THE UNITED STATES ARMY

Civilian Acculturation

HANDBOOK

JUNE 2014

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FORWARD

WELCOME TO THE ARMY CIVILIAN CORPS

Congratulations! I am excited to have you on the Army team. As a member of the Army Profession, you are important to the Army and its mission. This handbook will help your transition into the Army Civilian Corps. It acquaints you with the organization, expectations, traditions and culture of the Federal Civil Service and the United States Army and is a reference tool to have at your fingertips.

Since 1775, Army Civilians have been indispensable members of the Army Profession. You provide expertise, continuity, stability, and leadership in every major Army organization. Army Civilians are committed to the Army mission: to shape, fight, and win our wars. Army Civilians have assumed increased levels of responsibility and greater authority. During periods of conflict, some Army Civilians volunteer to deploy to war zones, often assuming risks similar to Soldiers in combat sustainment roles. The Army Civilian Corps currently is 300,000, individuals serving in more than 500 occupational fields spanning 31 career programs in organizations around the world.

Army Civilians take the same Oath of Office as Army Officers and members of Congress, solemnly pledging to support and defend the Constitution of the United States. Army Civilians are expected to perform their duties to the same standard of ethical conduct as Soldiers - embodied in the Army Civilian Creed, Army Values, and the Code of Ethics for Government Service. Regardless of your position, it is a privilege to be an Army Civilian, providing honorable service to the Nation.

We are proud to have you as part of the Army team and a member of the Army Civilian Corps. As an Army Civilian, I charge you to demonstrate technical competence, character, and commitment in everything you say and do. Thank you for your service as you begin this new and exciting chapter of your career.

KARL F. SCHNEIDER
Principal Deputy Assistant Secretary of the Army
(Manpower & Reserve Affairs)

CHAPTER 1: THE ARMY CIVILIAN CORPS

The Army Civilian Corps was established on June 19, 2006, by the Honorable Francis J. Harvey, former Secretary of the Army and General Peter J. Schoomaker, former Chief of Staff of the Army. The Army Civilian Corps embodies the commitment of dedicated individuals who serve as an integral part of our Army team. Army Civilians have a 230-year record of service and are a critical component of the Total Army Force Structure.

The Army Civilian Corps consists of experienced civilian personnel committed to serving the Nation. Army Civilians fill positions on Army staffs and sustain base operations that would otherwise have to be filled by military personnel. They provide mission-essential capability, stability and continuity during war and peace in support of the Nation. It's a mission that Army Civilians take personally.

Go to this website to watch an inspiring video about the Army Civilians Corps: http://cape.army.mil/civilians.php.

THE HERITAGE OF THE ARMY CIVILIAN CORPS

Civilians have been working alongside Soldiers since the Revolutionary War when they were hired as skilled tradesmen, laborers and transportation workers or served as teamsters to move supplies, artillery, and weapons. Normally, they filled jobs that were non-military in nature. Wherever the Army has Soldiers, odds are Army Civilians are there too. Without them, the Army would be required to assign Soldiers to perform various support functions. Civilians even deploy with military units during times of national emergency. Their history of loyal support and service is remarkable. The Army Civilian of yesterday, today, and tomorrow, is and remains an integral member of the Army team, one of four separate but vitally linked components or, as Army terms them, cohorts. These cohorts are: Commissioned Officers, Warrant Officers, Noncommissioned Officers (NCOs) and Civilians.

During World War I (WWI) and World War II (WWII), Army Civilians made significant contributions. Though documentation is sparse leading up to WWI, during WWI, Quartermaster Corps reports showed civilian employment increased by more than 300% after the outbreak of the war. Similarly, while the Ordnance Corps reported having 96 Civilians on board prior to the war, that number grew to 1,600 Army Civilians by 1917. Again, the Soldier/Civilian teamwork prevailed, especially during wartime. Incidentally, early in the war, the Army introduced a "personnel classification" scheme, the first of its kind that attempted to match the capabilities of its individual members with appropriate civilian jobs.

Army civilian strength steadily rose during WWII from 137,000 in the prewar year of 1940 to 1,188,000 in 1945. Those Civilians served with distinction in research and development, intelligence, logistics, communications, and medicine, as well as many other areas.

In 1948, the Secretary of the Army's annual report recognized the importance of Army Civilians. The report stated:

> *"In every phase of its operations, the Army is dependent to a great extent upon the support of its corps of civilian workers. From manufacturing to the highest levels of policy-making, these men and women – 'Soldiers without uniform' – are engaged in fundamental tasks of the Army."*

The report further expressed concerns over the difficulty of obtaining qualified and loyal personnel to perform the diverse tasks required to support the Army.

After WWII, the Army built a strong, highly regarded, civilian personnel management program in the federal government. As the corps of civilian workers grew, the need for progressive and sequential leadership training escalated. The first two civilian career programs, Civilian Personnel Administration and Comptroller, were established in 1959. The Army was a federal service pioneer in creating a structured career management system, and subsequent programs served as forerunners for Defense-wide programs and information sources for other federal agencies.

By the 1970s, the Army's historical records made a positive shift in giving increased attention to Army Civilians. The Army's annual historical summaries generally focused on administrative and personnel management data such as personnel strength, new personnel policies and programs, civilianization of military positions, high grade controls, etc. Starting in 1976, however, statements on the importance of Army Civilians began to appear.

In 1991, civilian manpower strength was at 435,195 (23 percent of the total force) with over 3,000 Army Civilians deployed to Southwest Asia in support of Operation Desert Shield/Storm. Deployed Civilians maintained and repaired Army equipment on the ground. Hundreds of other Army Civilians performed myriad duties in support of the Gulf War such as acquiring, transporting, and maintaining supplies, combat material and spare parts to providing expert technical assistance on weapons and equipment operation. Army Civilians ultimately proved to be an integral part of the largest logistical support operation undertaken by United States Forces since WWII, and ensured success beyond initial expectations.

In recent times, Army Civilians have participated in many deployments – Bosnia, Hungary, Macedonia, Kosovo, Kuwait, Iraq and Afghanistan – in support of the Nation's defense commitments. While deployed, they performed: equipment maintenance; engineering; auditing; morale, welfare, and recreation activities; safety, human resources and personnel management; and other sustainment related functions. From applying armor kits to Army wheeled vehicles, to installing electronic devices and tracking systems for logistical vehicles, to issuing new individual equipment to Soldiers, the continuing operations in Afghanistan and Iraq could not be sustained without the support of Army Civilians and contractors. The message is clear - the Army is committed to doing all it can to support the deployed Soldier, and Army Civilians are doing all they can to meet that commitment.

Army Civilians have deployed in support of military operations on many occasions throughout history but never to the degree that it has recently. With the drawdown of our military force in

recent years, the role of Army Civilians has become increasingly critical to our ability to successfully accomplish our missions. It has become necessary to develop ways to do more with less, and the traditional image of Army Civilians as strictly support personnel located at the rear of ongoing military operations is continually changing. As the size of the uniformed Army has decreased, many of the former Soldier positions in the policy, acquisition, force design, force generation, and force sustainment have transitioned into Army Civilian Corps positions. Army Civilians, as well as civilian contractor personnel, are being deployed with our Soldiers in military, humanitarian and restoration efforts.

On January 23, 2009 the Defense Department established a Department of Defense (DoD) Civilian Expeditionary Workforce to ensure that American Civilians are equipped to deploy overseas in support of the worldwide military missions. The intent of the program is to maximize the use of civilian workforce to allow military personnel to be fully utilized for operational requirements. The signing of the DoD Directive 1404.10 states that selected Civilian employees of the DoD will be asked to sign agreements stating that they will voluntarily deploy in support of military missions for up to two years.

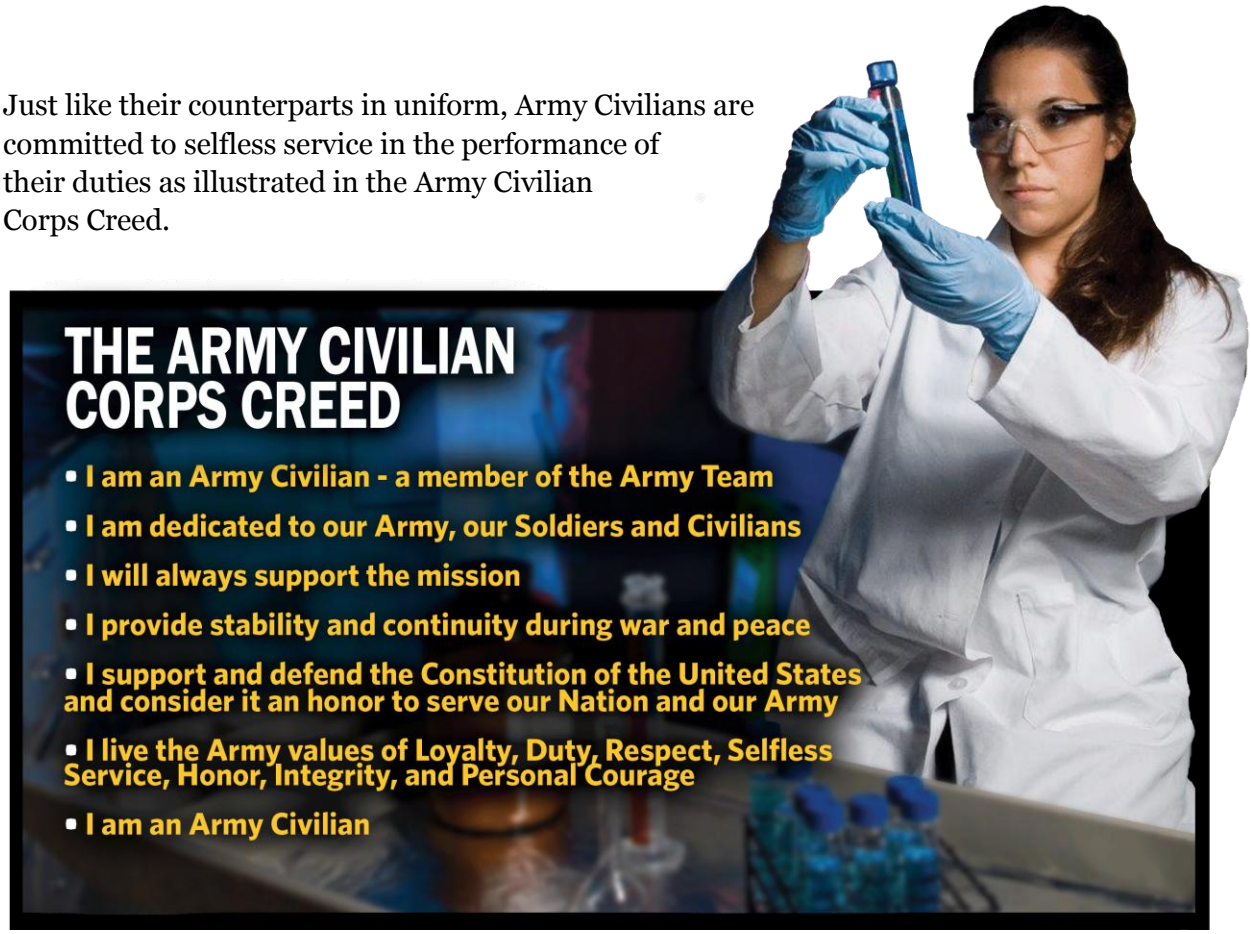
Civilian employees deployed worldwide continue to provide critical technical, logistical, and maintenance support to military units. Many of these Civilians have equipment, supply, telecommunications, and quality assurance specialties. Besides these functions, Civilians fill other very important roles in forward support of our military troops. Some of those areas of support include intelligence gathering, realty services, physical security, contract management, automation support and engineering. Army Civilians are also being deployed in support of morale and welfare programs that provide recreational activities, sports, and continuing education opportunities for our deployed Soldiers.

As the Army becomes smaller and more dependent on technology, dedicated Civilians support America's Army superbly -- at home, with overseas forces, and in contingency operations across the globe. Army Civilians possess skills that are critical to the Army's success and make vital contributions to the Nation's defense. They are irreplaceable members of the Army team. Army Civilians continue to write a proud and lasting legacy in support of our Nation’s defense.

The formal establishment of the Army Civilian Corps offered new avenues for the transformation, identification and integration of our Army Civilians as full partners with Army Soldiers. The Army Civilian Corps is supported by an Army Civilian Corps Creed. The Civilian Corps Creed is defined as a brief authoritative, doctrinal formulation of the principles, rules, opinions and precepts formally expressed and seriously added to and maintained. The Civilian Corps Creed reflects the war fighting spirit, commitment and ethos of our Civilian Soldiers to our Army and our Nation. It also helps to provide a level of purpose for the Army Civilian Corps.

THE CIVILIAN CREED

Just like their counterparts in uniform, Army Civilians are committed to selfless service in the performance of their duties as illustrated in the Army Civilian Corps Creed.



OATH OF OFFICE

Article VI of the United States Constitution stipulates, "The senators and representatives… and the members of the several state legislatures, and all executive and judicial officers, both of the United States and of the several states, shall be bound by oath or affirmation, to support this Constitution…"

Becoming an employee of the federal government, within any of the civilian employment systems, brings with it special responsibilities. Civilian employees are part of the executive branch of the federal government and work for the American people. Their loyalty to the government is a fundamental requirement of federal employment. Federal employees also have an obligation to the public, as they are often entrusted with work that is financed by taxpayers' dollars. Swearing or affirming an oath of office demonstrates a clear understanding of that sense of loyalty, as well as an acceptance of the trust bestowed by the public.

They are identical for congressional persons and United States Civilians, with only slight differences for US military officers and enlisted Soldiers. Accepting this oath is a serious

matter; it demands that all appointees fully recognize they are undertaking a solemn obligation and pledge their utmost loyalty to the United States. The oath is legally binding – violations can serve as a basis for criminal prosecution.

The oath may only be administered by United States citizens who are specifically delegated this authority.

CONGRESSIONAL AND CIVILIAN OATH OF OFFICE

> "I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God."

SENIOR EXECUTIVE SERVICE

The only Army Civilian Corps category that has an established insignia is that of the Senior Executive Service (SES). The SES was created by the Civil Service Reform Act of 1978. Congress designed the SES to be an elite corps of managers charged with running the Federal Government. The SES was set up as a separate, gradeless personnel system – distinct from the competitive and excepted services whose positions are classified above the GS-15 level of the GS.

An executive may enter the SES as a career appointee, noncareer appointee, or limited term appointee. Careerists make up the great majority of the Army's SES. Noncareer executives serve at the discretion of the appointing authority. In the Army, senior executives are the counterparts of general officers. To find out more information about SES see http://cpol.army.mil/library/permiss/6413.html.

The SES positions are sorted into three tiers based upon the position characteristics. The hierarchy resembles the General/Flag Officer.

- Tier 1 – Equivalent to a 1 Star General. These positions generally involve intra-Component/agency participants. The latitude and responsibility, as indicated by the degree of policy and decision-making authority, typically include Component/agency-level only.

- Tier 2 – Equivalent to a 2 Star General. These positions generally involve multi-Component or intra-Component/agency participants. The latitude and responsibility, as indicated by degree of policy and decision-making authority, typically include Component/agency-level only.

- Tier 3 – Equivalent to a 3 Star General. These positions are complex and multi-

Component, multi-function, multi-national or joint interactions. They have the most significant levels of latitude and responsibility, as indicated by degree of policy and decision-making authority. The impact is extraordinary, tangible and substantially furthers Department, Component and/or agency objectives and strategic goals.

CHAPTER 2: THE ARMY PROFESSION

This chapter discusses the Army Profession. It is important to understand the Army Profession as you continue your journey of becoming a certified Army professional. The Army has a dual nature—it is a military department of the United States Armed Forces and a military profession. As one of the Nation's armed services, it carries out the missions assigned by the President of the United States, as the Commander in Chief, in accordance with the law and the intent of Congress. As a unique military profession, the Army is built upon an ethos of Trust, which buttresses four other essential characteristics of the Army Profession: Military Expertise, Honorable Service, Esprit de Corps, and Stewardship.

WHAT DOES IT MEAN TO BE A PROFESSION?

A profession is a trusted, self-policing, and relatively autonomous vocation whose members develop and apply expert knowledge as human expertise to render an essential service to society in a particular field. Typically, a profession has five aspects:

1. Professions provide a unique and vital service to the society served. One it cannot provide itself.
2. Professions provide this service by applying expert knowledge and practice.
3. Professions earn the trust of the society because of effective and ethical application of their expertise.
4. Professions self-regulate; they police the practice of their members to ensure it is effective and ethical. This includes the responsibility for educating and certifying professionals.
5. Professions are therefore granted significant autonomy and discretion in their practice of expertise on behalf of the society.

THE US ARMY AS A PROFESSION

The Army is a trusted profession because of the expert work it produces, because the members of the Army develop themselves to be professionals, and because the Army certifies them as professionals. The American people trusts the Army to perform the missions assigned to it in accordance with The Constitution of the United States. The Army Profession plays a vital role as a member in the joint community and other government services that dedicate themselves to serving the United States. Army professionals pursue a noble calling and render honorable service. They are privileged to provide for the common defense of the American people, operate to prevent conflict, shape operational environments, and win the Nation's wars.

The Army Profession: A unique vocation of experts certified in the design, generation, support, and ethical application of landpower, serving under civilian authority and entrusted to defend the Constitution and the rights and interests of the American people.

Army Professional: A member of the Army Profession who exemplies the Army's professional criteria in the areas of competence, character, and commitment.

The professional responsibilities of Soldiers and Army Civilians include:

- Preserve the trust and confidence of the American people and fellow Army professionals by sustaining the five essential characteristics of the profession (Trust, Military Expertise, Honorable Service, Esprit de Corps, and Stewardship).
- Advance our expert knowledge, skills, and abilities in unified land operations, develop every Army professional in competence, character, and commitment.
- Strengthen our honorable service and demonstrate our strength of character by living in accordance with the Army Values and the Army Ethic. These values and principles are the basic moral building blocks of our profession. Army professionals are individually responsible for developing and maintaining moral character and competence, on and off duty, while following their own personal commitment to work that is more than a job — a calling to serve in the defense of the Nation.
- Create and sustain a positive working environment, increase collaboration and teamwork to build cohesion, and foster pride in our profession's winning spirit through esprit de corps.
- Through stewardship, ensure the present and future development and effectiveness of the profession's people and resources. As stewards of this honorable profession, all Army professionals must not only police themselves but also fellow members of the profession.
- When faced with decisions and ethical dilemmas, have the personal courage to stand strong and choose an ethical, effective, and efficient course of action. Conduct yourself and hold each other accountable in a manner consistent with the Army Ethic and worthy of our professional status.

TWO COMMUNITIES OF PRACTICE

The Army Profession has two broad categories of professionals—uniformed military and non-uniformed members. Soldiers and Army Civilians comprise the two complementary and mutually supporting communities within the Army Profession: The Profession of Arms and the Army Civilian Corps.

THE PROFESSION OF ARMS

This category includes the Soldiers of the Regular Army (RA), the Army National Guard (ARNG), and the United States Army Reserve (USAR). Soldiers are volunteers who accept unlimited personal liability in the ethical application of landpower.

ARMY CIVILIAN CORPS

This category is comprised of the Department of the Army Civilian members of the Army Profession. Army Civilians provide expertise, continuity, and stability in virtually every major Army organization. Army Civilians contribute throughout the Army—including force design and generation, policy development, materiel acquisition, community and Family support, and a broad range of other vital roles and functions.

SOLDIERS

Soldiers may exit the Army before a full career, moving into the category of an Army veteran of honorable service or they may serve a full career and honorably retire. In both categories (veteran and retiree), they remain influential members of the profession as they assimilate back into civilian life and live among the citizens the Army serves. Army veterans and retirees extend their involvement and contributions to the Army Profession by volunteering in veteran support organizations. These organizations educate the public on the significance of the Army Profession and the service it provides to the Nation. Whether retiree or veteran, these men and women are Soldiers for life and should consider themselves as a living part of the profession and apply their service ethic throughout the remainder of their lives.

CONTRACTORS

Contractors are not members of the Army Profession; however, they provide valuable support and augmentation to the capabilities of the Profession of Arms and the Army Civilian Corps, both stateside and overseas. Hired under contractual terms for specific tasks of a specified duration, they provide essential skills and perform technical and administrative tasks that allow Army professionals to focus on their primary missions. Contractors are an important part of any current or future Army effort.

THE 5 ESSENTIAL CHARACTERISTICS OF THE ARMY PROFESSION: TRUST, MILITARY EXPERTISE, HONORABLE SERVICE, ESPRIT DE CORPS, AND STEWARDSHIP

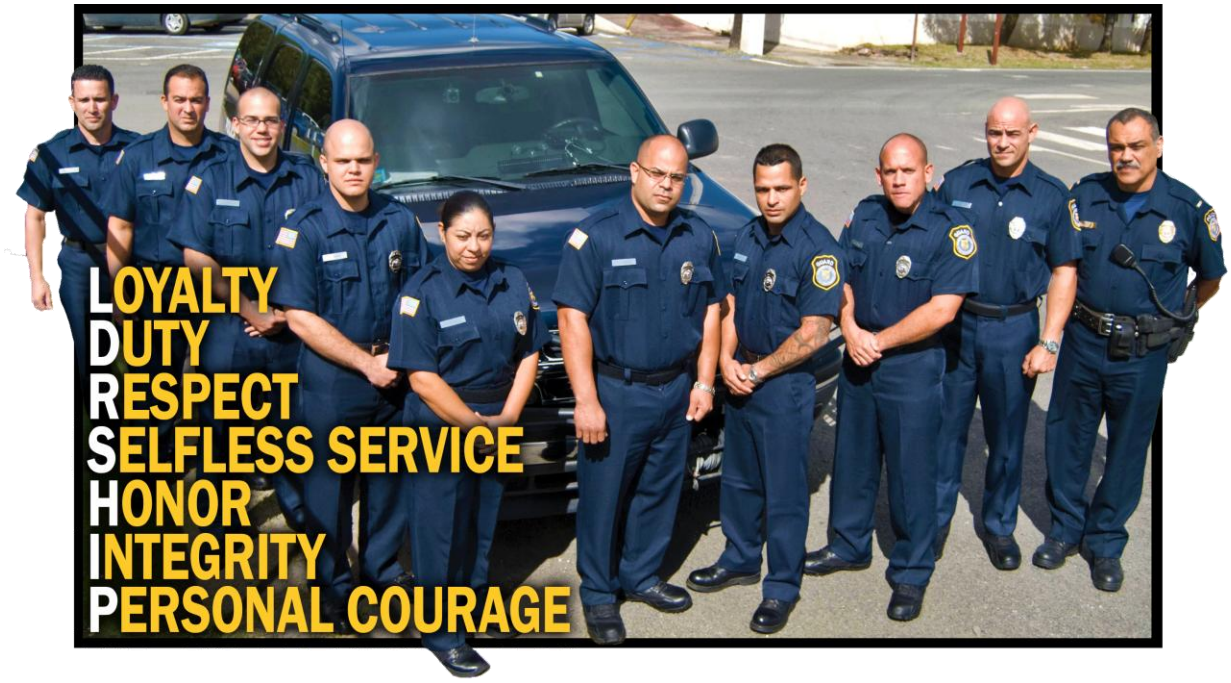
TRUST – THE BEDROCK OF OUR PROFESSION

Trust is “assured reliance on the character, ability, strength, or truth of someone or something.” It is the essence of being an effective Soldier or Army Civilian. Trust is the core intangible needed by the Army inside and outside the profession. The American people place special trust and confidence in the Army as a profession that considers service to the Nation its highest

priority. Trust is the bedrock of the Army's relationship with the American people. Our professional responsibility is to preserve this earned trust. Our moral obligation is not a product of social trust. It is the source of that social trust. Internal to the Army, individual trustworthiness creates strong bonds among Army professionals that serve as a vital organizing principle necessary for the Army to function as an effective and ethical profession. The Army's ability to fulfill its strategic roles and discharge its responsibilities to the Nation depends on:

- Trust between Soldiers
- Trust between Soldiers and Leaders
- Trust between Soldiers and Army Civilians
- Trust between Soldiers, their Families, and the Army
- Trust between the Army and the American people.

