” of the organization. The program is a unique opportunity to gain perspective on public policy and management, to strengthen managerial skills and acquire insights into managerial practice, and to interact across agency and executive-legislative branch boundaries. The Harvard SEF is not centrally funded.

**9. Army Congressional Fellowship Program (ACFP).** This 18-month consecutive competitive program targets civilians in the grades of GS-11 through GS-14 (or equivalent). The ACFP is designed to provide congressional training to Army officers and civilians. It provides outstanding civilians the opportunity to work in a legislative-liaison duty position. The ACFP is centrally funded.

**10. Senior Managers Course (SMC) in National Security.** This 2-week highly competitive program targets Army civilians at the GS-14/15 (or equivalent) level. The SMC is designed to give DOD leaders and managers an understanding of the factors and forces that shape national-security strategy and policy. The SMC is not centrally funded.

**11. Senior Leader Seminar (SLS): Senior Leader Development.** The SLS is a 1-week seminar designed to enhance the education of select Army colonels (generally 23 to 26 years of service) and DA civilians (GS-15 or equivalent level) who are either currently assigned to, or projected for assignment to, key positions as advisors or staff officers for general officers and senior civilian leaders. Uniformed Servicemembers are selected through invitation only. The SLS is centrally funded.

For more information and to learn about advanced leadership training and competitive professional-development training opportunities, visit the Army Civilian Training, Education & Development System website at <http://cpol.army.mil/library/train/catalog/index.html>.