



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
950 JEFFERSON AVENUE
FORT EUSTIS, VIRGINIA 23604-5700

ATBO-C

10 April 2015

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 9, Civilian Leader Development Program (CLDP)

1. References:

- a. H.R. 2647, National Defense Authorization Act 2010, Section 1113.
- b. ALARACT 121/2012 (Civilian Education System (CES) Policy Changes), 27 Apr 12.
- c. Army Leader Development Strategy 2013.
- d. Department of Defense Instruction, DoD Civilian Personnel Management System: Training, Education, and Professional Department, 1400.25, Volume 410, September 25, 2013.
- e. Army Regulation 350-1 (Army Training and Leader Development), 19 August 2014.
- f. Title 5 Code of Federal Regulations, 20 March 2015.
- g. Army Directive 2015-24 (Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program), 10 April 2015.

2. Army Civilian Leader Development guiding principles provide that commanders are responsible for the development of 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 leaders who are able to lead and manage change, think strategically, and represent the Army with strategic partners. I have seen the intellectual energy that TRADOC provides to the Army and the joint community as we seek to balance current and future requirements. Consistent with the Army Civilian Workforce Transformation efforts and Civilian Leader Development Guiding Principles, we must take actions now to ensure there are high-quality leaders at all levels, and our bench is strong in order to support workforce succession needs.

3. As leaders, we must promote career lifelong learning by prioritizing leader development and ensuring subordinate leaders are well rounded, challenged, and allowed to maximize professional development, education, and experiential opportunities. The TRADOC Civilian Leader Development Program ensures continuous development of our civilian force through

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the following: Civilian Education System; Supervisor Development Course; Senior Enterprise Talent Management Program; TRADOC Senior Leader Development Program; Army Civilian Training, Education, and Development System; career program training opportunities; and other advanced leadership training and competitive professional development training opportunities. The various programs are outlined in the enclosure, Civilian Workforce Development Programs.

4. Civilian employees must actively manage their careers and pursue lifelong training, education, and professional development opportunities consistent with their organization's mission and their personal career goals. Employees should collaborate with their supervisors in assessing competencies, identifying and closing competency gaps, and developing, maintaining, and enhancing their competencies, knowledge, skills, and abilities in alignment with organizational plans and goals in support of their personal career objectives and aspirations.

5. Mentoring and coaching is a fundamental responsibility of civilian and military leaders. It is an effective way to create opportunities for open communication between senior members of an organization, as well as for assimilating newcomers into an organization's culture. Mentor partnerships offer opportunities to improve leadership and interpersonal and technical skills for the mentor and protégé. If today's leaders do not adequately develop their subordinates through personal example, counseling, and mentorship, then we have not succeeded in preparing for tomorrow's mission.

6. TRADOC Schools may develop a Greening Course. A Greening Course provides an opportunity to ensure teambuilding and sense of camaraderie among civilian and military members. If developed, a Greening Course should include basic instruction on military rank, military courtesy, chain of command, activities' core missions, and history, along with other topics that will better assimilate newly hired Department of Army civilians with no previous military experience into our workforce. It should also be multi-faceted and include personal experience in operational and field exercise settings.

7. Activities are strongly encouraged to establish developmental/experiential opportunities for employees at all grade levels. Career broadening assignments enhance competencies by giving employees opportunities to perform duties in other occupational, functional, or organizational elements. The experience gained through developmental assignments enhances employees' understanding of the mission and other operations, systems, and organizational relationships. The length of assignments may vary, but should have well-defined learning objectives and be established in conformance with all applicable civilian personnel management rules and regulations.

8. The Army Career Tracker (ACT) is an integral component of the Army Learning Model 2015 and the Army Campaign Plan. In addition, it is TRADOC's approved civilian career development tool for individual development plans (IDPs). All TRADOC civilian employees

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must have an IDP. The ACT IDP should be supervisor approved and reviewed during mandatory midpoint and annual performance reviews. For those positions that require a different form of IDP (e.g., Acquisition), supervisors should ensure IDPs conform to career field requirements. Additional information can be found at <https://actnow.army.mil>.