Building trust in an Army as diverse as ours begins with developing in each member of the Army Profession shared common values - the Army Values.



Trust begins as new Army Civilians and Soldiers enter employment with the Army and is reinforced throughout their period of service to the Nation. The Army Values become the catalyst to developing the trust between all members of the profession, and these values instill character traits needed in our daily lives.

TRUST BETWEEN SOLDIERS, CIVILIANS, AND LEADERS

Trust between members of the profession binds individuals into resilient units, but it cannot accomplish missions nor generate high levels of organizational effectiveness. That comes from the trust that Soldiers and Army Civilians have with their leaders. Trust between a superior and a subordinate is the second critical aspect of trust; without it, subordinates will not follow orders

or direction except from fear of consequences. That essential mutual trust must be built upon a foundation of shared moral-ethical and legal understanding, but cannot exist without respect, honesty, and candor. Competent leaders who are of good moral character, committed to mission accomplishment, treat everyone with dignity and respect, and care for the welfare and professional development of their subordinates create high-performance organizations. Accordingly, Army doctrine emphasizes building trust up and down the supervisory chain (referred to as the Chain of Command). As you build upon your own knowledge, skills, abilities (competence) and demonstrate both your character and commitment, your supervisor will trust you to perform with greater freedom of action and less supervision.

TRUST AMONG SOLDIERS, THEIR FAMILIES, AND THE ARMY

The Army is committed to Soldiers, Army Civilians, and their Families, providing a strong, supportive environment that enhances their strength and resilience. The trust between the Army and our Soldiers' Families is essential to preserving an all-volunteer force. We ask much of our Soldiers, Army Civilians, and their Families. In return, we need to provide a quality of life commensurate with the Soldier's and Army Civilian's service to the Nation.

TRUST BETWEEN THE ARMY AND THE AMERICAN PEOPLE

The Army is among the institutions held in highest confidence by Americans. Trust underwrites our relationship to the Nation and the citizens we protect. Without the confidence of the citizens, we could not maintain the all-volunteer force. Without the confidence of the President and Congress, we could not maintain the readiness required to fight and win. Army Civilians and Soldiers swear an oath to the Constitution, and do so freely, without compulsion or reservation. Americans place special trust and confidence in Soldiers and Army Civilians to serve the Nation before all other considerations. In return, Soldiers ask that their fellow citizens remember their sacrifice, not with tangible rewards, but with respect and appreciation for having done their duty.

TRUST BASED ON ADHERENCE TO THE ARMY ETHIC

The Army Ethic is the evolving set of laws, values, and beliefs, deeply embedded with the core of the profession's culture and practiced by its members to motivate and guide the appropriate conduct of individual members bound together in common moral purpose. The Army Ethic explains the nature of honorable service in the accomplishment of the mission; it expresses the standard and expectation for Army professionals to make right decisions and to take right actions in the performance of duty, and in all aspects of life.

Thus, the Army Ethic establishes an ethical standard for the institutional and operational Army while providing motivation and inspiration for Army professionals to conduct themselves, and to hold each other responsible, in a manner worthy of their professional status, sustaining trust with the American people. Importantly, the Army Ethic explains why Army professionals conduct themselves professionally and ethically instead of just explaining the "what and how" of professional conduct.

Our ethic emphasizes, motivates, and informs stewardship within the Army Profession: caring for and developing subordinates, peers, and leaders in competence, character, and commitment; safeguarding and maintaining property; and exercising proper and disciplined use of resources.

Living by the Army Ethic reinforces trust among Soldiers, Army Civilians, Army Families, and with the American people.

THE ARMY ETHIC:

- Informs and inspires Army professionals in making right decisions and taking right actions in the conduct of the mission, in the performance of duty and in all aspects of life.
- Drives character development and professional certification.
- Inspires shared professional identity.
- Guides the Army Profession in the ethical design, generation, support, and application of landpower (Honorable service in defense of the American people)
- Motivates stewardship of the Army Profession.

THE ARMY ETHIC INFORMS, MOTIVATES, AND INSPIRES ARMY PROFESSIONALS TO:

- Seek to discover the truth, decide what is right (ethical, effective, efficient), demonstrate the character, competence, and commitment to act accordingly.
- Live by the Army Ethic in the conduct of the mission, in the performance of duty and in all aspects of life.
- Stand Strong as stewards of the Army Profession to uphold the Army Ethic -- prevent misconduct and do what is right to stop unethical practices.

MILITARY EXPERTISE – OUR APPLICATION OF LANDPOWER

Our military expertise as a profession is the design, generation, support, and ethical application of landpower. This is our contribution to the defense of our Nation. The Army, like other professions, applies its collective knowledge using the individual competence, character, and commitment of its members and organizations, developed through extensive education, training, experience, and self-development. Like other professions, we certify individuals and organizational competence. Our professional responsibility is to continually advance our expert knowledge and skills in each of these four fields:

- Military-Technical: How the Army applies landpower to accomplish the mission.
- Moral-Ethical: How the Army accomplishes the mission in the right way according to the values of the American people.

- Political-Cultural: How the Army understands and operates in a multi-cultural, complex world.
- Leader/Human Development: How the Army recruits, develops, and inspires Army professionals.

You may ask how the essential Army Profession characteristic of military expertise applies to you, as an Army Civilian. In the performance of your duties you will contribute directly or indirectly to the accomplishment of the Army mission. Without the contributions of Army Civilians in many critical roles, our Army could not acquire new capabilities or sustain current military readiness.

HONORABLE SERVICE – OUR NOBLE CALLING TO SERVE THE NATION

The Army exists as a profession for one reason: to serve the Nation by supporting and defending the Constitution in a way that upholds the rights and interests of the American people. This is the basis for the Army Ethic, which is the core moral framework that defines what it means to serve honorably. In joining the Army Profession, swearing by Oath their "true faith and allegiance" to the Constitution, Soldiers dedicate themselves to honorable service, foregoing some of the rights of their fellow citizens. Most importantly, they relinquish the "right" to make decisions or to take actions that violate the Army Ethic. Army professionals do not engage in or tolerate acts of misconduct or unethical decisions. Actions such as sexual harassment, sexual assault, and hazing are dishonorable and contrary to the Army Values and the Army's Professional Ethos, and destroy both trust and esprit de corps. Our professional responsibility is to strengthen our honorable service by living the Army Values daily. These values are the basic moral building blocks of our profession.

ESPRIT DE CORPS – OUR WINNING SPIRIT

Esprit de corps is a French phrase that translates to "team spirit" in English. However, in the Army Profession, it means more than that. It is the winning spirit that emanates from the shared bonds of a cohesive, disciplined, highly skilled organization, a sense of unity, shared purpose, and pride in belonging to an honored profession. It is often associated with a high state of morale and is deeply rooted in the Army Profession's history, traditions, and culture. It is an intangible resilience, an indomitable spirit that is at the core of the Army Ethic and is broadly manifested in the ethos of Army units. To be successful in all our missions, we must have spirited and dedicated professionals who are committed to high standards of excellence, bonded together in cohesive units and organizations—a professional band of brothers and sisters. Our shared sense of purpose, strong bonds of loyalty and pride, and never-quit resolve enable us to accomplish even the most arduous mission.

STEWARDSHIP OF THE ARMY PROFESSION – CARING FOR SOLDIERS, ARMY CIVILIANS, AND RESOURCES

Stewardship is the responsibility of all Army professionals to ensure the profession maintains its five essential characteristics now and into the future. We continuously strive for excellence in the performance of duty, and to efficiently, effectively, and ethically manage the Army's

resources. The most important of our resources is our people. Leaders, as stewards of the profession, develop their subordinates by teaching, mentoring, coaching, and counseling, while ensuring they are properly trained and educated. At the same time, we safeguard and maintain Army property (equipment, facilities, and installations). Stewardship requires that Army professionals understand that their work is more than just a job; it is an office, and even further, it is not a physical office; rather it is a moral office. Army professionals accept this sense of office when they take their oath, which concludes with the language: "...and that I will well and faithfully discharge the duties of the office upon which I am about to enter." Army professionals are self-disciplined, conduct themselves in a manner consistent with the Army Values, and as public stewards provide selfless service, make transparent, impartial, and ethical decisions. The Army Profession demands that every Soldier, Army Civilian, and Family member "Stand Strong" by taking personal responsibility for their own behavior, for confronting unacceptable conduct, and for resolving any incident that demeans an individual's dignity and respect.

Go to this website to see Army Civilians epitomizing these characteristics http://cape.army.mil/civilians.php.

PROFESSIONAL CERTIFICATION PROCESS

The Army certifies the expertise of individuals and units. Certification of individuals occurs at different stages during their service and varies based upon the particular skill set. The Army is a profession of professions, some uniquely military and others with close civilian counterparts. Army Civilians are selected and hired for specific positions, based upon their documented talents and the potential they exhibit during the selection process.

Most Army Civilians are initially employed on a year probationary basis. The purpose of the probationary period is to provide the government with an opportunity to evaluate an individual's conduct and performance on the job to determine if an appointment to the civil service should become final (per 5 CFR 315.801 and 5 CFR 315.802). In parallel with, but distinct from the probationary process, is the supervisor's and senior rater's assessment and recognition as an Army professional within the Army Profession, as evidenced by completion of the following:

- Successful accomplishment of performance standards identified in their appraisal support form
- Developed an Individual Development Plan (IDP) with the assistance of their supervisor
- Completed Civilian Education System (CES) requirements (e.g. Foundation Course)
- Completed Supervisor Development Course (SDC), if required
- Career Program specific training and education requirements, if applicable
- Completed Army required training

- Successful completion of the experiential onboarding model and all requirements set forth by their supervisor

By completing these items they have demonstrated the following criteria of the Army Profession:

- **COMPETENCE** is an Army professional's demonstrated ability to successfully perform his/her duties and to accomplish the mission with discipline and to standard.
- **CHARACTER** is an Army professional's dedication and adherence to Army Values and the Profession's Ethic as consistently and faithfully demonstrated in decisions and actions.
- **COMMITMENT** is the resolve of an Army professional to contribute honorable service to the nation, to perform his/her duties with discipline and to standards, and to strive to successfully and ethically accomplish the mission despite adversity, obstacles, and challenges.

Certification in the Army has two roles. For the Army Profession, certification demonstrates to the American people that the Army is qualified to perform its expert work effectively and ethically – thereby reinforcing trust with the Nation. For Army professionals, certification milestones also provide a sense of accomplishment. Examples include an outstanding performance appraisal, Commander's Award for Civilian Service, Time Off Award, Certificate of Achievement, or awarding of organization/commander's coin. These are major points of professional achievement, personal pride, satisfaction, and further individual motivation.

Individuals will continue to develop professional certification criteria through Army human resources career management and training programs. Some career fields have extensive legal and administrative standards for professional certification in competence, (e.g., Army Acquisition Corps members, lawyers, firefighters, nurses, etc.).

ARMY PROFESSIONALS AND THE NATION

All members of the Army Profession are sworn to support and defend the Constitution. That requires competent, intelligent, informed Army professionals of character, who know, understand, and are committed to living by and upholding the founding values and laws of our Nation. As Army Civilians, trusted members of the Army Profession, we have the extraordinary privilege and responsibility to uphold the Army Values embodied in the Army Ethic, to be role models of honorable service, to take personal pride in performing our duties to the best of our abilities, and by demonstrating our commitment to the Army mission and the welfare of our Soldiers and their Families. As members of the Army Profession, we are American citizens whose character is demonstrated every day, on and off duty, and to be stewards of both the profession and the public trust. By continually learning, through self-development, education, and training, we become certified Army professionals. When we strive for excellence and conduct ourselves in a manner worthy of being an Army professional, we will maintain trust between the Army Profession and the American people.

THE PROFESSION OF ARMS

The uniformed members of the Army Profession are called "Soldiers" and collectively referred to as the Profession of Arms. People around the world recognize the American Soldier as a symbol of the United States just as they do the White House or the Washington Monument. To American citizens, Soldiers are their sons, daughters, relatives, neighbors, and during disaster, their lifeline. To the Nation's allies, their presence signals an American commitment during a crisis. To potential enemies of the US, American Soldiers represent our means to seize and hold their vital territory, control populations and resources, and deliver the decisive blow. To US enemies, Soldiers impose a lethal dilemma; Soldiers complement American air and maritime power by overcoming the protective effects of terrain, weather, and noncombatants.

The Army recruits, selects and accesses, US citizens and permanent resident aliens. They voluntarily take an oath of unlimited obligation and commitment to support and defend the Constitution against all enemies, foreign and domestic, in service to the Nation. Whether they are enlisted Soldiers or officer candidates or cadets in pre-commissioning programs, they are transformed by emersion into the Army culture through intense initial entry training at Army training centers, the US Military Academy at West Point, or Reserve Officer Training Corps in hundreds of universities and colleges. At the completion of their initial entry training, new trainees have been transformed from aspiring professionals into physically fit, trained ready and resilient Soldiers and are certified by their commanders and schools as Army professionals who are then assigned to an Army unit in the Total Force. They may be members of the RA (which is commonly called Active Army), the USAR, or the ARNG. All enlisted Soldiers are continually professionally developed by their leaders, who are NCOs (i.e. sergeants), warrant officers and officers through training, education, and experience.

Each day, Soldiers reenlist, continuing their service to the Nation despite being in some of the most dangerous places on earth. Their reasons for continuing to serve vary as much as their ethnicity, gender, and beliefs. Their diversity becomes our strength because they all share a common commitment to the United States, formalized in the oath they take:

> *I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God.*

Through this oath, Soldiers affirm subordination to the Nation's elected civilian leadership and abstain from public political involvement. Soldiers voluntarily give up freedoms fellow citizens take for granted and become subject to military discipline and regulations. Soldiers accept unlimited liability in the service of our Nation. This becomes the foundation of our profession.

CHAPTER 3: THINGS EVERY ARMY CIVILIAN NEEDS TO KNOW

This chapter contains a variety of information that will be helpful in your day to day activities as an Army Civilian. It includes details from getting your Common Access Card (CAC) to topics that may be acceptable in the private sector, but are not acceptable in the Federal government. This information is provided to keep you out of trouble.

COMMON ACCESS CARD (CAC)

Your CAC is a government controlled ID that must be safeguarded at all times. Once you have your CAC, you will need to handle it with care because you will be using it often.

OBTAINING YOUR CAC

After your Notification of Personnel Action (NPA), also referred to as "SF50" is finalized, you must visit a Real-Time Automated Personnel Identification System (RAPIDS) site for issuance of your CAC. You can make an appointment at https://rapids-appointments.dmdc.osd.mil/(S(05n5pqa05euc010aodj3isk3))/appointment/default.aspx. Some offices may have walk in time available. When you go to the RAPIDS site, you must bring the following items:

Two forms of ID in original form. Both IDs must be among those listed on the I-9 Form . One of the IDs must bear a photo and be unexpired (for example, a passport or driver's license). See link for entire list: http://www.cac.mil/docs/i-9.pdf.

You will be required to select a six (6) to eight (8) digit number to use as a Personal Identification Number (PIN). Your PIN should not use a number derived from something easily known about you, such as part of your Social Security Number (SSN), birthday, anniversary date, telephone number, or address.

Be sure to print your full unclassified email address. If a work email address is not available, the card will be issue without an email address certificate.

USING YOUR CAC

Your CAC will offer a variety of functions depending on your component/command. While each component/command can tailor the functions of the card to meet its specific needs, the CAC is for identification and authentication. While specific information related to food service, training, dental, medical, physical/logical access is not stored on the card, the credential can be used to authenticate to such systems.

KEEPING YOUR CAC SECURE

You will need your PIN to access information stored on a CAC.

To protect the information on your CAC, you should never tell anyone your PIN or write it down where it can be easily found. Your PIN should be kept secure at all times, just like your SSN. If you enter the incorrect PIN three times consecutively, the card is designed to lock you out so you cannot access your information. You will need to go to the RAPIDS site to reset your PIN.

Any person willfully altering, damaging, lending, counterfeiting, or using these cards in any unauthorized manner is subject to fine or imprisonment or both. Unauthorized or fraudulent use of ID cards would exist if you used the card to obtain benefits and privileges to which you are not entitled. Examples of authorized photocopying include photocopying of DoD ID cards to facilitate medical care processing, check cashing, voting, tax matters, compliance with appendix 501 of title 50, U.S.C. (also known as "The Servicemember's Civil Relief Act"), or administering other military-related benefits to eligible beneficiaries.

MAINTAINING YOUR CAC

You can safely keep your CAC in a wallet or purse. You cannot, however, amend, modify, or overprint your CAC. No stickers or other adhesive materials are to be placed on either side of an ID card as well. You can also photocopy a CAC without damaging it, but any person willfully altering, damaging, lending, counterfeiting, or using these cards in any unauthorized manner is subject to fine or imprisonment or both.

REPLACING YOUR CAC

If you lose your card, you shall be required to present documentation from the local security office or CAC sponsor confirming that the CAC has been reported lost or stolen. This documentation must be scanned and stored in the Defense Enrollment Eligibility Reporting System (DEERS). You will need to go to the RAPIDS site to get another CAC card.

CHANGING YOUR CAC PIN

If you forget your PIN, go to the nearest issuance site, where you will be given the opportunity to prove that you are the owner of the CAC by matching your fingerprint against the fingerprint that was stored on DEERS when you were issued the card. If your fingerprint matches successfully, you can select a new PIN. Currently, there is no capability to reset your PIN remotely.

RENEWING YOUR CAC

If your CAC expires and you are eligible for a new CAC, you should make an appointment and go to the nearest RAPIDS site and obtain your new CAC. For your convenience, CACs can be brought in for renewal up to 30 days in advance of the expiration date.

RETURNING YOUR CAC

All ID cards are property of the US Government and shall be returned upon separation, resignation, firing, termination of contract or affiliation with the DoD, or upon any other event in which the individual no longer requires the use of an ID card.

To prevent any unauthorized use, ID cards that are expired, invalidated, stolen, lost, or otherwise suspected of potential or actual unauthorized use shall be revoked in DEERS, and the Public Key Infrastructure (PKI) certificates on the CACs will be immediately revoked.

For more information about CAC, please refer to http://www.cac.mil/.

PERSONALLY IDENTIFIABLE INFORMATION (PII)

PII is any information about an individual which can be used to distinguish or trace an individual's identity such as name, social security number, date or place of birth, mother's maiden name, and biometric records. This information can be in hardcopy (paper copy files) or electronic format stored on computers, laptops and personal electronic devices and found within databases. This includes, but is not limited to, education records, financial transactions, medical files, criminal records or employment history.

It is your responsibility to protect PII. Any email that contains PII must be sent encrypted.

A breach/compromise incident occurs when it is suspected or confirmed that PII is lost, stolen or otherwise available to individuals without a duty related, official need to know. This includes, but is not limited to, posting PII on public-facing websites; sending via email to unauthorized recipients; providing hard copies to individuals without a need to know; loss of electronic devices storing PII; use by employees for unofficial business; and all other unauthorized access to PII.

For more information see, Memorandum, OMB, M-07-16, 22 May 2007, subject: Safeguarding Against and Responding to the Breach of Personally Identifiable Information at http://www.whitehouse.gov/sites/default/files/omb/memoranda/fy2007/m07-16.pdf.

OPERATIONS SECURITY (OPSEC)

OPSEC in an analytical process of identifying critical information of military plans, operations, and supporting activities and the indicators that can reveal it, and then developing measures to eliminate, reduce, or conceal those indicators. OPSEC is a continuous process and an inherent part of military culture. It must be fully integrated into the execution of all Army operations and supporting activities. Know who your unit, activity or installation OPSEC officer is and contact them with any questions or concerns on OPSEC-related topics.

OPSEC is everyone's responsibility and must be practiced daily. You need to know and protect your unit's critical information and implement the OPSEC measures determined by your commander. Ensure you are processing, storing, and transmitting classified information no higher than the approved accreditation level of the computer system you are using. Use available encryption features when emailing messages that contain sensitive and For Official Use Only (FOUO) information. Be extremely careful of what you and family members post on Social Network Sites. Also destroy all work or personal paper products using a crosscut shredder. Our enemies are watching the internet and they go through the trash.

Failure to properly implement OPSEC measures can result in serious injury or death of our personnel, damage to weapons systems, equipment and facilities, loss of sensitive technologies and mission failure.

GOVERNMENT COMPUTER USE

While using a government computer keep the following items in mind:

Computer systems may be monitored for all lawful purposes, to ensure that their use is authorized, management of the system, facilitate protection against unauthorized access, and to verify security procedures, survivability, and OPSEC. Unauthorized use of a DoD computer may subject you to criminal prosecution. Evidence of unauthorized use collected during monitoring may be used for administrative, criminal or other adverse action.

You have the responsibility to safeguard the information contained on the classified and/or unclassified network from unauthorized or inadvertent modification, disclosure, destruction, denial of service, and use. Ensure that classified data is not put on an unclassified system or a lower-level classified system (i.e., TOP SECRET data on a SECRET system).

You are not authorized the use of communication systems which adversely reflect on the Army. Examples include sexually explicit email or access sexually explicit websites, pornographic images, or virtual computer-generated or otherwise pornographic images; chain email messages; unofficial advertising, soliciting, or selling via email; or subversive and other uses that are incompatible with public service. You can't use the communication system for unlawful activities, commercial purposes, or in support of for-profit activities, personal financial gain, personal use inconsistent with DoD policy, personal use that promotes a particular religion or faith, or uses that violate other Army policies or laws. This may include, but is not limited to, violation of intellectual property and copyright laws, gambling, support of terrorist or subversive activities, and sexual or other forms of harassment. You are not authorized to send political transmissions, to include transmissions that advocate the election of particular candidates for public office. You may not open, send or forward items known or suspected of being malicious (such as spam, phishing, viruses, and Trojan horses).

DoD and Army policies prohibit connecting unauthorized information systems to the network, and prohibit conducting official business on personnel owned devices that do not meet Army standards and certification requirements.

Your CAC allows you to digitally sign emails so recipients can verify that you are the sender and the information was not altered in transit. Your CAC also protects sensitive information in emails and computer files by allowing you to encrypt them. Your CAC is a physical piece of Information Assurance/Cyber Security and is tightly bound to your online identity. Therefore, it must be protected at all times, even when not in use. Remove you CAC whenever you step away from your computer and ensure that the lock out screen appears on your workstation before leaving it unattended.

Phishing is a major issue for Army. Phishing is an illegal activity to trick people into divulging sensitive information, such as bank and credit card accounts. Typically, this is accomplished by sending an email that looks as if it is from a legitimate organization, but contains a link to a fake website that replicates a real one. You need to be aware of the threat. You should never open an unsolicited email from an unknown source because they are potentially dangerous to your computer and the network. Always be sure an email is legitimate before clicking any links or attachments, and never click any links or attachments that were received in an email that was not digitally signed.

GOVERNMENT TELEPONE USE

The use of a government telephone system is limited to official business and other authorized uses. Authorized use of communication systems includes brief communication made by DoD employees while they are traveling on government business to notify Family members of transportation or schedule changes. Authorized use also includes personal communications from the DoD employee's workplace that are made while at the workplace (such as, checking in with spouse or minor children; scheduling doctor, auto, or home repair appointments).

Unauthorized use of a government telephone may subject you to administrative, criminal, or other adverse action.

Before you dial a commercial long distance number, check to see if there is a Sensitive, but unclassified voice network (SBU) available. The SBU voice network, formally known as the Defense Switch Network (DSN) is cheaper than a commercial call. Many government offices have a DSN number. It is the preferred telecommunication means.

Make sure you do not discuss classified information on an unsecure telephone. Also if you are outside of your work area and receive a work call or are talking about work, be mindful of your surroundings and do not discuss critical information. Always think about OPSEC.

GOVERNMENT TRAVEL CHARGE CARD (GTCC)

The GTCC provided travelers with safe, effective, convenient, and commercially available method to pay for expenses associated with official travel. The DoD policy is that the Government –sponsored, travel card must be used to pay for all official travel expenses while on

temporary duty (TDY). Personal use of the travel card or using the travel card to pay for someone else's travel expenses is prohibited. The use of the travel card for non-official expenses may result in disciplinary actions.

Travelers may be reimbursed for automated teller machine (ATM) expenses associated with official travel (i.e., withdrawal fees, access fees). Cash withdraws should be limited to mission requirements.

MERIT SYSTEM PRINCIPLES

Personnel management and hiring process is based on and embodies the Merit System Principles. The Merit System Principles are the public's expectations of a system that is effective, fair, open to all, free from political interference, and staffed by honest, competent, and dedicated employees. As the Department of Army experiences continued change in the management of human resources (centralization, deregulation, delegation, etc.) it becomes increasingly important that line supervisors and managers incorporate the merit system principles into every decision process they use. The merit system principles are:

1. Recruit qualified individuals from all segments of society and select and advance employees on the basis of merit after fair and open competition which assures that all receive equal opportunity.

2. Treat employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights.

3. Provide equal pay for equal work and recognize excellent performance.

4. Maintain high standards of integrity, conduct, and concern for the public interest.

5. Manage employees efficiently and effectively.

6. Retain and separate employees on the basis of their performance.

7. Educate and train employees when it will result in better organizational or individual performance.

8. Protect employees from arbitrary action, personal favoritism, or coercion for partisan political purposes.

9. Protect employees against reprisal for the lawful disclosure of information in "whistleblower" situation (i.e., protecting people who report things like illegal and/or wasteful activities).

PROHIBITED PERSONNEL PRACTICES

Prohibited personnel practices are those things a Federal employee may not do. A Federal employee has personnel authority if they can take, direct others to take, recommend, or approve any personnel action. This includes appointments, promotions, discipline, details, transfers, reassignments, reinstatements, or any decisions concerning pay, benefits, training, and any decision to order psychiatric testing or examination. Recent changes to the law were made to protect Department of Defense veterans. People with personnel authority – managers and supervisors – are charged with avoiding prohibited personnel practices. They are:

1. Don't discriminate on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation.
2. Don't solicit or consider any personnel recommendation or statement not based on personal knowledge or records of performance, ability, aptitude, general qualifications, character, loyalty, or suitability.
3. Don't coerce an employee's political activity.
4. Don't deceive or obstruct any person with respect to such person's right to compete for employment.
5. Don't influence a person to withdraw from competition for the purpose of improving or injuring the prospects of another person for employment.
6. Don't grant any preference or advantage not authorized by law, regulation, or rule to any (employee or applicant for the purpose of improving or injuring the prospects of another person for employment).
7. Don't employ or advocate a relative.
8. Don't retaliate against a Whistleblower, whether an employee or an applicant.
9. Don't retaliate against employees or applicants who exercise their appeal rights, testify, or cooperate with an Inspector General or the Special Counsel, or refuse to break the law.
10. Don't discriminate based on actions not adversely affecting performance.
11. Don't violate any law, rule, or regulation implementing or directly concerning the merit principles.
12. Don't violate Veteran's Preference by taking or failure to take a personnel action. (National Defense Authorization Act for FY97)
13. Don't implement or enforce a nondisclosure agreement or policy lacking notification of whistleblower rights.

CHAPTER 4: THE ORGANIZATION OF THE ARMY

THE COMPONENTS OF THE ARMY

Now that you have an understanding about the Army Profession, it is important to learn about the components of the Army you are supporting. The United States Army is a large and complex organization. Title 10 of the United States Code (USC) establishes the basic structure of the Army as comprised of the Regular Army (RA), the U.S. Army Reserve (USAR) and the Army National Guard (ARNG). Soldiers and Army Civilians serve in, and contractors support, all three components.

THE REGULAR ARMY

The RA consists of Soldiers and Army Civilians supported by contractors. It is under the command of the President of the United States but service-specific matters are the responsibility of the Secretary of the Army, a civilian political appointee, exercised through the Chief of Staff of the Army. The forces of the RA include units of all types necessary for prompt employment of landpower. However, in any major war, the RA needs those units and capabilities maintained in the USAR and the ARNG.

RESERVE COMPONENTS (RC)

Traditionally, the RC provides the Army with the capacity to rapidly expand war fighting capability when needed. Over the last 20 years, the Army has relied more and more on the RC to meet demanding mission requirements in support of the National Military Strategy. In recent years, the Army has taken major steps to integrate the efforts of the Active Component (AC) and the RC, and today's power-projection force can only accomplish its missions through such integrated efforts.

The Reserve forces of the Army consist of two components: the ARNG and the USAR. The RCs–the ARNG and USAR–comprises nearly 50.5% of the Total Army's military force. The ARNG is currently structured with eight combat divisions and 28 Brigade Combat Teams. The ARNG has two RC Special Forces Groups which are part of United States Army Special Operations Command. The USAR is largely structured with Combat Support (CS) and Combat Service Support (CSS) units. These support units are absolutely essential for the Army's operating force. For example, the USAR provides the lion's share of the Army's medical, civil affairs, and psychological operations force capability.

THE UNITED STATES ARMY RESERVE

The Army's reserve force is also under the command of the President of the United States and only serves as a federal military force. Its members are Citizen-Soldiers who mobilize when

required and maintain a state of readiness with regularly scheduled training assemblies, usually one weekend a month and two weeks during the fiscal year. The USAR is also the Army's major source of trained individual Soldiers for augmenting headquarters and filling vacancies in the RA. The USAR provides a wide range of capabilities in response to domestic emergencies; however, the USAR is not organized and manned for contingency response. A small number of Army reservists are on full-time active duty and are referred to as "Active Guard Reserve" (AGR).

THE ARMY NATIONAL GUARD

The ARNG is composed of 54 separate ARNG organizations from each state and the territories of Guam, the Virgin Islands, and Puerto Rico, as well as the District of Columbia. Like the USAR, ARNG members are Citizen-Soldiers who mobilize when required and maintain a state of readiness with regularly scheduled training assemblies, usually one weekend a month and two weeks during the fiscal year. The ARNG is the Army's oldest component and has two roles based on the Constitution.

Its primary role is that of a state military force. ARNG forces are under the command of their respective Governors until mobilized for federal service. Each ARNG has an Adjutant General who is a general officer appointed by the Governor and serves as its uniformed leader. As a state military force, the ARNG responds to natural disasters and other domestic emergencies at the order of the Governor. While serving their states, these Citizen-Soldiers are subject to civil laws and their state's Code of Military Justice. The ARNG of each state can be used for law enforcement, unlike federal military forces which cannot perform that mission except under special circumstances. Title 32, USC, addresses the ARNG when serving their respective states. Like the USAR, a limited number of Guardsmen are on full-time active duty, in either a federal or state status who are referred to as AGR.

The ARNG's secondary role is as an operational reserve for the RA. When ordered to active duty, these Soldiers become subject to the Uniform Code of Military Justice and come under the command of the RA combatant commanders. ARNG forces are organized and equipped identically as congruent units in the RA and USAR. The Department of the Army provides their equipment and much of their funding and is responsible for assessing the combat readiness of the ARNG. Despite this federal mission, Title 32, USC, provides the states with latitude in recruiting, manning, and training.

US ARMY STRUCTURE

ARMY STAFF

Headquarters, Department of Army (HQDA) is the executive part of the Department of the Army at the seat of Government. It exercises directive and supervisory control of the Army. HQDA is composed of the Office of the Secretary of the Army (SECARMY); Office of the Chief of Staff, Army; the Army Staff; and specifically designated staff support agencies. It is not restricted to agencies and personnel located in the Washington DC metropolitan area, but

include dispersed agencies and personnel performing "national headquarters" functions as distinguished from "field" or "local" functions. To get additional information on the HQDA staff see http://www.army.mil/info/organization/headquarters/hqda/. There are specific details when you click on the department title under the organizational chart. HQDA has a group of service producing, special-purpose organizations reporting to them called Support Specialty Commands. These organizations fall into three categories:

- Direct Reporting Units (DRUs) – an Army organization comprised of one or more units with institutional operational functions, designated by the SECARMY, providing broad general support to the Army in a normally, single, unique discipline not otherwise available elsewhere in the Army. DRUs report directly to a HQDA principle and /or Army Command and operate under the authorities established by the SECARMY. There are currently eleven DRUs: United States Military Academy (USMA), U.S. Army Test and Evaluation Command (ATEC); U.S. Army Military District of Washington (MDW), U.S. Army Reserve Command (USARC), U.S. Army Acquisition Support Center (USAASC), U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) (NETCOM/9th SC(A)), U.S. Army Intelligence and Security Command (INSCOM), U.S. Army Installation Management Command(IMCOM), U.S. Army Medical Command (MEDCOM), U.S. Army Corps of Engineers (USACE) and U.S. Army Criminal Investigation Command (USACIDC). For more information see http://www.army.mil/info/organization/unitsandcommands/commandstructure/.

- Field Operating Agency (FOA) – an agency with the primary mission of executing policy that is under the supervision of HQDA. A FOA has relatively limited scope and responsibilities and does not operate under the authorities established by the SECARMY. For more information on each of the FOAs see http://www.army.mil/info/organization/headquarters/foa/.

- Staff Support Agency (SSA) – directly supports only an Army staff principal, usually with management information, analysis, or command and control support.

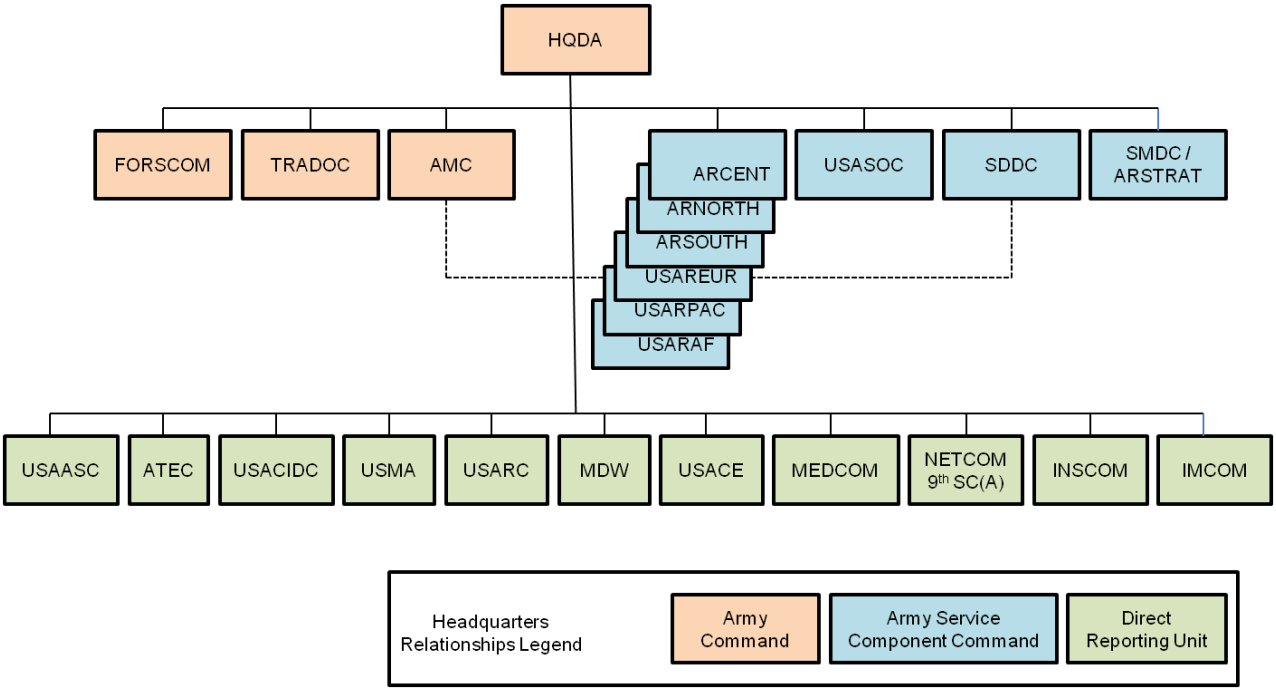
ARMY COMMAND (ACOM)

An ACOM is an Army force, designated by the SECARMY, performing multiple Army Service Title 10 functions across multiple disciplines. Command responsibilities are those established by the SECARMY. There are currently three ACOMs: U.S. Army Forces Command, (FORSCOM), U.S. Army Training and Doctrine Command (TRADOC), and U.S. Army Material Command (AMC). For more information about each ACOM see http://www.army.mil/info/organization/unitsandcommands/commandstructure/.

ARMY SERVICE COMPONENT COMMAND (ASCC)

An ASCC is an Army force designated by the SECARMY, comprised primarily of operational organizations serving as the Army component for a combatant commander. Command responsibilities are those established by the SECARMY. There are currently nine ASCCs: U.S. Army Africa (USARAF), U.S. Army Central (USARCENT), U.S. Army North (USARNORTH),

U.S. Army South (USARSO), U.S. Army Europe (USAREUR), U.S. Army Pacific (USARPAC), U.S. Army Special Operations Command (USASOC), Military Surface Deployment and Distribution Command (SDDC) and U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (USASMDC/ARSTRAT). For more information about each ASCC see http://www.army.mil/info/organization/unitsandcommands/commandstructure/.



OPERATING FORCES

Operating forces consist of units organized, trained, and equipped to deploy and fight. They include about 66% of the RA and 75% of the Army's total force. The Secretary of Defense assigns these units to the various combatant commanders. **United States Army Forces Command** (**FORSCOM**) is the largest United States Army command and provider of expeditionary, campaign-capable land forces to combatant commanders. Headquartered at Fort Bragg, North Carolina, FORSCOM consists of more than 750,000 Active Army, U.S. Army Reserve, and Army National Guard soldiers. FORSCOM provides enhanced land power gaining operational depth and versatility through a mix of fully integrated Active and Reserve Component forces operating in a joint, interagency, intergovernmental, and multinational (JIIM) environment. Its organizations are expeditionary, campaign focused, and tailorable to provide combatant commanders the required capabilities to be decisive across the range of military operations.

Operating forces are modular. They consist of interchangeable units grouped under various headquarters. When a combatant commander specifies the capabilities needed, the Army provides tailored force packages to provide those capabilities. In addition to general purpose forces, the Army also provides the largest element of the joint special operations forces. Army special operations forces include several Special Forces groups, the Ranger Regiment, civil affairs units, military information support units, and special operations aviation.

OPERATIONAL STRUCTURE

This table provides information on how general operational Army units are organized - from the corps level down to fire teams. The typical rank of the leader of these type units is also listed. Some of the unit names change depending on types of units. For additional information see http://www.army.mil/info/organization/unitsandcommands/oud/.

Unit	Officer Rank	Non-Commissioned Officer Rank	Approx. Number of Soldiers
Corps	Lieutenant General	Command Sergeant Major	20,000-45,000
Division	Major General	Command Sergeant Major	10,000-18,000
Brigade	Colonel	Command Sergeant Major	3,000-5,000
Battalion	Lieutenant Colonel	Command Sergeant Major	500-600
Company	Captain	First Sergeant	100-200
Platoon	Lieutenant	Sergeant First Class	16-40
Squad/Section	None	Staff Sergeant	4-10
Team	None	Sergeant	3-5

Note: Officers and Senior NCOs serve at many different staff positions throughout the entire operational structure from Battalion to Corps.

THE GENERATING FORCE

The generating force consists of Army organizations whose primary mission is to train, equip, and deploy the Army's operating forces. **United States Army Training and Doctrine Command** (**TRADOC**) is responsible for developing, educating and training Soldiers, Civilians, and leaders; supporting unit training; and designing, building and integrating a versatile mix of capabilities, formations, and equipment to strengthen the U.S. Army as America's force of decisive action. TRADOC is an ACOM consisting of HQ, TRADOC, and six major subordinate centers and commands.

All TRADOC centers and schools are aligned under a major subordinate center or command, except the U. S. Army War College and TRADOC Analysis Center (TRAC). TRADOC operates 32 Army schools organized under eight Centers of Excellence (CoE). These centers train nearly 600,000 Soldiers and service members each year. U.S. Army Cadet Command (USACC) commissions officers to meet the Army's leadership requirements and provides a citizenship

program that motivates young people to be strong leaders and better citizens. U.S. Army Recruiting (USAREC) is responsible for manning both the active Army and USAR, ensuring security and readiness for our Nation.

The **US Army Material Command (AMC)** is the Army's premier provider of materiel readiness – technology, acquisition support, materiel development, logistics power projection, and sustainment – to the total force, across the full spectrum of military operations. If a Soldier shoots it, drives it, flies it, wears it, eats it or communicates with it, AMC provides it.

AMC operates research and development engineering centers; Army Research Laboratories; depots; arsenals; ammunition plants; and other facilities, and maintains the Army's prepositioned stocks, both on land and afloat. The command is also the Department of Defense Executive Agent for the chemical weapons stockpile and for conventional ammunition.

AMC is currently headquartered at Redstone Arsenal in Huntsville, Alabama, and is located in approximately 149 locations worldwide, including more than 49 American States and 50 countries. AMC maintains employment of upwards of 70,000 military and civilian employees.

The generating force is also the Army's principal interface with the commercial sector. Our Nation's industrial base provides equipment and sustainment for the Army, which is managed by the various headquarters of the generating forceOnce operating forces deploy, the generating force provides the sustainment that Soldiers need for their missions, as well as specified support provided by the Army to the other Services. For additional information visit "How the Army Runs" website at http://www.carlisle.army.mil/usawc/dclm/htar.cfm. Without the generating force, the operational force cannot function. Without the operational force, the generating force has no purpose.

KEY LEADERS

The Army website (www.army.mil/leaders/) maintains a list and biographies of the Army's most senior leadership – both military and civilian.

CHAPTER 5: CUSTOMS, COURTESIES, AND TRADITIONS

You have joined the Army which is rich in tradition. It instills pride in its members because of the history, mission, capabilities, and the respect it has earned in the service of the Nation. A reflection of that pride is visible in the customs, courtesies, and traditions the Army holds.

NATIONAL TRADITIONS AND OBSERVANCES

OUR NATIONAL FLAG

The daily ceremony of reveille and retreat constitutes a dignified homage to the American flag at the beginning of the day, when it is raised, and at the end of the day, when it is lowered. Installation commanders direct the time of sounding reveille and retreat. During reveille, the flag is hoisted at the first note. During retreat, a cannon will be fired at the last note of retreat, at which time the band or field music will play "To the Colors" and the flag will be lowered. The lowering of the flag is regulated and timed to coincide with the flag being completely lowered on the last note.

If assigned to a military reservation for duty, become familiar with that installation's policy regarding the observance of reveille and retreat. Normally, if walking on the reservation during these ceremonies, a person is required to stop, face the flag, or if the flag is not in view, face the direction of the music and stand at attention until the ceremony is complete. If in a vehicle, stop the vehicle and sit at attention until the ceremony is over.

When the flag is passing in a parade or in review on a military reservation, all persons present, except those in uniform, face the flag and stand at attention with the right hand over the heart. Those present in uniform render the appropriate military salute. Those not in uniform remove their headdress with their right hand and hold it at the left shoulder, the hand over the heart. Military retirees, veterans, and military members not in uniform are authorized to render a hand salute during the hoisting, lowering, or passing of the flag.

OUR NATIONAL ANTHEM

During any rendition of the national anthem when the flag is displayed, you should stand at attention facing the flag with the right hand over your heart until the last note is played. Those not in uniform remove their headdress with their right hand and hold it at the left shoulder, the hand being over the heart. When the flag is not displayed, those present face toward the music and act in the same manner they would if the flag were displayed there. The National Defense Authorization Act of 2009 authorizes military retirees, veterans, and military members not in uniform to render a hand salute at the playing of the national anthem.

CONSTITUTION AND CITIZENSHIP DAY

While July 4th celebrates the founding of our Nation, September 17th celebrates the founding of our government, the date in 1787 on which the delegates of the Philadelphia Convention completed and signed the United States Constitution.