9. All TRADOC leaders must make civilian leader development a top priority. I charge commanders and senior civilian leaders to initiate review of your eligible candidates now to plan for future nomination opportunities. Developing civilian leaders is an investment in the future.

10. This policy is effective until superseded or rescinded.



DAVID G. PERKINS
General, U.S. Army
Commanding

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Civilian Workforce Development Programs

1. **TRADOC Senior Leader Development (SLD) Program.** The SLD Program prepares GS-13 through GS-15 or equivalent-level employees for key leadership positions. It is centrally funded and managed as a competitive 2-year program that targets 10 TRADOC participants per fiscal year. The SLD Program includes advanced leadership training, experiential assignments, and a structured mentorship assignment. The SLD Program does not require a mobility agreement. However, participants must complete a Continued Service Agreement.

2. **TRADOC Intermediate Leader Development (ILD) Program.** The ILD Program develops mid-level GS-11 through GS-13 or equivalent-level employees to master the knowledge, skills, and abilities required to broaden their capabilities and competencies, while providing organizations with a pool of future leaders. It is centrally funded and managed as a competitive 24-month program that targets 20 TRADOC participants per fiscal year.

3. **Civilian Education System (CES).** Civilian Education System (CES) courses are targeted toward specific civilian grades and equivalent pay bands. CES courses are provided through blended learning (distributed learning (DL) and resident instruction). TRADOC 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, to include appropriated fund (AF), non-appropriated fund (NAF), local nationals, and federal wage system (FWS). Military members, term and temporary employees, and non-Department of Army employees must be funded by their parent organization. Pay band and FWS employees should contact their servicing Civilian Personnel Advisory Center for equivalent grade determination. The courses consist of:

a. Foundation Course: Required for all interns and new Army civilians (GS-01 – GS-15) hired after 30 Sep 06.

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

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

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

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

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

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

h. Supervisor's Development Course (SDC):

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SDC is a mandatory Web-based course for all military and civilian supervisors of Department of Army civilians (DAC). TRADOC military and civilian supervisors of DAC employees are required to complete supervisory training during their first year of supervision (i.e., supervisory probationary period). In accordance with reference 1d (in the memo), 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.

4. 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, and/or supervisory experience. Course credit does not count as a 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(s) the employee has already completed.

For more information and to learn about the CES course opportunities, visit the Army Civilian Training & Leadership Development site (<http://www.civiliantraining.army.mil/Pages/Homepage.aspx>).

5. 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 and be evaluated and/or competitively selected for participation in one or more of the SETM/ETM program modules. Selection for SETM/ETM modules are 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. Currently, SETM/ETM programs consist of nine modules:

a. Enterprise Placement Program (EPP) and Designation as an Army Enterprise Employee (AEE). 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. EPP enables designated AEEs to be eligible to be considered for placement in a position of greater scope and responsibility through one of two options:

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(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. **Projected-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 a “broadening” experience to the participant. 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. Upon 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. SETM-TDY is centrally funded.

c. **Senior Service College (SSC).** SSC is the apex of Army professional development and prepares Army senior civilians for positions of significant responsibility in the Department of Defense (DOD) and Department of the Army. 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 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. 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 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 continuation of service agreement (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). 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.

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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 civilian 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.** 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 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 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 and 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 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.

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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 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.

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).

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

7. **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 Reserved 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.

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

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

10. **Harvard University Program for Senior Executive Fellows (SEF).** This 4-week highly competitive program targets Army civilian managers at the GS-14/15 or

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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.

11. **Army Congressional Fellowship Program (ACFP).** This 18-month consecutive competitive program targets GS-11 through GS-14 or equivalent level. 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.

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

13. **Senior Leader Seminar (SLS): Senior Leader Development.** The SLS is a 1-week seminar designed to enhance the education of select Army colonels (generally 23-26 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, and staff officers for general officers and senior civilian leaders. Uniform service members are selected via invitation only. SLS is centrally funded.

For more information and to learn about the opportunities available through ACTEDS Advanced Leadership Training and Competitive Professional Development Training opportunities, visit <http://cpol.army.mil/library/train/catalog/index.html>.