The ideas on which America was founded, commitments to the rule of law, limited government and the ideals of liberty, equality and justice, are embodied in the Constitution. Constitution Day is intended to celebrate not only the birthday of our government, but the ideas that make us Americans.

Citizenship Day provides an opportunity to honor those people who have become US citizens. In addition, it is an important reminder of the rights and responsibilities associated with US citizenship. Citizenship Day has been celebrated in some form since 1940, when Congress designated the third Sunday in May as "I am an American Day." In 1952, President Harry Truman signed a bill formalizing the celebration of Citizenship Day on September 17th.

Senator Robert C. Byrd (D-WV) fathered the new law that President George W. Bush signed on December 8, 2004. Section 111 of Public Law 108-447 (36 USC Section 106) designated September 17 of each year as Constitution Day and Citizenship Day to commemorate the United States Constitution.

ARMED FORCES DAY

President Truman led the effort to establish a single holiday for citizens to come together and thank our military members for their patriotic service in support of our country. We celebrate Armed Forces Day on the third Saturday in May.

On August 31, 1949, Secretary of Defense Louis Johnson announced the creation of an Armed Forces Day to replace separate Army, Navy, Marine Corps and Air Force Days. The single-day celebration stemmed from the unification of the Armed Forces under one department -- the Department of Defense.

US ARMY TRADITIONS AND OBSERVANCES

ARMY BIRTHDAY

The US Army celebrates the day that General George Washington assumed command over a unified Army on June 14, 1775, and recognizes this day as US Army's Birthday. The single objective of the Army was to secure independence for the people of America. Today, celebrations of the founding of the Army differ at each location. Traditionally, the oldest and youngest Soldier present cut the cake. The Army Birthday Ball is one formal expression of how the Army celebrates its birthday. It is an annual celebration recognizing the Army's history, traditions, and service to the nation.

DEPARTMENT OF THE ARMY EMBLEM

Prior to the establishment of the Department of the Army Emblem, there was no official display item to identify the Army. The Army seal traditionally had been used to authenticate documents only and was not authorized for display. In recognizing the need to provide a display item, the Secretary of the Army approved the design as the official emblem to represent the Army on 29 January 1974.

Roman cuirass - The Roman Cuirass is a symbol of strength and defense.

Sword - The sword, esponton (a type of half-pike formerly used by subordinate officers), musket, bayonet, cannon, cannon balls, mortar, and mortar bombs are representative of Army implements.

Drum and Drumsticks - The drum and drumsticks are symbols of public notification of the Army's purpose and intent to serve the nation and its people.

Phrygian Cap - The Phrygian cap (often called the Cap of Liberty) supported on the point of an unsheathed sword and the motto, "This We'll Defend" on a scroll held by the rattlesnake is a symbol depicted on some American colonial flags and signifies the Army's constant readiness to defend and preserve the United States.

Date - The date 1775 represents the date the Army was established.

Flags - The American flag is on its own right (observers left) to reflect the current custom for display of flags. The Army flag pattern is on the other flag.

Colors - Blue is symbolic of loyalty, vigilance perseverance and truth. Red denotes courage, zeal and fortitude. White alludes to deeds worth of remembrance. Black is indicative of determination and constancy. Gold represents achievement, dignity and honor.

CHANGE OF COMMAND

The change of command ceremony is a clear, legal, and symbolic passing of authority and responsibility from one commander to the next. The official orders are read while the unit guidon (or colors) is passed from the outgoing commander to the incoming commander. The senior NCO also participates in the passing of the colors. At the conclusion of the ceremony, the new commander normally goes to the reception area while the outgoing commander usually does not attend the reception.

CHANGE OF RESPONSIBILITY

A "Change of Responsibility" ceremony is used when a Command Sergeant Major or First Sergeant changes positions. The passing of the NCO sword is symbolically powerful--like the passing of the colors in a Change of Command. The ceremony helps to reinforce NCO authority in the Army and highlights the support NCOs provide to the chain of command.

TAPS

"Taps" concludes many military funerals conducted with honors at Arlington National Cemetery, as well as hundreds of others around the United States. The tune is also sounded at many memorial services in Arlington's Memorial Amphitheater and at grave sites throughout the cemetery. It became a standard component to US military funerals in 1891.

"Taps" is sounded during each of the 2,500 military wreath ceremonies conducted at the Tomb of the Unknown Soldier every year, including the ones held on Memorial Day. The ceremonies are viewed by many people, including veterans, school groups, and foreign officials.

"Taps" also is sounded nightly in military installations at non-deployed locations to indicate that it is "lights out".

HOOAH

“Hooah” is a slang or informal word, originally used by infantry, airborne and rangers, referring to or meaning anything and everything except “No”. The Soldier that utters that sound understands his/her task and will not quit until it is completed.

MILITARY DINING-IN AND DINING-OUT

The Dining-In is a formal dinner held by a military unit or organization. The dinner may be held to welcome new arrivals or to bid farewell to departing personnel, to recognize achievements, to build and maintain esprit de corps among the members of the command, or to take advantage of the availability of a distinguished guest to speak. When spouses are included, the dinner is referred to as a Dining-Out. This is an excellent opportunity to introduce the spouses to the Army’s history, customs, and traditions, and their attendance often stimulates greater interest and participation in the event.

STAFF RIDE

Staff rides represent a unique and persuasive method of conveying the lessons of the past to the present-day Army leadership for current application. These exercises, on the very terrain where historic encounters took place, bring to life examples of leadership, tactics and strategy, communications, use of terrain, and, above all, the psychology of battle.

TWILIGHT TATTOO

A "tattoo" as a military tradition can be traced from the early 17th century. Most historical accounts say the phrase originated during the 30 Years' War, when the sounding of a bugle

signaled Soldiers to return to their quarters. It was then that tavern owners would call for the taps on the kegs to be turned off by announcing "tattoo." With time, a "tattoo" referred to the rhythmic beating of a drum and eventually to the outdoor military exercise performed by troops as evening entertainment.

HAIL AND FAREWELL

A Hail and Farewell is a traditional military event whereby those coming to and departing from an organization are celebrated. This may coincide with a change in command, be scheduled on an annual basis, or be prompted by any momentous organizational change. It is a time to honor those who have departed the unit and thank them for their service. At the same time it is a welcome to those who are joining and introduces them to the special history and traditions of their new organization. This celebration builds organizational camaraderie and esprit de corps. It supports a sense of continuity through change.

PRESENTATION OF THE ARMY COIN

The practice of a Soldier presenting a coin or medallion to an individual actually goes back about 100 years to the British Army when the officers were the only ones authorized to receive medals. Whenever an enlisted Soldier did a good job, the officer would receive the award. The Sergeant Major would then sneak into the officer's tent, cut the medal from the ribbon, then call everyone together to formally shake the hand of the exceptional Soldier and would "palm the medal" in the Soldier's hand without anyone knowing. As time went on, the coin recognition was eventually extended to the American forces in WWI. The coin turned into a recognition piece which was specially struck with the unit's crest on it. Senior NCOs presented them as their form of recognition, since they were not authorized to present any medals or awards. Today, the coin is widely used throughout all of the military forces in the world, as a form of recognition.

MILITARY RANK AND INSIGNIA

In understanding the Army, it is helpful to recognize military rank structure. The chart below will help you learn the military insigna and rank structure for enlisted, warrant officers, and officers. In addition, the US Army standard abbreviation for each rank is listed.

Enlisted Rank				
E-1	E-2	E-3	E-4	E-4
No Insignia				
Private PVT	Private PV2	Private First Class PFC	Specialist SPC	Corporal CPL
E-5	E-6	E-7	E-8	E-8
Sergeant SGT	Staff Sergeant SSG	Sergeant First Class SFC	Master Sergeant MSG	First Sergeant 1SG
E-9	E-9	E-9		
Sergeant Major SGM	Command Sergeant Major CSM	Sergeant Major of the Army SMA		

Officer Rank				
W-1	W-2	W-3	W-4	W-5
Warrant Officer 1 WO1	Chief Warrant Officer 2 CW2	Chief Warrant Officer 3 CW3	Chief Warrant Officer 4 CW4	Chief Warrant Officer 5 CW5
Officers				
O-1	O-2	O-3	O-4	O-5
Gold	Silver		Gold	Silver
Second Lieutenant 2LT	First Lieutenant 1LT	Captain CPT	Major MAJ	Lieutenant Colonel LTC
O-6	O-7	O-8	O-9	O-10
Colonel COL	Brigadier General BG	Major General MG	Lieutenant General LTG	General GEN

CIVILIAN GENEVA CONVENTION CATEGORIES AND EQUIVALENT GRADES

There are no official equivalency grades between military and civilian. These equivalency grades were established for the Geneva Convention Category only for the treatment of prisoners of war. They are not used to determine rating chains or determining what grade you qualify for. This chart comes from Department of Defense Instruction (DoDI) 1000.01 (Identification (ID) Cards Required by the Geneva Conventions), 16 April 2012. For more information see http://www.dtic.mil/whs/directives/corres/pdf/100001p.pdf.

<table>
<tr><th rowspan="2">Geneva Convention Category</th><th rowspan="2">Grade Equiv</th><th colspan="3">Civilian Grade Groups</th></tr>
<tr><th>SES/GS or equivalent</th><th>Federal Wage System</th><th>NAF Pay Band</th></tr>
<tr><td rowspan="3">V
General Officer</td><td>O-10, O-9</td><td>- -</td><td>- -</td><td>- -</td></tr>
<tr><td>O-8</td><td rowspan="2">SES*</td><td>- -</td><td rowspan="2">NF-6</td></tr>
<tr><td>O-7</td><td>- -</td></tr>
<tr><td rowspan="3">IV
Field Grade Officer</td><td>O-6</td><td>GS-15</td><td rowspan="3">Ship Pilots, WS-14 thru WS - 19 WL-15, and Production Support Equivalents</td><td rowspan="2">NF-5</td></tr>
<tr><td>O-5</td><td>GS-14, GS-13</td></tr>
<tr><td>O-4</td><td>GS-12</td><td>NF-4</td></tr>
<tr><td rowspan="4">III
Company Grade</td><td>O-3</td><td>GS-11, GS-10</td><td rowspan="4">WS-8 thru WS-13
WL-6 thru WL-14
WL-15, and Production Support Equivalents</td><td rowspan="3">NF-4</td></tr>
<tr><td>O-2</td><td rowspan="2">GS-9, GS-8</td></tr>
<tr><td>W-4, W-3</td></tr>
<tr><td>O-1</td><td rowspan="2">GS-7</td><td rowspan="2">NF-3</td></tr>
<tr><td>W-2, W-1</td></tr>
<tr><td rowspan="2">II
Non-Commissioned Officer</td><td>E-9, E-8, E-7</td><td>GS-6</td><td rowspan="2">WS-1 thru WS-7
WL-1 thru WL-5
WG-9 thru WG-11</td><td rowspan="2">NF-3</td></tr>
<tr><td>E-6, E-5</td><td>GS-5</td></tr>
<tr><td rowspan="2">I
Enlisted</td><td>E-4</td><td>GS-4</td><td rowspan="2">WG-1 thru WG-8</td><td>NF-2</td></tr>
<tr><td>E-3, E-2, E-1</td><td>GS-3 thru GS-1</td><td>NF-1</td></tr>
<tr><td colspan="5">*Reference includes Defense Intelligence Senior Level, Defense Intelligence Senior Executive Service, and Senior Leaders.</td></tr>
</table>

MILITARY TIME

The military operates off a 24-hour clock, beginning at midnight (which is 0000 hours). So, 1:00 a.m. is 0100 hours, 2:00 a.m. is 0200 hours, and so-on up until 11:00 p.m. which is 2300 hours.

Generally, military personnel use local time as a reference. When using local time, the military observes Daylight Savings Time, if recognized by the state or country that the installation is located in.

When it comes to operational matters (such as communications, training exercises, deployments, ship movements, aircraft flights, etc.), the military must often coordinate with installations and personnel located in other time zones. To avoid confusion, the military uses the time in Greenwich, England, which is commonly called Greenwich Mean Time (GMT). However, the US military refers to this time zone as Zulu Time, and they attach the "Zulu" (Z) suffix, to ensure the time-zone referred to is clear. It is called “Zulu” because Greenwich is in the 26th (or “Z”) global time zone (see the phonetic alphabet below).

MILITARY PHONETIC ALPHABET

A phonetic alphabet is a list of words used to identify letters in a message transmitted by radio or telephone. Spoken words from an approved list are substituted for letters. When speaking, sometimes it becomes necessary to use the phonetic alphabet for spelling words or acronyms to prevent confusion between similar sounding letters, such as “m” or “n.”

A	B	C	D	E	F	G	H	I
Alpha	Bravo	Charlie	Delta	Echo	Foxtrot	Golf	Hotel	India
J	K	L	M	N	O	P	Q	R
Juliet	Kilo	Lima	Mike	November	Oscar	Papa	Quebec	Romeo
S	T	U	V	W	X	Y	Z	
Sierra	Tango	Uniform	Victor	Whiskey	X-Ray	Yankee	Zulu	

CHAPTER 6: DIVERSITY AND LEADERSHIP

The source of our strength is the diversity of our people. Through a comprehensive strategy and leader commitment, diversity includes embracing the strengths of diverse people in an inclusive environment built around dignity and respect, investing in and managing talent, valuing individuals, and developing culturally aware Civilians who enhance our organizations.

RESPONSIBILITY

- The office of the Deputy Assistant Secretary of the Army (DASA), Diversity and Leadership (D&L), has overall responsibility for both the Diversity and Equal Employment Opportunity (EEO) Programs within the Army.
- Leaders (commanders and senior executive service), managers, and supervisors are accountable and responsible for the successful implementation of both the Diversity and EEO Programs within their commands and organizations.

ARMY DIVERSITY PROGRAM

Army diversity is defined as the different attributes, experiences, and backgrounds of our Soldiers, Civilians, and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army. Inclusion is a process that cultivates a work environment that connects employees and organizations; encourages collaboration, flexibility, and fairness; and leverages diversity so that all are enabled to participate and contribute to their full potential.

The Army is committed to creating a diverse workplace that draws from the talent of all individual attributes so that together the Army's objectives include the contributions of all its personnel. Diversity of thought is valued and respected based on what every member brings to the team.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM

Any form of discrimination or harassment has no place in our Army. Accepting EEO as an essential component of the Army's culture is critical in developing a high-performance organization. Understanding and implementing EEO principles are an integral part of developing a leadership style and personnel system that incorporates performance management synergy and emotional intelligence.

Commanders and senior Army Civilians are responsible and accountable for the effective execution of EEO programs and creating a climate in which it is clear to all Soldiers and Civilians that unlawful discrimination and harassment (sexual/non-sexual) will not be tolerated. All allegations of discrimination will be dealt with seriously, swiftly, and effectively in accordance with all applicable laws, directives, and regulations.

EEO laws make it illegal for employers to discriminate against an employee or potential employee in the workplaces because it negatively affects employee morale, productivity, and teamwork; increases employee absenteeism and turnover; and takes focus away from mission readiness. To ensure full implementation and intent of the law, the Department of the Army willfully complies with requirements set forth in, but not limited to, the following:

- 29 CFR Part 1614
- Age Discrimination in Employment Act of 1967 (as amended)
- Architectural Barriers Act of 1968 (as amended)
- Equal Pay Act of 1963 (as amended)
- Genetic Information Nondiscrimination Act (GINA) 42 USC. 2000
- Rehabilitation Act of 1973 (as amended)
- Title VI (sections 501, 504, 508)
- Title VII of the Civil Rights Act of 1964, as amended

The EEO Commission (EEOC) ensures compliance of all EEO Program's based on the following six elements required to attain and maintain a Model EEO Program (as identified in EEOC Management Directive 715, EEO, 1 Oct 03):

- Demonstrated commitment from agency leadership, which includes issuing effective policy statements and ensuring EEO principles are a fundamental part of the commands culture.
- Integration of EEO into the agency's strategic mission, which provides for inclusion of EEO professionals in decisions relating to management of civilian resources, allocation of sufficient EEO resources, and distribution of relevant EEO information.
- Management and program accountability, which holds leaders, supervisors, and managers accountable for effective implementation and management of their EEO Program. This also includes evaluating subordinate supervisors and managers on the effectiveness of their EEO efforts.
- Proactive prevention of unlawful discrimination, to include assessing the workforce through command climate surveys, staff assistance visits, and/or focus groups to address and resolve issues.

- Efficiency, to include a fair complaint and alternative dispute resolution process, workforce/complaint trend analysis, and proficiency in systems that track complaints and workforce data.
- Responsiveness and legal compliance to ensure full and timely compliance with the law, EEOC directives, and HQDA regulations. This includes annual submission of the EEO Program Status Report, which is an annual assessment of every command's EEO Program.

A successful EEO Program is also focused on evaluating and assessing the Army workforce demographics compared to appropriate labor force statistics, identifying trends and/or barriers to employment and less than expected participation rates of identified groups, and implementing strategies that address both internal training and development and external outreach to ensure a qualified talent pool motivated and capable of accomplishing the mission. The Army documents progress, strengths, and gaps annually in their EEO Program Status Report, the State of the Agency briefing, and through the administration of all 31 Career Programs in the Army.

THE EEO COMPLAINTS PROCESS

Army employees, former employees, applicants for employment and contractors who believe they have been discriminated against by the Army with respect to a term, condition, or benefit of employment on the basis of race, color, national origin, religion, sex, age (40 and over), mental or physical disability, genetic information, or in reprisal or retaliation for having engaged in protected EEO activity have the right to initiate an EEO complaint with the Army. Examples of employment actions which may give rise to a complaint include, but are not limited to, hiring and promotion decisions, performance evaluations, reassignments, disciplinary actions, and harassment.

On behalf of the Commander, the local EEO Officer is charged with the duty to impartially execute the EEO Complaints Program and ensure that due process is preserved. The EEO Compliance and Complaints Review (EEOCCR) Directorate is the Army's adjudicator of the merits of formal EEO complaints when final agency decisions are requested or required.

All applicants and currently serving DA Civilians have 45 calendar days from the date the individual knew or should have known of the alleged discrimination to contact an EEO official to initiate the pre-complaint (informal) process. The focus of the pre-complaint process is to resolve the complaint through either traditional EEO counseling or mediation.

An EEO official will conduct a pre-complaint intake interview with the individual (referred to as the aggrieved), and document the claim and the narrative information. An EEO Counselor will be assigned to conduct an inquiry into the claims alleged. When deemed appropriate by the EEO officer, labor counselor, and civilian personnel representative, mediation may be offered as a means of trying to settle the complaint. If resolution of the complaint is reached at any point in the process, the terms of the resolution will be documented in a written negotiated settlement

agreement. If the complaint cannot be resolved, the aggrieved will receive a Notice of Right to File a Formal Complaint of Discrimination, and will have 15 calendar days from the date of receipt of the notice to file a formal complaint.

Once a formal complaint is filed, an investigation by the Investigations and Resolution Division (IRD) is conducted and may take up to 180 days from the filing date of a formal complaint. If the investigation is not completed within 180 days, the complainant has a right to request a hearing before an EEOC Administrative Judge (AJ) or file in federal district court.

Once the investigation is complete, the complainant will receive an Options Notice. This notice provides the opportunity for the complainant to either request a hearing with an EEOC AJ or request a final agency decision from the Army EEOCCR.

If a hearing is requested, the AJ has 180 calendar days to issue a final decision relating to the claims. Once the decision is issued, Army will issue a final agency action or appeal the AJ decision.

Failure to cooperate with the complaint process places the Army at risk. A finder of fact, such as an EEOC AJ or EEOCCR, may determine that the failure to cooperate constitutes sufficient grounds to presume that unlawful discrimination occurred. This is called an adverse inference, and essentially means that a prima facie case of discrimination is established, and the agency bears the burden of providing evidence to rebut the adverse inference.

When a finder of fact determines that discrimination has occurred, the activity where the discrimination occurred is responsible for providing any relief the complainant is deemed entitled to, such as compensatory damages, back pay/front pay, attorney fees, initiating personnel actions, and conducting a culpability study of management officials found to have discriminated to determine what, if any, disciplinary action should be taken. A management official (civilian or military) found to have discriminated against an employee may be subject to discipline, including termination, in accordance with the Uniform Code of Military Justice (military) or AR 690-700, Chapter 751, Table of Penalties (civilian). A finding of discrimination may also prevent a management official from being eligible for certain awards and prevent an officer from promotion into or up through the General Officer ranks.

"We are reinforcing the professional ethics centered around trust and respect in order to establish a climate where sexual harassment, sexual assault, and hazing will not be tolerated. This misconduct is inconsistent with the core values of our profession. Accountability will be enforced at all levels."

GEN Raymond T. Odierno Army Chief of Staff–Feb 17, 2012

CHAPTER 7: READY AND RESILIENT

The Ready and Resilient Campaign integrates and synchronizes multiple efforts and programs to improve the readiness and resilience of the Army Family – Soldiers, Army Civilians and Families. Ready and Resilient will build upon physical, emotional and psychological resilience of our Soldiers, Families and Civilians to improve performance and dealing with the rigors and challenges of our Army profession.

BUILDING STRENGTH – MAXIMIZING PERFORMANCE – READY AND RESILIENT

Army Civilians play a vital role in maintaining our Nation's readiness and are valued members of the Army Profession. Army Civilians provide invaluable institutional knowledge and continuity for the organizations they join, and they lead, manage and maintain critical programs that support Soldiers and their Families, both while Soldiers are at home and while they are deployed. Army Civilians also deploy to combat zones and many are stationed overseas in direct support of our Soldiers and Families. The Army recognizes that its Civilian population is not immune to the effects of stress and the challenges of daily life. Consequently, the Army is committed to providing tools and resources to Army Civilians to help them build resiliency, improve their readiness and contribute to the strength of the Total Force.

Resilience is the mental, physical, emotional and behavioral ability to face and cope with adversity, adapt to change, recover, learn and grow from mistakes. Healthy spirit, mind and body are essential to individual readiness, optimization of performance, healing after injury, and in managing work and home life. The Army, recognizing the importance of developing resilience in its Soldiers, Army Civilians and their Families, has established programs designed to build upon the inherent strength of its members to better meet the Army's readiness objectives. The Ready and Resilient Campaign includes a variety of wellness programs and command initiatives to indoctrinate a culture change across the Army by making resilience an everyday part of Army life. This effort provides members of the Army Profession and their Families the encouragement, programs, tools and training to further develop the skills, healthy behaviors and attributes which help strengthen them personally and professionally. Focus areas of the Ready and Resilient Campaign include:

- foundational resilience training that develops coping skills and behaviors and increases capability
- education about and promotion of preventative measures that encourage self-awareness, deter high-risk behaviors, and support healthy alternatives that produce positive outcomes
- increased emphasis on leadership involvement, empowerment and accountability

- program capability assessment to appropriately align support programs and resources to best serve the needs of Soldiers, Army Civilians and Family members
- Scientific process for measuring success.

By leveraging resiliency resources, members of the Army Profession can thrive on a daily basis. When they encounter adverse life situations, they have both the coping skills and the robust support networks to overcome challenges and continue to accomplish their mission. Army Civilians who leverage these learning tools will be ready to accomplish any assigned task or mission they receive, overcome any challenge, and will grow from any adversity.

The first step for any member of the Army Profession is to take the Global Assessment Tool (GAT), found at http://csf2.army.mil/takethegat.html. The GAT is a survey tool where individuals are able to confidentially assess their physical and psychological health. Based on results of the GAT, Army Civilians can access ArmyFit, a universe of interactive, web-based self-development tools and resources designed for their unique needs. The Army employs scientific based evidence to demonstrate that skills-development training cultivates adaptive behaviors in its members and produces positive outcomes that support growth.

Additionally, if an Army professional needs extra support to address specific challenges, such as substance abuse or physical health issues, the Army provides programs to help the team member overcome the challenge and build resiliency. As training is complemented by the Army network of support, members are better prepared to rely on their individual strengths to perform at optimum levels on a daily basis. During periods of increased stress, they are better able to take care of themselves, coworkers and their Families, to foster a climate of trust and promote esprit de corps, and to sustain unit and Army readiness to successfully achieve every mission, despite adversity, obstacles, or challenge.

In addition to having a personal responsibility to develop and maintain their own readiness and resiliency, Army Civilians also have a responsibility to their military and civilian teammates to foster resiliency and readiness within their organizations. Army Civilians should know and promote the use of Army resiliency resources, including the GAT and ArmyFit, and understand the relationship between resilience training, support programs and readiness. Army Civilians must contribute to a climate which exemplifies trust, respect, responsibility and self-discipline and which reinforces the idea of personal accountability and professionalism as core values.

A healthy command climate is an essential enabler to building resiliency and improving readiness. Upholding Army values and standards is also a critical responsibility for all Army Professionals. All Army team members are obligated to enforce a professional environment free of harassment, which promotes and respects the individual dignity of all Soldiers and Army Civilians, allowing them to realize their full potential. All Army team members have a duty to intervene if they observe inappropriate activities, such as such as sexual harassment/assault, hazing, and drug and alcohol abuse. These behaviors are detrimental to morale, destroy unit cohesion and have no place in the Army Profession.

Finally, all Army Civilians must watch out for their teammates, both military and civilian. Army Civilians must know and be able to recognize indicators which might suggest that someone is

struggling, and know what to do if they suspect someone needs help. This applies not just to peers and subordinates, but to leaders as well. A ready, resilient and Army Strong team is one in which all teammates have each other's back, and intervene to help when needed. The table below provides a synopsis of what Army Civilians should do to develop and maintain personal resiliency and contribute to unit readiness.

Army Civilians are key contributors to unit readiness, mission accomplishment and the strength of the Army. The Army provides the tools and resources which enhance Army Civilians' ability to fulfill their vital roles as members of the Army Profession, to build and maintain their personal resiliency and to be key contributors to unit and Army readiness.

RESOURCES

- Army Ready and Resilient Campaign (R2C) http://www.army.mil/readyandresilient
- Comprehensive Soldier and Family Fitness (CSF2) http://csf2.army.mil/
- The Army Profession – Center for the Army Progression and Ethic http://cape.army.mil/
- Army Civilian Wellness Program -- http://phc.amedd.army.mil/topics/healthyliving/al/Pages/ArmyCivilianWellnessPrograms.aspx
- Army Suicide Prevention Program http://www.armyg1.army.mil/hr/suicide/default.asp
- Army Substance Abuse Program http://acsap.army.mil/sso/pages/index.jsp
- Sexual Harassment Assault Response Program (SHARP) http://www.preventsexualassault.army.mil/
- Soldier for Life (for prior service Army Civilians) http://www.army.mil/soldierforlife/
- Deployment Health Assessment Program (DHAP) (for deploying Army Civilians) http://www.armyg1.army.mil/hr/dhap/index.html
- Community Resource Guides -- http://phc.amedd.army.mil/topics/healthyliving/hpr/Pages/CommunityResourceGuides.aspx

CHAPTER 8: CIVILIAN HUMAN RESOURCES

This chapter contains an overview of important Civilian Personnel information you will need for a successful transition into the Army. It is a useful guide filled with information and references that will get you started on a fulfilling, lifetime career. It addresses topics such as appointments, benefits and entitlements, job related injuries or illnesses, pay, retirement planning, and labor relations. For more information, visit the Army Civilian Personnel homepage at: http://cpol.army.mil.

NOTIFICATION OF PERSONNEL ACTION (NPA)

Throughout your Federal Career, you will receive NPA, also referred to as "SF50". The NPA documents your career's history. It begins with your appointment, and records promotions, salary, duties locations, and much more. To view and/or print your NPA, log in to CPOL at http://cpol.army.mil/. You will click on the portal login and then the Employee Tab. The top right block says "My SF50" click on the "Go" button. Portal will populate your NPA that you may view and print. Your appointment NPA must be processed in order to receive your CAC.

WORK SCHEDULES AND WORKING CONDITIONS

WORK SCHEDULES

Supervisors have the responsibility for establishing work schedules consistent with mission and workload requirements. Most work schedules are either full-time (40 hours per week), part-time (16 to 32 hours per week), or intermittent (irregular with no prearranged tour of duty). Changes to individual workdays and shifts may be made by the supervisor to meet mission workload and other operational requirements. If your position is in a bargaining unit, be sure to check your local Collective Bargaining Agreement for details regarding your site. You may also contact your Civilian Personnel Advisory Center (CPAC) and they will provide you information or direct you to your union steward. Below are different work schedule options that may be applicable to you.

- A full-time work schedule requires most employees to work 40 hours during the workweek.
- A part-time work schedule requires an employee to work less than full-time, but for a specific number of hours (usually 16-32 hours per administrative workweek) on a prearranged scheduled tour of duty.
- Job sharing is when more than one employee voluntarily shares the duties and responsibilities of a full-time position. Job sharers are part-time employees and are

subject to the same personnel policies on that basis. It is a way for management to offer part-time work schedules in positions where full-time coverage is needed.

- An intermittent work schedule requires an employee to work on an irregular basis for which there is no prearranged scheduled tour of duty.
- An employee on-call works as needed during periods of heavy workload with expected cumulative service of at least 6 months in pay status each year.
- A seasonal employee works on an annually recurring basis for periods of less than 12 months (2080 hours) each year. Snow removal workers and grounds maintenance crews are examples of seasonal employees.

FIREFIGHTER WORK SCHEDULES

The basic tour of duty for firefighters whose positions require a substantial amount of standby time shall be a 72-hour week of three (3) alternate 24-hour shifts. Each 24-hour shift shall include eating and sleeping time, standby time and actual hours of work.

ALTERNATIVE WORK SCHEDULE (AWS)

A flexible schedule splits the workday into two types of time: core time and flexible time. During core time all employees must be at work. Additional periods of flexible time are established during which employees have the option of selecting and varying their starting and quitting time within limits set by management for the organization or installation. Employees interested in working an AWS may request consideration through their supervisors. Employees must have supervisory approval prior to working an AWS. The following are the two categories of AWS:

- Compressed Work Schedules (CWSs) are fixed work schedules, but they enable full-time employees to complete the basic 80-hour biweekly work requirement in less than 10 workdays.
- Flexible Work Schedules (FWSs) consist of workdays with both core hours and flexible hours. Core hours are the designated period of the day when all employees must be at work. Flexible hours are the part of the workday when employees (within limits or "bands") with the approval of their supervisors, choose their time of arrival and departure. Within limits set by their agencies, FWS can enable employees to select and alter their work schedules to better fit personal needs and help balance work, personal, and Family responsibilities while meeting mission requirements. For additional information, use the following link: http://www.opm.gov/oca/aws/index.asp.

TARDINESS

It is important that you communicate late arrival or other leave concerns with your supervisor. Repeated failure to follow leave procedures may lead to counseling and possible disciplinary action. You may be charged with failure to follow leave procedures and/or Absent Without

Leave (AWOL) for serious or repeated infractions. Adjusting work schedules, if feasible, can often eliminate excessive tardiness.

LUNCH PERIODS

A lunch or other meal period is an unpaid approved period in a non-pay and non-work status that interrupts a basic workday for permitting employees to eat or engage in permitted personal activities; generally, it is ½ to 1 hour in duration, depending on the organization. Working through your lunch period to shorten your workday is generally not permitted.

DURATION

In most circumstances, an organization is prohibited from scheduling a break in working hours of more than 1 hour during a basic workday. This limitation applies to lunch and other meal periods. An organization may permit or require shorter meal periods. A basic workday is usually 8 hours, but the basic work requirement may be longer for certain days under AWSs (i.e.,FWS or CWS). The normal 1-hour meal period limitation does not apply if an organization permits an employee who works under a FWS to elect to take a longer unpaid meal period.

COMBINATION WITH REST PERIODS IS PROHIBITED

An organization may not extend a regularly scheduled lunch break by permitting you to take an authorized rest period (with pay) prior to or immediately following lunch, since a rest period is considered part of the compensable basic workday. The lunch period may be extended only under limited circumstances.

INTERRUPTIONS

Unpaid meal periods must provide bona fide breaks in the workday. If an employee is not excused from job duties, or if he or she is recalled to job duties, you may be entitled to pay for compensable work, including work that is not minimal in nature. Note that there is no authority to compensate employees for being placed on-call or being required to carry a pager or cell phone.

TELEWORK (TW)

The TW program provides individuals an opportunity to have some personal control over their work location. Your supervisor will let you know if your position is eligible for TW or not. If the position is eligible for TW, you must follow your organization's procedures for requesting TW. If your organization does not have a TW policy, then contact your local CPAC representative for assistance. Local Emergency Preparedness and Continuity of Operations Plans (COOP) fully integrate TW into their procedures. A DD Form 2946 is required for approval of TW. The form can be located at http://www.dtic.mil/whs/directives/infomgt/forms/eforms/dd2946.pdf.

HOLIDAYS

You are entitled to 10 holidays each year in addition to annual and sick leave. For the current calendar of Federal holidays, please visit: http://www.opm.gov/Operating_Status_Schedules/fedhol/.

New Year's Day	1 January*
Birthday of Martin Luther King, Jr.	3rd Monday in January
Washington's Birthday	3rd Monday in February
Memorial Day	Last Monday in May
Independence Day	4 July*
Labor Day	1st Monday in September
Columbus Day	2nd Monday in October
Veterans Day	11 November*
Thanksgiving Day	4th Thursday in November
Christmas Day	25 December*

*Please note that most Federal employees work a Monday through Friday schedule. For these employees, when a holiday falls on a non-workday (Saturday or Sunday), the holiday usually is observed on Monday if the holiday falls on Sunday or Friday if the holiday falls on Saturday.

PAY

OVERVIEW

Employees are paid bi-weekly (e.g. every other week) through automatic Direct Deposit. Typically employees who begin on the first Monday of the pay period can expect to receive their first pay check by the third Friday, which will cover their first two weeks of work. Pay periods are two weeks long, beginning on a Sunday and ending on a Saturday. Each calendar year typically contains 26 pay periods.

LEAVE AND EARNING STATEMENT (LES)

At the end of each pay period, you will be provided with an electronic LES, which will detail your salary, tax and benefit deductions, and leave. This is available through the Defense Finance and Accounting website (**https://mypay.dfas.mil**) after your first paycheck has been issued. You will need your CAC in order to validate your identity and create an account.

You should always check your LES carefully to ensure the information is correct.

PREMIUM PAY

OVERTIME

Overtime work means all hours of work in excess of eight hours in a day or forty hours in an administrative workweek, which is officially ordered and approved by management. Supervisory approval for overtime is required before it is worked. Eligible employees may receive one and one-half times of their basic hourly rate of pay not to exceed the overtime ceiling

for performing authorized overtime work. If you are a non-exempt employee under the Fair Labor Standards Act (FLSA), you must receive overtime pay unless you request compensatory (comp) time off in lieu of payment. However, you must have requested the overtime in advance (or ordered) and your supervisor approved the request before working overtime.

COMPENSATORY TIME

Comp time may be authorized in lieu of payment for overtime. When requested and authorized, non-exempt employees may work and take comp time (one hour off for each hour worked) in lieu of receiving overtime pay. Exempt employees paid at a rate higher than GS-10/Step 10 may receive overtime pay, or may be required to take comp time. Comp time earned should be scheduled and used as soon as possible. Comp time not used within 26 pay periods of the date earned automatically converts to overtime and is paid at the rate it was earned. One hour of comp time off is granted for each hour of overtime worked.

TRAVEL

According to the Federal Workforce Flexibility Act of 2004, if you must travel for business outside normal working hours, you will receive comp time off for the travel time, if the travel time is not otherwise compensable.

NIGHT PAY

If you are a GS employee, you are not paid premium pay for night work solely because you elect to work credit hours, or elect a time of arrival or departure, at a time when night pay is authorized. However, agencies must pay night pay to GS employees for those hours that must be worked between 6 p.m. and 6 a.m. to complete an 8-hour tour of duty. Agencies must also pay night pay for all designated core hours worked between 6 p.m. and 6 a.m. and for any regularly scheduled overtime work between those hours.

HOLIDAYS

On holidays, a full-time FWS employee is limited to 8 hours of basic pay. A part-time FWS employee is entitled to basic pay for the number of hours scheduled for the holiday, not to exceed 8 hours. In the event the President issues an Executive Order granting a “half-day” holiday, full-time FWS employees are entitled to basic pay for the last half of “basic work requirement” (i.e., non-overtime hours) on that day, not to exceed 4 hours.

HOLIDAY PAY

Holiday premium pay (equal to 100 percent of the rate of basic pay) is limited to non-overtime hours worked, not to exceed a maximum of 8 non-overtime hours per holiday.

SUNDAY PAY

Sunday premium pay is paid for non-overtime work performed by full-time employees only. A full-time FWS employee earns Sunday premium pay for an entire non-overtime regularly

scheduled tour of duty (not to exceed 8 hours) that begins or ends on Sunday. It may not be paid for periods of non-work, including leave, holidays, and excused absence.

ADJUSTMENT OF WORK SCHEDULES FOR RELIGIOUS OBSERVANCE

If modifications in work schedules do not interfere with the efficient accomplishment of an organization's mission, you may work alternative work hours to fulfill religious obligations that require you to abstain from work at certain times of the workday or workweek. The hours worked in lieu of the normal work schedule do not create any entitlement to premium pay (including overtime pay). Your organization may require you to submit a written request for an adjusted work schedule in advance. Specifically state the request is for an adjusted work schedule for religious purposes and provide acceptable documentation of the need to abstain from work (e.g., attendance at church services).

FAILURE TO REPORT TO WORK

Failure to report to work as scheduled may terminate a temporary employee's appointment immediately upon written notification. If your appointment is not time limited and you fail to report to work, your timecard may reflect an absent without leave status or AWOL. Failure to report for work (AWOL) and/or failure to follow proper leave procedures may result in formal disciplinary action up to and including removal.

SALARY INCREASES

WITHIN-GRADE INCREASES (WGI)

For General Schedule (GS) and Federal Wage System (FWS) Civilians, rate of pay is determined by your pay grade and step. The GS salary system is divided into 15 grades, each of which has 10 steps. The FWS – sometimes called the Wage-Grade (WG) or prevailing rate system, has 5 steps in each grade. When first appointed in the Federal service, your pay is normally set at the first step of the grade. You will be advanced to the next higher step when you meet requirements for length of service and satisfactory performance as follows. If your performance ever drops below a fully successful level, you are not eligible for advancements to the next step.

A GS employee must wait:

52 weeks for each increase from step 1 through step 4

104 weeks for each increase from step 4 through step 7

156 weeks for each increase from step 7 through step 10

A copy of the most current GS pay tables can be found at http://www.opm.gov/oca/10tables/index.asp.

An FWS employee must wait:

26 weeks for advancement from step 1 to step 2

78 weeks for advancement from step 2 to step 3

104 weeks for advancement to steps 4 and 5

A copy of the most current FWS pay tables can be found at http://www.cpms.osd.mil/wage/.

For those in pay for performance systems, such as Laboratory and Acquisition Workforce Demonstration Projects, you will receive salary increases through pay for performance once per year.

LEAVE ENTITLEMENTS

If you are on permanent appointments and time limited appointments over 90 days, you are entitled to annual and sick leave benefits. Annual leave should normally be requested in advance and approved by your supervisor before using. Leave is charged only for absences on days when you would otherwise work and can only be denied for mission reasons.

ANNUAL LEAVE

Annual leave is paid leave used for personal reasons, such as vacations and taking care of personal business; it may be used in lieu of sick leave. The accrual rate will depend on an employee's type of appointment and years of Federal service, both civilian and creditable military service.

New full-time employees earn 13 days (4 hours per pay period) per leave year; those with three years, but less than 15 years, earn 20 days (6 hours per pay period, plus 4 additional hours on the last pay period); and those with 15 years or more of Federal service earn 26 days a year (8 hours per pay period);

New part-time employees with less than three years earn one hour for each 20 hours in a pay status per leave year. Those with three years, but less than 15 years, earn one hour for each 13 hours in a pay status and those with 15 years or more Federal service earn one hour of annual leave for each 10 hours in a pay status.

You may accumulate and carry forward a balance of 30 days (240 hours) of annual leave per leave year, unless you are stationed overseas, then you may accumulate 45 days (360 hours). After returning from overseas, you may retain the extra 15 days until the balance is reduced by leave usage.

Except for emergencies, your immediate supervisor or a designee must authorize annual leave, in advance before it is taken. Should you need annual leave because of an emergency, make every attempt to notify your supervisor prior to the beginning of the work shift or as soon as possible thereafter.

SERVICE CREDIT FOR LEAVE RATE ACCRUAL AND RETIREMENT FOR VETERANS

RETIRED FROM UNIFORMED SERVICE

Credit for uniformed service is substantially limited for retired members. In enacting the Dual Compensation Act in 1964, Congress adopted a compromise between the view that retired members should receive preference and full credit for their service and the view that there should be no advantage for retired members.

NOT RETIRED FROM UNIFORMED SERVICE

For non-retired members, full credit for uniformed service (including active duty and active duty for training) performed under honorable conditions is given for leave accrual purposes, and for retirement purposes provided a deposit, as required by law, is made to the retirement fund. Uniformed service means the Armed Forces, the commissioned corps of the Public Health Service, and the commissioned corps of the National Oceanic and Atmospheric Administration. Veterans in a position covered by FERS on or after January 1, 1984, must make a deposit to the retirement fund of 3 percent of basic military pay to obtain retirement credit.

MILITARY RETIREES RECEIVE LEAVE ACCRUAL CREDIT FOR THE FOLLOWING REASONS

- Actual service during a war declared by Congress (includes WWII covering the period December 7, 1941 to April 28, 1952) or while participating in a campaign or expedition for which a campaign badge is authorized.

- All active duty when retirement was based on a disability received as a direct result of armed conflict or caused by an instrumentality of war and incurred in the line of duty during a period of war as defined in 38 USC. 101(11). "Period of war" includes WWII, the Korean conflict, Vietnam era, the Persian Gulf War, or the period beginning on the date of any future declaration of war by the Congress and ending on the date prescribed by Presidential proclamation or concurrent resolution of the Congress.

FOR RETIREMENT

An employee must waive military retired pay to receive any credit for military service unless the retired pay is awarded based on a service-connected disability incurred in combat with an enemy of the United States or caused by an instrumentality of war and incurred in the line of duty during a period of war.

SICK LEAVE

If you are a full-time employee, you will earn 13 days of sick leave a year or 4 hours per pay period. If you are a part-time employee, you will earn one hour for every 20 hours you are in a pay status. You may use sick leave in ¼-hour increments and with no restriction on the number of hours of sick leave you may accumulate. However, when you separate from Federal service,

you will not receive a lump sum payment for unused sick leave. If you later return to work in the Federal service, you may request a re-credit of unused sick leave to your leave account.

Sick leave is a qualified right and you may use it for the following reasons (based on supervisory approval:

- Medical, dental or optical examinations for you or Family member(s).
- Physical or mental illness, injury, pregnancy, or childbirth that prevents you from working.
- Providing care for Family member(s) due to physical or mental illness, injury, pregnancy, or childbirth.
- Making funeral arrangements for or attending a Family member's funeral as defined in 5 CFR 630.201.
- Your presence at work exposes others to a communicable disease.
- Child adoption (for more information on adoption benefits see Adoption Benefits Guide for Federal Employees at http://www.opm.gov/policy-data-oversight/worklife/reference-materials/adoption-benefits-guide-1.pdf).

It may not always be possible for you to obtain sick leave in advance unless you also know in advance about medical, dental or optical examinations, treatment, operations, periods of convalescence, lengthy illness, or something similar. However, once you learn of your need for sick leave, you must still contact your immediate supervisor or designee, as early in the day as possible, after the beginning of the official workday to obtain authorization to use sick leave. Check your local Collective Bargaining Agreement (CBA) for appropriate leave request procedures. It is always your responsibility to obtain leave approval in this situation and that means talking to your supervisor or designee to obtain the authorization.

If you are absent for sick leave related reasons for three or more days, you may be required to provide acceptable medical certification of the illness within 15 calendar days of the absence. In addition, if a supervisor feels that you are abusing sick leave, the supervisor can request in writing that you bring in acceptable medical certification of the illness no matter how brief your absence.

Note: Retirees under the CSRS and FERS are entitled to time credit in the calculation of retirement annuity for all unused sick leave to their credit at the time of retirement as of 1 Jan 14.

ADVANCED SICK LEAVE

You may request Advanced Sick Leave (ASL) if you have a serious disability, if you are taking care of a Family member due to an ailment, or if you are adopting a child. You may request up to a maximum of 240 hours at any given time. The request must be in writing stating the purpose of the leave. Submit the appropriate medical documentation (diagnosis, prognosis and length of incapacitation) and memo to your supervisor for approval/disapproval. If you are a

part-time employee, or an employee on an uncommon tour of duty, you are also eligible to request advanced sick leave; however, the advance will be prorated according to the number of hours regularly scheduled in your workweek. If you leave federal service prior to paying the ASL back, you will incur a federal debt unless you file for a disability retirement and the OPM approves it.

LEAVE FOR FAMILY PURPOSES

You are entitled to no more than a combined total of 12 weeks (480 hours) of sick leave each year for all Family care purposes. This includes 13 days (104 hours) of sick leave for general Family care or bereavement purposes. If you previously have used any portion of the 13 days of available sick leave for general Family care or bereavement purposes in a leave year, that amount must be subtracted from your 12-week entitlement. If you have already used 12 weeks of available sick leave to care for a Family member with a serious health condition, you cannot use an additional 13 days in the same leave year for general Family care purposes. If you are a full-time Federal employee, you may use up to 104 hours (13 days) of available sick leave in a leave year for Family care or bereavement. If you are a part-time Federal employee, or an employee with an uncommon tour of duty, you may use up to the number of hours of sick leave you will normally accrue during the leave year. You are not required to maintain a minimum balance in your sick leave account in order to use the maximum amount of sick leave provided for Family care and bereavement purposes. You may substitute available paid leave for LWOP. If you are substituting sick leave in place of LWOP, the sick leave usage must fall under sick leave provisions as stated above under the Sick Leave Section.

FAMILY AND MEDICAL LEAVE ACT (FMLA)

To be eligible for FMLA leave, you must have completed at least one year of civilian service with the government. FMLA entitles employees to 12 administrative workweeks of LWOP in any 12-month period, to include:

- The birth of a child and care of the newborn;
- The placement of a child with you for adoption or foster care;
- The care of your spouse, child, or parent with a serious health condition;
- Your own serious health condition if you are unable to perform the duties of your position;
- Or any qualifying exigency arising out of the fact that the spouse, son, daughter, or parent of the employee is on a covered active duty (or has been notified of an impending call or order to covered active duty) in the Army Forces.

You must fill out Form WH-380E, Form WH-380F, or Form WH-384 and provide medical certification to your supervisor for approval prior to taking FMLA leave.

Exclusions: The FMLA does exclude some employees. For example, if you are serving under intermittent appointment or temporary appointment with a time limitation of one year or less;

or have less than 12 months of Federal Service, you are not covered under the FMLA. If you are uncertain whether you are eligible for FMLA, please contact your local CPAC for more information.

VOLUNTARY LEAVE TRANSFER PROGRAM (VLTP)

If you are affected by a medical emergency and facing at least 24 hours without available paid leave (i.e., insufficient sick or annual leave to cover the time), you may apply to participate in the VLTP and become a voluntary leave recipient by submitting a written request through your supervisory channels. You must submit an OPM Form 630, obtain supervisor approval, and provide medical certification for the illness. Contact your local CPAC VLTP representative for assistance and additional information. This program allows any DoD Federal employees to donate their annual leave to you.

EMERGENCY LEAVE TRANSFER PROGRAM (ELTP)

Per Title 5, Code of Federal Regulations, Part 630, sections 630.1101 through 630.1109 (http://www.gpo.gov/fdsys/pkg/CFR-2012-title5-vol1/pdf/CFR-2012-title5-vol1.pdf) Disaster or emergency is defined as a major disaster or emergency, as declared by the President, that results in severe adverse effects for a substantial number of employees (e.g., loss of life or property, serious injury, or mental illness as a result of a direct threat to life or health). The President MUST authorize it for each SPECIFIC natural disaster or emergency prior to the OPM or if delegated, the Agency (Army) in order for ELTP to be available for your use. The President does NOT authorize for every natural disaster that occurs. Each authorization will have a specific start and end date for the ELTP program. This is NOT a continuous leave program like the VLTP.

You may apply to be an emergency leave recipient by completing the OPM Form 1637, Application to Become a Leave Recipient Under ELTP, http://beta.opm.gov/forms/pdf_fill/opm1637.pdf, obtaining your supervisor's signature, and submitting it to your servicing CPAC as soon as possible. You MUST take advanced annual leave in order to participate in this program. You do not need to exhaust your annual leave in order to apply for this program.

LEAVE WITHOUT PAY

LWOP is an approved absence without pay and may be granted at the discretion of the supervisory chain. LWOP may be used for purposes such as covering absences due to insufficient leave balances, attending to parental or other Family responsibilities, education which would be of benefit to the organization, recovery from illness or disability, or protection of employee status and benefits pending action on claims for disability retirement or injury compensation. Employees on leave-restriction or with a poor attendance record may face additional requirements when requested LWOP to include disapproval.

Generally, the effects of LWOP vary depending on the length of absence. Extended periods of LWOP will affect your service computation date, waiting period for WGIs, accumulation of annual and sick leave, and benefit contributions such as insurance premiums going into arrears.

If you are approved for LWOP for 30 or more consecutive days, please contact the CPAC for details of how this will affect your benefits.

ABSENCE WITHOUT LEAVE

AWOL is any absence from the workplace (for example, not showing up for work as scheduled) that has not been authorized or approved by your supervisor. This means you receive no pay and may face disciplinary action.

LEAVE DURING INCLEMENT WEATHER

Unscheduled leave under liberal leave policies may be available to you during adverse weather. However, you must still call in to request that approval for annual leave be granted. Annual leave is charged for the entire workday, or for the appropriate number of hours requested. Early release during inclement weather is considered excused absence only if you are present for duty at the time of the release. Status of post operations are usually announced on local radio/television stations. You will be notified in advance if you have been designated as "emergency essential"; if so, you should report for duty unless otherwise instructed by your supervisor. For additional information on leave during inclement weather, please contact your local CPAC.

LEAVE FOR MATERNITY/PATERNITY PURPOSES

There is no designated "maternity leave" or "paternity leave" in the Federal service. Employees must use their available sick leave and/or annual leave to cover appointments or to bond with the baby after birth. You may request LWOP from your immediate supervisor to cover that time if you do not have enough leave time built up. You may be entitled to the Leave Transfer and /or Advanced Sick Leave programs, as stated above. In addition, the FMLA entitles employees to 12 weeks of unpaid leave (which may be substituted with paid leave) to bond and care for a newborn for the first year.

HOLIDAY LEAVE

While in a pay status, on either the regularly scheduled workday preceding a holiday or on the regularly scheduled workday succeeding a holiday, you are entitled to straight-time pay for the holiday, regardless of your status on the holiday not worked. (Regular full-time employees receive regular straight-time pay, including night and shift differential, for holidays on which they are not required to work.)

MILITARY LEAVE

In most cases, military leave may be acquired for active duty, active duty training, and inactive duty training, per 5 USC 6323(a) for 15 days or 120 hours per fiscal year. If you are a part-time employee or on an uncommon tour of duty, military leave is pro-rated based on the number of hours worked in a regularly scheduled biweekly pay period. You may carry over a maximum of 15 days into the next fiscal year. You will be charged only the amount of military leave necessary to cover the period of training and necessary travel for inactive duty training. You must provide

military orders to your first-line supervisor. Members of the USAR or and ARNG are not charged military leave for weekends and holidays that occur within the period of military service.

For more detailed information see OPM's FAQs on Military Leave at https://www.opm.gov/flsa/oca/leave/HTML/military.asp or contact your servicing CPAC.

COURT LEAVE

The following table describes situations where you may be entitled to paid time off without charge to your leave balances, for your service as a juror or witness in legal proceedings.

Employee Absences For Court For Court-Relate Service			
Type of Service	**Type of Absence**	**Fee Retention or Not**	**Travel Expenses**
Jury Service:			
(a) US or DC Court	Court Leave	No	No
(b) State/local	Court Leave	Yes*(turn into organization)	No
***NOTE: if Civil Matter, NO court leave. If Criminal Matter, Court Leave if City, County, or State is processing.**			
Witness Service"			
(a) On behalf of State or DC Government	Official Duty	No	Yes*
(b) On behalf of State or local government in official capacity	Official Duty	Yes* (turn into organization)	Yes*
(c) On behalf of State or local government but not in an official capacity	Court Leave	Yes* (turn into organization)	No
(d) On behalf of private party in official capacity	Official Duty	Yes* (turn into organization)	Yes*
(e) On behalf of private party that is US, D.C., State or local government but when not in an official capacity	Court Leave	Yes* (turn into organization)	No
(f) On behalf of private party that is not US, DC, State or local government and when not in an official capacity.	Annual Leave or LWOP	Yes	No

VERIFICATION OF EMPLOYMENT

Anytime you need to have your employment or salary verified, such as when you apply for an apartment lease, car loans, mortgage, and other major loan, utilize the Employment Verification Tool within MyBiz. It will allow any organization (your bank, loan or credit institution, a background checking company or even a prospective employer) that you authorize to verify your employment status. Your employment information goes directly from the Defense Civilian Personnel Data System (DCPDS) via a secure internet to the external organization you select.

Step-by-step instructions can be found at http://cpol.army.mil/library/benefits/2013-EV.html.

The self-service employment verification tool is available at MyBiz (CAC-enabled) at https://compo.dcpds.cpms.osd.mil.

APPROPRIATED FUNDS POSITIONS

PERMANENT APPOINTMENTS IN THE COMPETITIVE SERVICE

Most permanent appointments to the FWS or GS system begin as career-conditional. Career-conditional employees attain career tenure after completing three years of substantially continuous creditable service. The first year of a career-conditional appointment is a probationary period used to determine the new employee's suitability as a Federal government employee.

PERMANENT APPOINTMENTS IN THE EXCEPTED SERVICE

Some Federal employees begin their Federal careers in the excepted service. Appointments in the excepted service are acquired either by virtue of the position held or by virtue of the legal authority used for appointment. For example, if you were hired using the Veterans Recruitment Appointment (VRA) or Schedule A authorities for employment of individuals with physical or mental disabilities, you are appointed to the excepted service for two years. After serving in the excepted service for the required two years, and with your supervisor's recommendation, you will be converted to the competitive service. An additional year of service is then required before you obtain career tenure.

Within the Department of the Army, certain positions, such as Attorney-Advisors and Defense Civilian Intelligence Personnel Systems (DCIPS) positions, are classified as excepted service. Persons employed in one of these positions are considered to be in the excepted service for the duration of their service. The first year of an excepted service appointment is a probationary period that is used to determine the new employee's suitability as a Federal government employee.

TIME-LIMITED APPOINTMENTS

Temporary and Term appointments are time-limited appointments and confer no status or competitive appointment eligibility. Under the GS or FWS system, a temporary appointment is limited to one year or less with the possibility of an extension of up to one additional year. A Term appointment is limited to 13 months or more, but may not exceed 4 years.

TEMPORARY APPOINTMENTS

This type of appointment is for a limited time, normally not to exceed a year, and may terminate at any time during the first year. Generally, employers do provide you advance notice whenever possible. As a temporary employee, you are not eligible for promotion. You earn annual leave if your appointment is over 90 days and you earn sick leave regardless of the length of the appointment. However, if you are on an intermittent work schedule, you do not earn either annual leave or sick leave. Temporary employees are not eligible for life insurance. Should your appointment be extended past one year, you will become eligible for health benefits.

TERM APPOINTMENTS

Term employees are required to serve a one-year trial period and may be terminated at any time during the probationary period for performance or conduct deficiencies. As a Term employee, you may be eligible for promotion if hired into a career-ladder position. Otherwise, you must re-apply as an external applicant. You will earn annual and sick leave and are eligible for all benefits, to include both health and life insurance. Term appointments generally do not extend past 4 years but that time may be counted towards a Federal Civilian retirement.

BENEFITS AND ENTITLEMENTS

ARMY BENEFITS CENTER-CIVILIAN

Benefits counseling and processing services for health and life insurance, retirement and Thrift Savings Plan are provided centrally by the Army Benefits Center-Civilian (ABC-C), located at Fort Riley, KS. The ABC-C benefits counselors are available to provide counseling and answer benefits questions Monday through Friday between the hours of 0600-1800 (6:00 a.m. to 6:00 p.m. Central Standard Time). The ABC-C's toll-free number is 1-877-276-9287. Hearing impaired employees may call the TDD number at 1-877-276-9833. OCONUS phone numbers can be found on the ABC-C web site at https://www.abc.army.mil. The website offers extensive benefits information and a link to the Employee Benefit Information System (EBIS) feature which allows employees to make electronic enrollments/changes and view personal information. The link for ABC-C New Employee Benefits Tool Kit is https://www.abc.army.mil/NewEmployee/NewEmployeeToolKit.htm.

The table below contains a listing for new employees of available benefits, enrollment timeframes and where to process enrollment changes as well as coverage effective dates.

Specific information about each type of benefit is detailed separately in each section which follows the table.

NEW EMPLOYEE BENEFIT ENROLLMENT OVERVIEW			
BENEFIT	**ENROLLMENT TIMEFRAME**	**ENROLL THROUGH**	**COVERAGE EFFECTIVE DATE**
Federal Employees Health Benefits (FEHB)	Within 60 days of Entry-On-Duty (EOD) into an eligible position	Army Benefit Center-Civilian (ABC-C): 877-276-9287 or https://www.abc.army.mil	First day of pay period following election
Federal Employees Group Life Insurance (FEGLI)-BASIC LIFE	AUTOMATIC	N/A	Date of EOD into an eligible position
FEGLI-OPTIONAL LIFE	Within 60 days of EOD into an eligible position	ABC-C: 877-276-9287 or https://www.abc.army.mil	1st Duty day on or after the election
Federal Dental and Vision Insurance Program (FEDVIP)	Within 60 days of EOD into an eligible position	BENEFEDS: 1-877-888-3337 or https://www.benefeds.com	First day of pay period following election
Flexible Spending Account (FSAFEDS)	Within 60 days of EOD into an eligible position	FSAFEDS: 1-877-372-3337 or http://www.fsafeds.com	First day of pay period following election
Long Term Care Insurance (LTCI)	Within 60 days of EOD into an eligible position with abbreviated underwriting; afterward, full underwriting required	Long Term Care Partners: 1-800-582-3337 or http://www.ltcfeds.com	Varies, usually within 30-60 days
Thrift Savings Plan (TSP)	AUTOMATIC withholding of 3% of pay, may change or cancel withholdings at any time	ABC-C: 877-276-9287 or https://www.abc.army.mil	First day of pay period following election
Retirement	AUTOMATIC for employees in eligible positions	N/A	Date of EOD or conversion to an eligible position

FEDERAL EMPLOYEES HEALTH BENEFITS PROGRAM (FEHB)

The FEHB program is the largest employer-sponsored group health insurance program in the world. The FEHB program is administered by the Office of Personnel Management (OPM) and provides major medical coverage for hospitalization, doctor visits, prescriptions and other medical services. There are no pre-existing coverage stipulations and a physical examination is not required. A large number of health plans participate in the FEHB program, to include fee-for-service, health maintenance organizations, consumer-driven and high deductible health plans. Enrollment options are self-only or self and Family.

Health insurance is a valuable benefit for which eligible employees are immediately able to enroll. Coverage is effective the first pay period AFTER the enrollment is processed. While you can use your FEHB benefits as soon as coverage is effective, it may take several weeks before the carrier shows the enrollment in which case employees sometimes are required to pay out-of-pocket and then submit claims for reimbursement. The new employee enrollment window expires 60 days after the date of hire. Employees who do not enroll within this window must wait until the annual open enrollment period or have a Qualifying Life Event (QLE) to enroll outside of this window. The Department of Army makes a substantial contribution for the cost of the insurance, while you pay the rest through payroll deduction on a pre-tax basis (called Premium Conversion (PC)). You may also waive participation in PC during your initial 60 day enrollment period and annually during open enrollment (See Premium Conversion for more details).

The annual open enrollment opportunity (a four-week period in November and December, with coverage effective the following January) and certain specified QLEs permit enrollment or a change to your enrollment within a specified timeframe. If you participate in the pre-tax treatment of your FEHB premiums (see "Premium Conversion" below), you cannot cancel your coverage outside of the open enrollment period without a QLE. Employees may continue FEHB into retirement if enrolled in the FEHB program for five years immediately preceding retirement, or from the first opportunity to enroll (if employed less than five years prior to retirement). In addition, when an employee passes away, Family members covered under the deceased employee's self and Family FEHB plan may be eligible to continue FEHB coverage after the employee's death.

PREMIUM CONVERSION

When FEHB premiums are pre-taxed earnings, they reduce the amount of taxes withheld from your pay. This is referred to as PC. PC is automatic for your FEHB enrollment unless you choose to waive it. Participation in PC limits your ability to cancel or change your FEHB to QLEs allowed by the Internal Revenue Service (IRS). To learn more about PC, visit www.opm.gov and search on "Premium Conversion."

LIFE EVENTS

Certain life events may permit enrollment or changes to benefits such as FEHB, FEGLI, FEDVIP, FSAs, FLTCIP, etc., in addition to creating the need to review or update your beneficiary designations. These events may include, but are not limited to marriage, divorce,

gaining a new Family member(s), death of Family member, change in spouse's employment/benefits, relocation, terminal illness or disability. For more information on life events, visit the OPM web site at http://www.opm.gov/insure/lifeevents/index.asp, or the ABC-C web site at https://www.abc.army.mil. Additionally, ABC-C benefits counselors are able to assist you from Monday through Friday during the hours of 6:00 a.m. – 6:00 p.m. (Central Standard Time). The ABC-C's toll-free number is 1-877-276-9287 and TDD at 1-877-276-9833 (OCONUS numbers can be found on the ABC-C website).

TEMPORARY CONTINUATION OF COVERAGE (TCC)

TCC enrollment is available to continue FEHB benefits if you separate from service, or are not eligible to carry FEHB into retirement. Family members whose eligibility ceases may also enroll in TCC to continue benefits. Generally, TCC premiums consist of the full premium cost (Government and employee share) and a 2% administrative fee. If eligible, certain involuntarily separated employees or former spouses may pay a lesser amount. To learn more, visit www.opm.gov and search "TCC."

CHILDREN'S EQUITY

If a court order requires you to provide health benefits to your children, you can either voluntarily enroll them in FEHB or obtain insurance through a private insurance plan.

If you do not comply with the court order, the Department of Army is required by law to enroll you in Blue Cross and Blue Shield Benefit Plan (enrollment code 105), self and Family coverage if the court order is presented by any interested party.

Information on the FEHB program, including Family member eligibility* and plan information and costs can be found on the OPM website at http://www.opm.gov/healthcare-insurance/healthcare/.

FEHB elections are made via the ABC-C systems by calling 877-276-9287 or by accessing the EBIS feature on the ABC-C website at https://www.abc.army.mil.

* On June 26, 2013, the Supreme Court ruled that Section 3 of the Defense of Marriage Act (DOMA) is unconstitutional. As a result OPM is now able to extend certain benefits to Federal employees and annuitants who have legally married a spouse of the same sex, regardless of the employee's or annuitant's state of residency. In addition, employees who reside in a state which does not allow for same-sex marriage, who are in a same-sex domestic partnership may now cover the child(ren) of the same-sex domestic partner under both FEHB and FEDVIP.

FEDERAL EMPLOYEES DENTAL AND VISION INSURANCE PROGRAM

Employees eligible for FEHB, even if not enrolled, are also eligible for a supplemental dental and/or vision benefit, FEDVIP. Dental or vision coverage offered through FEHB plans varies widely from carrier to carrier but would be the primary coverage. FEDVIP provides comprehensive secondary coverage. Employees may enroll in Dental coverage only, Vision coverage only or Dental and Vision coverage. Enrollment is self-only, self-plus-one or self-and-

Family. Premiums are based on type of enrollment, level of coverage (standard vs. high option) and locality where employee resides. Amount of coverage varies depending on the plan and some major services require that the enrollee be enrolled for a certain amount of time before eligible for benefits. Be sure to thoroughly research plans prior to enrollment to ensure they meet your individual circumstances. There is no government contribution toward FEDVIP premium.

Eligible new employees have 60 days to enroll in FEDVIP. In addition, there is an annual open enrollment opportunity and certain QLEs may permit enrollment or a change to your enrollment within a specified timeframe. Generally, you cannot cancel your coverage outside of the open enrollment period. FEDVIP may also be carried into retirement. FEDVIP is administered by BENEFEDS. Information is also available on the OPM web site. For questions regarding FEDVIP, or to enroll, contact BENEFEDS at 1-877-888-3337 or visit www.BENEFEDS.com.

FLEXIBLE SPENDING ACCOUNTS

FSAFEDS allows you to set aside pre-tax dollars from your pay for reimbursement for your eligible out-of-pocket health care and/or child/elder dependent care expenses thus lowering your taxable income. FSAFEDS offers two different FSAs: a Health Care Flexible Spending Account (HCFSA) and Dependent Care Flexible Spending Account (DCFSA). A HCFSA will reimburse employees for eligible health care expenses such as copays and deductibles which are not covered under FEHB and/or FEDVIP. A DCFSA will reimburse employees for eligible day care expenses for children under age 13 or dependents who are incapable of self-care who are on your Federal tax return. Dependent care must be necessary to allow employee (and your spouse, if married) to work, look for work or attend school full-time. You must be eligible for (though not necessarily enrolled in) the FEHB program to enroll in a HCFSA. FEHB eligibility is not required to enroll in a DCFSA.

If you are enrolled in a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA) you are not eligible for a "general purpose" HCFSA. However, you may be eligible for a Limited Expense Health Care Flexible Spending Account (LEX HCFSA) and/or a DCFSA. For more information on HDHPs and HSAs, visit http://www.opm.gov/hsa.

Generally, eligible new hires have 60 days to enroll, except for those hired late in a calendar year that may enroll during the annual open enrollment period. Benefits must be elected each year if you wish to continue to participate in the program. The program is administered by FSAFEDS. Information is also available on the OPM website. For questions regarding FSAFEDS, or to enroll, contact them at 1-877-372-3337, TTY: 1-800-952-0450 or visit: www.fsafeds.com.

FEDERAL EMPLOYEES' GROUP LIFE INSURANCE

FEGLI is the largest group life insurance program in the world. It consists of Basic Life Insurance coverage, which is automatic, and Optional Life Insurance, which must be elected within 60 days of hire or conversion to an eligible position unless there is a QLE allowing for a change. Unlike other benefits, there is NO annual open enrollment period for FEGLI. There is no physical required for new employee enrollment and FEGLI coverage can be decreased or

cancelled at any time. However, there is NOT an annual open season for FEGLI and opportunities to elect or increase coverage are infrequent and may require a physical examination. If you are enrolled in Basic life, certain life events (marriage, divorce, etc) may allow you elect optional coverage within a specified timeframe of that life event. FEGLI is group term life insurance and does not build up any cash value. You may designate anyone you wish to receive all or a portion of your FEGLI coverage, with the exception of Option C coverage, which is only payable to the employee. Employees may continue FEGLI into retirement if enrolled in the FEGLI program for five years immediately preceding retirement, or from the first opportunity to enroll (if employed less than five years prior to retirement).

BASIC LIFE INSURANCE

Basic Life Insurance coverage is automatic for employees in eligible positions. Coverage is equal to your annual salary, rounded up to the next thousand dollars plus two-thousand dollars. The government pays a portion of the premium for Basic Life Insurance. The employee's cost is equal to fifteen cents per thousand dollars of coverage. For example, an employee with an annual salary of $34,340 would have $37,000 in Basic Life Insurance and would pay $5.55 per pay period. As your salary increases, so will your coverage and premium respectively. Basic Life Insurance features accidental death and dismemberment (AD&D) coverage which doubles the FEGLI benefit payable in cases of accidental death and a free extra death benefit payment when the decedent is under age 45. Employees diagnosed with a life expectancy of nine months or less may apply for living benefits where a portion of their FEGLI Basic Life Insurance is paid while the employee is still living.

OPTIONAL LIFE INSURANCE

There are three types of Optional Insurance, Options A and B are additional coverage on the employee, Option C is coverage on eligible Family members. You must have Basic Life Insurance in order to elect any of the options. However, you can elect any combination of Optional Insurance coverage (i.e. you do not have to have Option A to elect Option B). Enrollment in Optional insurance is NOT automatic. You must take action to elect Optional Insurance within 60 days of your appointment/conversion to an eligible position or experiencing a life event which allows for coverage change (i.e. marriage, divorce, etc).

- Option A coverage is additional coverage of $10,000 and also features AD&D benefits.
- Option B coverage is available in multiples between one and five times your annual salary. Each multiple is coverage in the amount of your annual salary rounded up to the next thousand dollars. If your salary is $34,340, each multiple of Option B would be equal to $35,000 in coverage. This is in addition to any benefits payable under Basic Life Insurance and Option A. The premium for Option B is based on the age of the employee, the number of multiples elected and the employee's annual salary.
- Option C coverage is available in multiples of between one and five. Multiples for Option C relate to amount of coverage not to number of Family members. Each multiple of Option C covers an employee's spouse for $5,000 and each eligible child for $2,500

each. Option C coverage covers all eligible Family members for one price regardless of whether there is one Family member or ten. Increases or decreases in the number of Family members have no effect on premiums. Specific Family member information is only required upon submitting a claim for death benefits. The premium for Option C is based on the age of the employee and the number of multiples elected.

For more information and an interactive calculator to help you determine coverage and cost, visit the OPM website at http://www.opm.gov/healthcare-insurance/life-insurance/.

FEGLI elections are made via the ABC-C systems by calling 877-276-9287 or by accessing the EBIS feature on the ABC-C website at https://www.abc.army.mil.

FEDERAL LONG TERM CARE INSURANCE PROGRAM

FLTCIP provides long-term care insurance to help pay for care associated with the need for help with everyday activities. This insurance helps pay for long term care services in many settings, such as at home, a nursing home, assisted living facility, and adult dependent care facility.

FLTCIP is medically underwritten; you will need to answer questions about your medical history. Certain medical conditions, or combinations of conditions, will prevent some people from being approved for coverage. You need to apply to find out if you qualify for coverage under the FLTCIP.

Eligible new employees can apply within 60 days with abbreviated underwriting (fewer questions on health). Even if you do not enroll, extended Family members may be eligible to apply. In addition, FLTCIP benefits may be continued into retirement.

To learn more or to enroll, contact the program administrator, Long Term Care Partners at 1-800-582-3337 or visit www.ltcfeds.com.

RETIREMENT COVERAGE AND SYSTEMS

Employees are encouraged to begin retirement planning early and review their plans regularly throughout their career. Educated financial plans and decisions made throughout one's career will help to secure a more financially comfortable retirement. Retirement coverage is automatic for employees hired into eligible positions. Retirement benefits allow for an immediate or deferred retirement annuity for eligible individuals after meeting length-of-service and age requirements. In addition, employees who experience a condition where they are unable to perform their job due to physical or mental disability lasting at least one year may apply for disability retirement (subject to OPM approval). Survivors of employees or annuitants who pass away may also be eligible to receive a monthly survivor's annuity based on the employee's retirement covered employment. Retirement system coverage depends on various factors such as your service history and type of appointment.

Below are descriptions of the different Federal retirement systems:

- Effective January 1, 2014 Federal Employees Retirement System Further Revised Annuity Employee (FERS-FRAE) - covers employees newly hired into a position that provides retirement eligibility on or after January 1, 2014 or rehired with less than five years prior potentially creditable service. The system is identical to regular FERS but FERS-FRAE employees pay a 3.6% higher employee contribution than regular FERS employees for a contribution rate of 4.4%. As of the date of publication of this handbook, formal guidance on FERS-FRAE had not yet been published. Please check with your HR office if you have questions about FERS-FRAE.

- The Federal Employees Retirement System Revised Annuity Employee (FERS-RAE) - covers employees newly hired into a position that provides retirement eligibility on or after January 1, 2013 or rehired with less than five years prior potentially creditable service and before January 1, 2014. The system is identical to regular FERS but FERS-RAE employees pay a 2.3% higher employee contribution than regular FERS employees for a contribution rate of 3.1%. More information on FERS-RAE, visit http://www.opm.gov/retirement-services/publications-forms/benefits-administration-letters/2012/12-104.pdf.

- The Federal Employees Retirement System (FERS) - covers most employees hired in a position that provides retirement eligibility after January 1, 1984 and before January 1, 2013. It is a three-part retirement system consisting of Social Security benefits, a FERS annuity or pension, and the Thrift Savings Plan which is an integral part of FERS.

- The Civil Service Retirement System (CSRS) is a closed system to employees newly hired after January 1, 1984, but still covers a portion of the Department of Army Civilian workforce. CSRS employees are not subject to Social Security Tax.

- FICA and CSRS Partial, which is called CSRS-Offset, cover certain employees who are vested in the CSRS, but are subject to Social Security by law. If you are placed in CSRS-Offset you have a six-month opportunity to elect coverage under FERS.

- Sick Leave Credit-Employees are entitled to length-of-service credit in the calculation of retirement annuity for all unused sick leave on the date of retirement. Please note that there is a conversion required to convert hours of sick leave to credit for retirement. Questions regarding how sick leave is converted to service credit, as well as information regarding retirement eligibility, computation and benefits are available on ABC-C's main website as well as in the EBIS feature. Information is also available on the OPM website at http://www.opm.gov/retire/pubs/pamphlets/index.asp. Employees may also address questions to the ABC-C counselors by calling 877-276-9287.

- Employees within 3 years of retirement may request ABC-C counselors calculate an estimate of their retirement benefits. This estimate will only consist of the civil service annuity. All employees may use the self-service calculators available on the EBIS feature to calculate their civil service retirement annuity as well as their TSP and social security benefits.

- Employees intending to retire should submit their retirement applications to the ABC-C at least 120 days ahead of their retirement date. A retirement counselor will contact the employee and provide retirement counseling approximately 30 days before the date of retirement.

MILITARY SERVICE CREDIT PAYMENTS

If you have served on active military duty, regardless of which retirement system you are under, you may make a deposit to the civilian retirement system for that service and receive credit towards the civilian retirement for that service. In addition, some reserve service may also be eligible for civil service credit. Service Credit for retirement credit is not automatic and requires action by the employee. For FERS and certain CSRS employees, a deposit is required in order to receive credit for both retirement eligibility and annuity computation. This is true even for military service which interrupts civilian service (except military service which is fully covered under military or civilian leave).

New employees have three years from the date of hire to complete the deposit before interest accrues. If the deposit is not paid-in-full by the third anniversary, the interest begins accruing, retroactive to the start of the third year. Special rules apply to employees who retired from active duty. In addition, some reserve service may qualify for civilian retirement credit. ABC-C counselors can answer questions regarding military service which may qualify for civilian retirement deposit and service credit. The military deposit must be paid-in-full prior to your date of retirement.

For information and instructions on making a military deposit visit the ABC-C web site at https://www.abc.army.mil/retirements/retire.htm, and select Military Buyback/Post-56 Deposit under your respective retirement system or call 877-276-9287 to speak with an ABC-C counselor.

CIVILIAN SERVICE CREDIT PAYMENTS

Eligibility for making service credit deposits or redeposits depends on your respective retirement system. CSRS and CSRS Offset employees may or may not receive retirement credit for eligibility and annuity computation without paying a deposit or redeposit, depending on the dates of the service. FERS employees must pay a deposit to receive eligibility and annuity computation credit for temporary service but may receive credit for eligibility to retire but NOT for annuity computation for refunded service.

CSRS and CSRS Offset employees may make service credit deposits for periods of service where retirement deductions were not withheld, such as in the case of temporary service regardless of when the service occurred. Additionally, you may make a redeposit to cover periods where you separated from civilian service, applied for, and received a refund of retirement deductions. Retirement credit for eligibility and annuity computation without paying a deposit or redeposit depend on the dates of the service.

FERS, FERS-RAE and FERS-FRAE employees may make service credit deposits for periods of service where retirement deductions were not withheld, such as in the case of temporary service

performed prior to January 1, 1989. Temporary service performed on or after January 1, 1989 generally is not creditable under FERS and a deposit is not allowed. Refunded service, regardless of the dates may be repaid. If the refund is not repaid, credit toward length-of-service for eligibility will be given but no credit will be given for the refunded service when calculating the annuity.

For information and instructions on making a civilian deposit or redeposit visit the ABC-C website at https://www.abc.army.mil/retirements/retire.htm, and select Deposit/Redeposit Service under your respective retirement system or call 877-276-9287 to speak with an ABC-C counselor.

CSRS VOLUNTARY CONTRIBUTIONS

If you are under CSRS or CSRS Offset, you may elect to make voluntary contributions into CSRS beyond the required level to obtain additional retirement savings. To be eligible, you must have no outstanding deposit or redeposit service. To learn more, visit http://www.opm.gov/forms/pdfimage/RI83-10.pdf.

For information and instructions on applying to make voluntary contributions call 877-276-9287 to speak with an ABC-C counselor.

NONAPPROPRIATED FUND (NAF) SERVICE CREDIT

Employees with prior service under NAF may contact the ABC-C to determine if their NAF service may be creditable toward their Appropriated Funds service. There are several laws which impact an employee's ability to credit NAF service or port retirement coverage depending on the type of NAF service and the years of service. Information regarding NAF portability and service credit can be found on the ABC-C website at: https://www.abc.army.mil/NAF/NAF.htm.

MEDICARE

All Federal employees are subject to the Medicare tax. To answer questions about how FEHB Program & Medicare work together to provide you with your health benefits coverage at age 65 visit the OPM website at http://www.opm.gov/healthcare-insurance/healthcare/medicare/.

OLD-AGE, SURVIVORS, AND DISABILITY INSURANCE (OASDI)

OASDI also known as Social Security Tax is available to all employees with the exception of those under CSRS are subject to the Social Security Tax. However, there is a maximum taxable earnings limit which changes annually. Earnings above the limit are exempt from the Social Security Tax. To find out what the annual limit is, visit the social security website at http://www.ssa.gov/.

THRIFT SAVINGS PLAN (TSP)

TSP participation is critical for you while planning for a retirement income that will meet continued financial needs during retirement years. The TSP offers the same type of savings and tax benefits that many private corporations offer their employees under 401k plans.

Contributions are made through payroll deduction and are tax-deferred. TSP features a variety of investment options. Transfers and rollovers from other qualifying retirement plans may be eligible for acceptance into your TSP account. TSP also offers various withdrawal and loan options.

All employees in CSRS, CSRS Offset, FERS, FERS-RAE and FERS-FRAE are eligible to participate in the TSP. New and rehired employees are automatically enrolled at a contribution rate of 3%. The contributions that you make to your TSP account are separate from your contributions to FERS or CSRS. FERS employees receive an employer automatic 1% and matching contributions up to 5%, while CSRS and CSRS-Offset employees do not receive matching contributions.

The maximum annual contribution limit is determined each year by the IRS. It is important for FERS employees intending to maximize their contributions to calculate carefully. Employees who reach the annual limit before the end of the TSP contribution year, will have withholdings cease and may miss out on agency matching contributions. It is also important to note that the TSP contribution year is based on when the pay is received, not when it is earned. Because of the time lag between making the election, the effective date of the election and the receipt of pay, it is often necessary to make the following year's TSP election in late November or early December in order to effect the first pay date in January. ABC-C counselors can assist with answering questions regarding when to make an election and annual limits.

TSP elections to increase, decrease, stop or restart withholdings can be made at any time. TSP changes that affect the amount coming out of your paycheck are done via the ABC-C systems by calling 877-276-9287 or by accessing the EBIS feature on the ABC-C website at https://www.abc.army.mil.

To make changes to your investment allocation, move money between funds, inquiries concerning account balances, loans or withdrawals are made via the TSP system by calling 1-877-968-3778 or by accessing their website at: www.tsp.gov. Once TSP received the first contribution, they will establish an account and contact the employee with account access information.

TSP CATCH-UP CONTRIBUTIONS

If you are age 50 or over, or will turn 50 during the calendar year and are contributing the IRS maximum contributions to you an eligible account, you may be eligible to make TSP Catch-Up Contributions, additional tax-deferred contributions to your TSP account.

TSP Catch-Up elections are done via the ABC-C systems by calling 877-276-9287 or by accessing the EBIS feature on the ABC-C website at https://www.abc.army.mil. This option will only be accessible in EBIS for employees who meet age requirements to participate in TSP Catch-Up.

BENEFICIARY DESIGNATIONS

You may make beneficiary designations for FEGLI, Retirement, TSP and unpaid compensation. Each requires a different form be completed, certified and filed with the appropriate office. The

most recent, valid beneficiary form on file is the official declaration of who is entitled to payment regardless of whether it reflects a current or former spouse or Family member. Therefore, it is critical for you to keep all beneficiary designations current with regard to intentions for payment. An existing entitlement to survivor benefits will supersede the beneficiary for retirement benefits. For cases where there is no beneficiary form on file, benefits are paid in order of precedence under the law.

To obtain designation forms and instructions, visit https://www.abc.army.mil/Forms/BeneficiaryForms.htm.

DEATH BENEFITS AND SURVIVOR ANNUITY

If you pass away while an active employee or retiree, your spouse, former spouse and dependent child(ren) may be entitled to a monthly survivor annuity.

ACTIVE DUTY MILITARY SERVICE (LWOP US)

If you will enter active duty military service, please contact your local Civilian Personnel Advisory Center (CPAC) for special information pertaining to your status. Additionally, please see the Uniformed Services section of the ABC-C website at https://www.abc.army.mil before, during and upon return from deployment.

CIVILIAN DEPLOYMENT

If you will be deployed in connection with your civilian service, contact your CPAC for information pertaining to FEGLI and other benefits.

LEAVE WITHOUT PAY (LWOP)

LWOP may affect your benefits and entitlements. Please contact your servicing CPAC or an ABC-C counselor to obtain additional information.

CHANGE OF ADDRESS

It is very important for you to remember to update your address of record in the DFAS myPay system at www.dfas.mil. DFAS will flow the change to the human resources and TSP databases as well. An accurate address is needed to ensure that tax and certain other withholdings are correct and will allow your servicing offices the ability to reach you if needed, for example, if you should apply for a TSP loan, TSP may need to send forms to you.

Additionally, if you are enrolled in FEHB, you must contact your health plan to report your change of address. If you are enrolled in FEDVIP, FSAs, and/or FLTCIP, you will need to update your account profile contact information.

Relocation may also necessitate a change in health plan, FEDVIP enrollment, etc. Please review your benefits information and promptly make any necessary changes.

FEDERAL EMPLOYEES COMPENSATION ACT (FECA)

If you sustain a traumatic injury or occupational disease in the performance of duties, report the injury or illness to your supervisor immediately. The supervisor and you will complete the electronic CA-1 or CA-2 through the Electronic Data Interchange. The link to the electronic form is https://cacdiucs3.cpms.osd.mil/forms/frmservlet?config=SAFER_ALONE_PRO.

If you are incapacitated, someone may take this action on your behalf, including a Family member, union official, representative, or organization official. The supervisor must print and forward a hard copy of the forms, with original signature of the person reporting the injury, to the servicing CPAC. Benefits include, but are not limited to, monetary compensation, medical care and assistance, vocational rehabilitation and re-employment rights as needed. For more information concerning the FECA, contact your Injury Compensation Program Administer in the CPAC.

PERFORMANCE MANAGEMENT

EMPLOYEE PERFORMANCE EVALUATION

The Performance Management process includes five phases:

- Planning performance and assigning work.
- Monitoring performance
- Developing performance
- Appraising performance
- Rewarding performance

You should receive a copy of your position description and written performance plan from your supervisor within the first 30 days of your new job. This plan states performance expectations and objectives during a rating period. Your supervisor is the approving official for the performance plan; he/she will review it with you at the beginning of each rating period. In addition, you will meet with your supervisor to discuss the performance at the mid-point and end of the rating period. A written evaluation is prepared and provided to you at the end of each rating cycle. For more specific information, refer to AR 690-400, Chapter 4302, on the Internet at http://cpol.army.mil/library for GS and WG employees.

TEMPORARY EMPLOYEES

Temporary employees who are either in the competitive or excepted service may be excluded from the performance appraisal system if serving in positions that are not expected to exceed 120 days in a consecutive 12-month period. For more information, go to http://www.army.mil/usapa/epubs/pdf/r690_400.pdf.

REWARDING GOOD PERFORMANCE

Employees may be nominated for awards in the form of quality step increases, cash, time-off, honorary awards, etc., for exceptional contributions to mission accomplishment. Employees can find out more by reviewing AR 672-20, Incentive Awards that is located at http://www.army.mil/usapa/epubs/pdf/r672_20.pdf.

LABOR-MANAGEMENT RELATIONS

CIVIL SERVICE REFORM ACT OF 1978

This Act provides the legal foundation for the operation of the Federal labor-management relations program. Under the provisions of the program, eligible employees may elect a labor organization to represent them in a bargaining unit through an election vote for union representation. In addition, you may choose to serve as a representative of the labor organization in presenting the union's views to management officials and in negotiating a collective bargaining agreement. The CPAC has been designated as the principal point of contact for conducting business with labor organizations.

BARGAINING UNIT STATUS (BUS) CODES

The bargaining unit status is located on block 37 of your latest SF50. If the number is NOT 8888 or 7777, then you are a bargaining unit employee represented by a local union. The number 8888 means that you are excluded from joining a bargaining unit and the number 7777 means that you are eligible for a union, but not represented.

RECOGNIZED UNIONS

Twenty-four (24) different unions represent federal employees within the Army in over 400 bargaining units. To find out which union is present at a location and its representative; please contact your local CPAC Labor Relations Specialist. If a conflict appears between information presented in this handbook and the policies and procedures of a negotiated agreement, the provisions of the negotiated agreement take precedence and must be observed.

EMPLOYEE RIGHTS

You may submit a grievance when dissatisfied with working conditions, relationships, or employment status. First, discuss your complaint with your immediate supervisor in an attempt to resolve the problem in an informal manner.

GRIEVANCES

Negotiated grievances (NG) must be submitted in accordance with the procedures described in the appropriate collective bargaining agreement. For general information on negotiated grievance procedures, click on the following link http://cpol.army.mil/library/permiss/416.html. Non-bargaining unit employees (block 37 of

your SF50 will be either 8888 or 7777) must submit grievances in accordance with Administrative Grievance Procedures. For more information on administrative grievance procedures employees can contact their local CPAC Labor Relations Specialist or use the following link http://cpol.army.mil/library/permiss/5aa.html. Bargaining unit employees may also file an administrative grievance on an issue if it is excluded from coverage of the local NG or if the bargaining unit employees are not covered by a collective bargaining agreement. However, the issue must still fall within the coverage of the administrative grievance procedure in order to submit a grievance through that venue.

DISCIPLINE

Maintaining discipline among civilian employees is extremely important. The broad objective of discipline is to prevent prohibited activities and to motivate employees to conform to acceptable standards of conduct. The most effective means of maintaining discipline is through cooperation, sustained effective working relationships and the self-discipline and responsible performance expected of mature employees.

Disciplinary actions fall into two categories: (1) informal actions involving oral admonishments and written warnings or (2) formal actions including letters of reprimand, suspensions, demotions, and removal.

Similarly, conduct falls into two categories: behavioral offenses for which disciplinary action aimed at correcting the behavior is appropriate, and violations of regulations or laws that require punitive sanctions. The Table of Penalties for various offenses serves as a general guide in imposing disciplinary action. The Table of Penalties for disciplinary actions can be found at http://www.cpol.army.mil/library/permiss/5a111.html.

REPRESENTATION

Bargaining unit employees are entitled to union representation if examined by a representative of the agency in connection with an investigation if both of these criteria are met:

- employee reasonably believes that the examination may result in disciplinary action against the employee
- employee requests representation

This is commonly referred to as "Weingarten Rights." Additional information on this issue is available at http://cpol.army.mil/library/permiss/4122.html.

CHAPTER 9: CIVILIAN TRAINING AND LEADER DEVELOPMENT

This chapter is important because it provides information on most of the mandatory training and information on other training and leader development opportunities available for you. The Army is increasingly reliant on its Civilian Corps to support the Operating Force. The environment within which members of the Army Civilian Corps function is characterized by increasing complexity, to include highly networked organizations and more decentralized operations. Because of increased interaction with joint, interagency, intergovernmental, and multinational organizations, members of the Army Civilian Corps interact with a diverse set of partners. Like their uniformed counterparts, Civilians must be functionally proficient, and technically competent skilled leaders who are fully capable, adaptable, and totally committed to supporting the Army's mission.

Your Individual Development Plan (IDP) is the tool that you will use to determine your personal and professional goals. You and your supervisor will work together to create your IDP, and it will include all the training and leader development activities that will lead to the attainment of your goals, within the context of the organization's mission. The critical element of an IDP is communication between you and your supervisor.

TRAINING

Mission and job-related training is required to support Army goals by improving organizational performance at every level. This includes training that supports the Army's strategic plan and organization objectives; improves an employee's current job performance and/or competencies, or closes an existing competency gap; allows for expansion or enhancement of an employee's current job by developing new competencies; enables an employee to perform needed or potentially needed duties outside the current job at the same level of responsibility; meets organizational needs in response to human resource plans and re-engineering, downsizing, or other program changes; develops employee competencies to facilitate career progression; or supports of recruitment strategies for "hard to fill" jobs.

Your training may be funded by your Career Program, your command/organization, or Headquarters, Department of the Army, depending on the specific course or program. Refer to the chapter on Career Management to determine your career program, and the processes used to apply for career program training. If your command/organization is funding your training, you will have to work with the command training manager to apply for a course or program. Your supervisor is always required to approve your training activity, regardless of the source of funding. Each program or course will have specific eligibility requirements and prerequisites, and you must meet these before you apply for the program or course. The Army Civilian Training and Leader Development website , http://civiliantraining.army.mil , and the Army

Civilian Training, Education and Development System (ACTEDS) website http://cpol.army.mil/library/train/catalog/ has more information on specific career program training plans.

All employees must take initial and recurring mandatory training, as directed by executive order, Federal statute, DoD and Army regulations, and local command policy. Most mandatory training can be found in Army Regulation 350-1, Training and Leader Development. You must communicate with your supervisor or command training manager to ensure you are aware of mandatory and required training.

MANDATORY SUPERVISOR TRAINING

The Supervisor Development Course (SDC) is an online course and is mandatory for all Army professionals (military and civilian) who supervise Army Civilians. It is required within the first year of assignment to a supervisor position and is required every 3 years thereafter. If you are in a supervisor position, you must complete this course. Some commands offer a resident supervisor training course to supplement the SDC, but the SDC must still be completed for credit. The SDC is also recommended for Civilians who are not supervisors, as it contains a wealth of information that is relevant to all employees. You may enroll in the SDC through the Civilian Human Resource Training and Application System (CHRTAS) at https://www.atrrs.army.mil/channels/chrtas. Login to your profile, and then select Apply for Training link, choose the Civilian Education System, and then the Supervisor Development Course tab.

ARMY LEADER DEVELOPMENT PROGRAMS

The objective of the Army's Civilian Leader Development Program is to provide a deliberate, continuous, and progressive process, grounded in Army values, that develops Civilians into competent and confident leaders capable of decisive action. Leader development consists of a combination of institutional training, education, and experience. Components of the program are:

- Civilian Education System (CES) Courses
- Senior Enterprise Talent Management Programs
- Command and Career Program Leader Development Programs

CIVILIAN EDUCATION SYSTEM (CES)

The CES is comprised of core leader education courses and is based on leader competencies from the Office of Personnel Management Executive Core Qualifications, the Department of the

Defense Leadership Competency Framework, as well as Army Doctrine Publication 6-22, Army Leadership. The Army Management Staff College is the proponent school for the CES courses. These courses are conducted at Fort Leavenworth, Kansas. Each course is comprised of a dL phase and a resident phase. Completion of both phases is required for course credit, although the dL phase alone may be completed for self-development.

All Army Civilians are required to take the CES course that is targeted to their grade levels. If you have completed a professional military education (PME) course in the Army or another service, you may be eligible to receive credit in lieu of taking your targeted CES course. To determine if you qualify, go to the CHRTAS website https://www.atrrs.army.mil/channels/chrtas and log in using your CAC card or SSN and birth date. You must create or update your profile before you will be able to continue. Once you have created or updated your profile, click on the CES Eligibility and Completion Status link to see your target course and completion status. As a new Civilian, (regardless if prior military or not) you will be required to complete the Foundation Course, regardless of your current grade level or targeted course.

- **The Foundation Course (FC)** is a fully online course. The course focuses on competencies required to lead self, and has important information for new Army Civilians. This course is required for all Army Civilians hired after 30 September 2006.
- **The Basic Course (BC)** is a blended learning course, with an online and resident phase (2 weeks). The course focuses on leading teams and projects, and is the target leader development course for Civilians in grades GS-1 to GS-9 and comparable pay grades and bands.
- **The Intermediate Course (IC)** is a blended learning course, with an online and resident phase (3 weeks). The course focuses on leading people, and is the target leader development course for Civilians in the grades GS-10 to GS-12 and comparable pay grades and bands.
- **The Advanced Course (AC)** is a blended learning course, with an online phase and resident phase (4 weeks). The course focuses on leading organizations and programs and is the target leader development course for Civilians in the grades GS-13 to GS-15 and comparable pay grades and bands.
- **The Continuing Education for Senior Leaders (CESL) Course** is a blended learning course, with an online phase and resident phase (1 week). The course focus is leading institutions, and is geared towards Civilians in the grades GS-14 to GS-15 and comparable pay grades and bands.

COMPETIVE PROFESSIONAL DEVELOPMENT PROGRAMS

There are several courses and programs that are open to Army Civilians, require the completion of the target CES course, and have an eligibility requirement of 3 years in an Army Civilian

position. These courses are listed and described on the Civilian Training and Leader Development website, http://www.civiliantraining.army.mil, and the ACTEDS website, http://cpol.army.mil/library/train/catalog/. When you have reached your career conditional status, you may be eligible to apply for some of these programs. Check the individual eligibility requirements for each program.

ACADEMIC DEGREE TRAINING (ADT) PROGRAM

The ADT program is a tuition assistance program for those who are seeking an academic degree in a field related to the performance of your official duties. You will be eligible for this program when you have completed 3 years as an Army Civilian. You may apply for this competitive program through your command/organization or through your career program. You can get more information on this program at Civilian Training and Leader Development, http://www.civiliantraining.army.mil/.

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

The SETM program is designed to afford selected GS-14 to GS-15, or equivalent Army senior civilians, an exceptional professional development, senior level education or experiential learning opportunity. There are four components to SETM, each focusing on a different type of training or developmental experience. It is a great opportunity to do something outside of your organization or your career program. You must carefully review the eligibility requirements of each component, as they are not the same.

- **The Enterprise Placement Program** (EPP) is open to GS-15s, or equivalent employees, who apply and are selected as Army Enterprise Employees. Army Enterprise Employees are slated for consideration for placement into positions across the Army that will broaden their skills and prepare them for greater challenges.

- **SETM-Temporary Duty** is a short-term developmental assignment program for GS-14 to GS-15s, or equivalent employees. Participants are temporarily assigned to work on a special command-nominated project as part of a working group or to fill a "critical need" detail for a period not to exceed 179 days.

- **Senior Service College (SSC)** is open to applicants in grades GS-14 to GS-15, or equivalent employees, who have competed their core CES requirement (Advanced Course) and have 3 years in a permanent Army Civilian position. Applicants compete for limited number of seats at the US Army War College or the Dwight D. Eisenhower School for National Security and Resource Strategy. Attendance at SSC is designed to expand the participants' knowledge of the national security mission, understanding of complex policy and operational challenges faced by senior DoD and Army officials.

- **The Defense Senior Leader Development Program** is a DoD funded program and an Army component of SETM.

You can find additional information about SETM and its individual programs and instructions by going to https://www.csldo.army.mil.

COMMAND AND CAREER PROGRAM SPONSORED LEADER DEVELOPMENT PROGRAMS

Many commands, career programs, and organizations conduct leader development programs for their Civilian employees at all levels. Commonly, they include mentoring and coaching from senior leaders in the organization, developmental assignments, shadowing senior leaders, and participation in special projects. You should talk with your supervisor if you are interested in any of these opportunities.

DEPARTMENT OF DEFENSE LEADER DEVELOPMENT PROGRAMS

The Defense Civilian Emerging Leader Program (DCELP) is targeted to GS-7 to GS-11 Army Civilians who are in the Human Resources Management and Financial Management career programs, as well as those who are in positions coded as Acquisition Workforce. This program is limited to these career fields by law. It is a 10-month program that consists of participants from all services and defense agencies, and consists of multiple 1 and 2 week courses. Travel to the program location in Southbridge, Massachusetts is required for attendance. Participants are selected by an Army board.

Defense Senior Leader Development Program (DSLDP) is targeted to GS-14 to GS-15 Army Civilians from all career programs. It is a 2-year program with participants from all services that consists of seminars, a 10-month Senior Service School attendance, and a developmental assignment. Students must have 3 years in a permanent Army position in order to be eligible to apply. Participants are placed in a new job upon graduation. Participants are selected by the SETM program, followed by a DoD board.

Department of Defense Executive Leader Development Program (ELDP) is targeted to GS-12 to GS-14 Army Civilians in all career programs. It is a rigorous 10-month program that consists of classroom activities and short term deployments to various military training bases. This program requires a high level of physical activity, and a medical clearance is required for participation. Participants are selected by an Army board.

IN SUMMARY

The Army makes a great investment in Army Civilians through training and leader development courses, programs and activities. Ultimately, you and your supervisor are responsible for creating an IDP that supports your personal and professional goals, as well as a plan that meets the Army's requirements. Creating this plan will take time and effort, and a constant review of

what is offered by the Army, your career program, and your command/organization. You will have to invest your own time and effort to meet your goals, but it will be well worth it over the course of your Army Civilian career.

CHAPTER 10: CAREER MANAGEMENT

It is important to know which career program you belong to so you can find the specific information for your career program. When you look at your position description under the position assignment title, you will see career program. It will list the career program number. This chapter contains information on each career program.

Starting in 2011, the Secretary of the Army initiated a major critical review, analysis, and revision of the Army Civilian personnel management system, called *Army Civilian Workforce Transformation* (CWT), which has the goal of creating an adaptive and flexible Civilian cohort supported by integrated policies and programs that produce and deliver "the right person, to the right place, at the right time."

Additionally, under the CWT umbrella is the Army Civilian Training, Education and Development System (ACTEDS) plans which are developed by career programs (see AR 690-950, Career Management, 31 Dec 01; AR 600-3, The Army Personnel Development System, 26 Feb 09.) Your Career Program is an Army functional community that provides career management, education and training to its designated population. The Career Program population is comprised of position occupational series that are aligned into consolidated groupings based on common technical functions, associated command missions and position

To further assist in your career path is the current Army Civilian Training, Education, and Development (ACTEDS) Training Catalog: http://cpol.army.mil/library/train/catalog/

The ACTEDS Training Catalog contains comprehensive information sorted by career program/field and function to help individuals choose training that is most appropriate to their current position.

The core Career Program management structure consists of:

- Functional Chief (FC): The Senior Career Program Official (General Officer or SES) have enterprise-level responsibility for ensuring the readiness of employees in occupational series and Career Programs in support of Army missions.
- Functional Chief Representative (FCR): An Army Senior Civilian, designated by the FC, to serve as the principle advisor on Career Program Management issues.

- Career Program Managers: Personnel that support the FC and FCR in the execution of Career Program management responsibilities. Career Program Managers are employed in various organizational levels: Career Program Proponency Offices; Army Commands (Command Career Program Managers – (CCPM)); and Activities (Activity Career Program Managers – (ACPM)).

THE 31 ARMY CAREER PROGRAMS

CP-10: CIVILIAN HUMAN RESOURCES (CHR) MANAGEMENT

Civilian Human Resources consultants, practitioners, policy makers, facilitators and strategic planning partners at all levels Armywide. CP-10 careerists also demonstrate functional capabilities in manpower and organizational alignment and information management.

FC: Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA))

FCR: Assistant G-1, Civilian Personnel

http://cpol.army.mil/library/career/cp-templates/CP-10_Template.doc

http://cpol.army.mil/library/train/acteds/CP_10/

CP-11: COMPTROLLER

Professional and administrative positions in a variety of financial and resource management related functional specialties (i.e., Budget Analysts, Auditors, and Resource Managers).

FC: Assistant Secretary of the Army (Financial Management and Comptroller) (ASA (FM&C))

FCR: Principal Deputy Assistant Secretary of the Army (FM&C)

http://cpol.army.mil/library/career/cp-templates/CP-11_Template.doc

http://cpol.army.mil/library/train/acteds/CP_11/

CP-12: SAFETY AND OCCUPATIONAL HEALTH

Safety and Occupational Health professionals trained to advise, administer, supervise and perform work in a wide variety of safety and occupational health concepts, principles, practices, laws and regulations. CP-12 careerists must also have knowledge of physical, chemical, biological and behavioral sciences, mathematics, business, training and educational techniques, engineering concepts, and specialized kinds of operations such as construction, transportation, explosives, fire, electrical, radiation, and aviation.

FC: Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health)

FCR: Senior Safety Advisor

http://cpol.army.mil/library/career/cp-templates/CP-12_Template.doc

http://cpol.army.mil/library/train/acteds/CP_12/

CP-13: SUPPLY MANAGEMENT

Supply Management professionals execute Defense Life Cycle Logistics as defined in Forecasting and Demand Planning, Supply Planning, Sourcing, and Inventory Management occupations. CP-13 functions include procurement to disposal of defense system material and integration of multiple material sources and processes to meet war fighter requirements. CP-13 also includes wage grade and GS positions that perform functions that support the mission of supply management support, planning and execution of mission requirements.

FC: Assistant Deputy Chief of Staff, G-4

FCR: Director of Supply, ODCS, G-4

http://cpol.army.mil/library/career/cp-templates/CP-13_Template.doc

http://cpol.army.mil/library/train/acteds/CP_131724/

CP-14: CONTRACTING AND ACQUISITION

Manages and develops the Army's contracting business management professionals at the tactical, operational, and strategic level. It is the framework through which leaders, managers, supervisors, and employees improve the effectiveness, efficiency, and professionalism of the contracting workforce to build future leaders who have the required skills, knowledge, and abilities to execute diverse missions. CP-14 Careerists provide the Army with contract management and contract execution in such areas as contract formation and award, cost/price analysis, small business, competition, Government property, and contract closeout and compliance with statutory and regulatory requirements.

FC: Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA (ALT))

FCR: Deputy Assistant Secretary of Army (Procurement)

http://cpol.army.mil/library/career/cp-templates/CP-14_Template.doc

http://cpol.army.mil/library/train/acteds/CP_14/

CP-15: QUALITY AND RELIABILITY AWARENESS

Quality Assurance and Reliability Specialists are responsible for accomplishing the government's quality program across all Army Commands IAW appropriate Army regulations in the 702 series. This encompasses quality and reliability activities in every aspect of Life Cycle Management and Soldier Readiness to include government/contractor produced products and services, and contracting and acquisition activities. The subject matter experts in CP-15 serve as advisors, consultants, analysts and inspectors at all levels within Army commands.

FC: Commanding General Army Material Command (AMC)

FCR: Deputy Assistant Chief of Staff, Operations and Logistics, HQ AMC

http://cpol.army.mil/library/career/cp-templates/CP-15_Template.doc

http://cpol.army.mil/library/train/acteds/CP_15/

CP-16: ENGINEERS AND SCIENTISTS (NON-CONSTRUCTION)

CP-16 specialists are technically oriented professionals responsible for supplying the Soldier in the field with advanced materiel ranging from missiles, tanks, ammunition and software to food, shelter, and clothing. Careerists are responsible for research, design, development, production and field support of this equipment. CP-16 is the career field for those Army civilian engineers, scientists, technicians, and wage grade personnel working in Army research, development, and acquisition functions.

FC: Commanding General, Army Material Command (AMC)

FCR: Chief, Technology Officer, Army Material Command

http://cpol.army.mil/library/career/cp-templates/CP-16_Template.doc

http://www.rdecom.army.mil/DACP16/

CP-17: MATERIAL MAINTENANCE MANAGEMENT

Materiel Maintenance Management professionals perform functions in Life Cycle Logistics which consists of Logistics Design Influence, Integrated Logistics Support Planning, Product Support and Sustainment, Configuration Management, Reliability and Maintainability Analysis, Technical/Product Data Management, and Supportability Analysis. Some positions are identified as Acquisition, Technology and Logistics (AT&L) and have certification requirements. CP-17 also includes wage grade and GS specialist who perform functions that support the maintenance mission requirements.

FC: Assistant Deputy Chief of Staff, G-4

FCR: Director of Maintenance, ODCS, G-4

http://cpol.army.mil/library/career/cp-templates/CP-17_Template.doc

http://cpol.army.mil/library/train/acteds/CP_131724/

CP-18: ENGINEERS AND SCIENTISTS (RESOURCES AND CONSTRUCTION)

Perform duties and responsibilities in eight functional categories: Civil Works Planning, Construction, Engineering, Project Management, Public Works, Real Estate, Operations and, Research and Development. Primarily involved with planning, design, construction, operation and maintenance of civil works projects; hazardous toxic waste remediation and installation

restoration programs; and management of land, water, and related natural resources for public purposes and research in such fields.

FC: Commanding General, US Army Corps of Engineers

FCR: USACE Director Programs Directorate Southwest Division

http://cpol.army.mil/library/career/cp-templates/CP-18_Template.doc

https://eko.usace.army.mil/careerprograms/cp_18/

CP-19: PHYSICAL SECURITY AND LAW ENFORCEMENT

CP-19 is a career program for Department of Army Civilians serving in the following occupational series: Correctional Institution Administration, Fingerprint Identification, Security Administration, Police, Security Guard, Security Assistant, Miscellaneous Administrative & Program, General Inspection, Investigation & Compliance, Compliance Inspection & Support, Investigative Analysis, General Investigating, Criminal Investigating, Game Law Investigating, Customs Inspection, Customs & Border Protection, Customs Aid.

FC: Provost Marshal General

FCR: Office of the Provost General Marshal

http://cpol.army.mil/library/career/cp-templates/CP-19_Template.doc

http://cpol.army.mil/library/train/acteds/CP_19/

CP-20: QUALITY ASSURANCE SPECIALIST (AMMUNITION SURVEILLANCE)

Ammunition is a complex commodity that is unique from any other. Due to its inherent hazards and critical importance to the National Defense, CP-20 personnel required to manage the ammunition stockpile must be highly motivated and knowledgeable of ammunition's special properties, characteristics, and requirements. The surveillance program consists of surveillance inspections, and the review and monitoring of safety and logistics functions. It includes, but is not limited to, visual inspections and tests (such as initial receipt, cyclic inspection, and basic load) as well as review and evaluation of the full range of logistic operations and explosives safety functions. It is also conducted as part of the supply readiness program or other quality control activities.

FC: Commanding General, Army Materiel Command (AMC)

FCR: Deputy to the Commander, Joint Munitions Command (JMC)

http://cpol.army.mil/library/career/cp-templates/CP-20_Template.doc

http://cpol.army.mil/library/train/acteds/CP_20/

CP-22: PUBLIC AFFAIRS AND COMMUNICATION MEDIA

Army Public Affairs and Communications specialists tell the Army's story. Public Affairs professionals identify audiences, develop strategies to communicate with them, and assess communication efforts. CP-22 careerists perform the core processes of information product generation across all communication venues which includes; media operations, community relations and event management, social media, public affairs planning, command information and communication analysis and assessment.

FC: Chief, Public Affairs

FCR: Principal Deputy, Chief of Public Affairs

http://cpol.army.mil/library/career/cp-templates/CP-22_Template.doc

http://cpol.army.mil/library/train/acteds/CP_22/

CP-24: TRANSPORTATION AND DISTRIBUTION MANAGEMENT

Transportation & Distribution Management professionals plan, coordinate, synchronize, and execute force movement and sustainment tasks in support of military operations and are critical elements of transportation and distribution functions to include waterway shipments and ports. They perform functions that deliver supplies, equipment and personnel replacements. These include transportation, packaging, cargo scheduling, and dispatching of materials, support services, and personnel in response to customer requirements to move and sustain the force. CP-24 also includes wage grade and graded GS positions that perform functions that support the mission requirements.

FC: Assistant Deputy Chief of Staff, G-4

FCR: Director, Logics Innovation Agency (LIA)

http://cpol.army.mil/library/career/cp-templates/CP-24_Template.doc

http://cpol.army.mil/library/train/acteds/CP_131724/

CP-26: MANPOWER AND FORCE MANAGEMENT

CP-26 Manpower and force management professionals are primarily Management Analysts who design, develop and resource the Army's operating and generating forces in support of the National Military Strategy. Manpower and Force Management professionals have critical roles in designing and fielding the Army's current and future forces. They ensure Army organizations have the right number of people to do the job and the most efficient organizations to execute Army's missions.

FC: Assistant Deputy Chief of Staff, G-1

FCR: Assistant Deputy Chief of Staff, G-1

http://cpol.army.mil/library/career/cp-templates/CP-26_Template.doc

http://www.cp26.army.mil/

CP-27: HOUSING MANAGEMENT

CP-27 is a career program for Department of Army Civilians who work in a variety of housing related positions encompassing a wide scope of housing functions that are embedded at all levels of the Army structure from the Installation to Headquarters. Housing Management Specialists work in five distinct programs of Housing: Housing Services, Unaccompanied Housing, Army Family Housing, Residential Communities Initiative, and Lodging.

FC: Assistant Chief of Staff for Installation Management (ACSIM)

FCR: Chief, Army Housing Division

http://cpol.army.mil/library/career/cp-templates/CP-27_Template.doc

http://cpol.army.mil/library/train/acteds/CP_27/

CP-28: EQUAL EMPLOYMENT OPPORTUNITY

CP-28 career Civilians serve as Equal Employment/Equal Opportunity professionals across the Active Army and USAR. They are trained, qualified practitioners who effectively deliver programs to advance the values of diversity and inclusion within the Army culture and to enforce an environment free from unlawful discrimination and prohibited behaviors to maximize the readiness potential of every Soldier, Civilian and Family member.

FC: Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA))

FCR: Deputy ASA for Diversity and Leadership

http://cpol.army.mil/library/career/cp-templates/CP-28_Template.doc

http://cpol.army.mil/library/train/acteds/CP_28/

CP-29: INSTALLATION MANAGEMENT

CP-29 encompasses 63 Occupational Series with a population over 15K of US Appropriated Fund (AF), Nonappropriated Fund (NAF) Professionals, and Local Nationals (LN). Civilian personnel are assigned work across a broad spectrum of services and capabilities, including: Social Science; Psychology and Welfare; Information and Arts; Business and Industry; Equipment, Facilities and Services; Electrical Installation and Management; General Services and Support Work; Structural and Finishing Work; Metalwork; Painting and Paperhanging; Printing; Woodwork; General Maintenance and Operations; General Equipment Maintenance; Plant and Animal Work and other miscellaneous occupations.

FC: Assistant Chief of Staff for Installation Management (ACSIM)

FCR: Executive Director, IMCOM

http://cpol.army.mil/library/career/cp-templates/CP-29_Template.doc

https://secureapp2ako.hqda.pentagon.mil/CAC/CF29/PageDisplay.aspx?PageID=17

CP-31: EDUCATION SERVICES

The CP-31 series includes professional positions with duties to administer, supervise, promote, conduct, or evaluate programs and activities designed to provide individualized career-related or self-development education plans. The work requires knowledge of education theories, principles, procedures, policies, and practices of secondary, adult, or continuing education. Some positions require skill in counseling students or enrollees to establish educational and occupational objectives.

FC: Deputy Chief of Staff, G-1

FCR: HRC, Director of Army Continuing Education System (ACES)

http://cpol.army.mil/library/career/cp-templates/CP-31_Template.doc

http://cpol.army.mil/library/train/acteds/CP_31/

CP-32: TRAINING, CAPABILITIES AND DOCTRINE WARFIGHTING DEVELOPERS

CP-32 is a Civilian Career Program for Department of the Army Civilians who work with training, capabilities and/or doctrine development. The training series includes individuals who participate in the instruction, development, and support of training and education. They analyze individual, collective and leader development requirements and produce training products for the Army. Capability Developers direct, manage, supervise, or execute the Joint Capabilities Integration Development System (JCIDS) process in accordance with Training and Doctrine Command (TRADOC) Regulation 71-20. Doctrine Developers provide the doctrine (principles and tactics, techniques, and procedures) that supports or provides the foundation for the institutional and operational Army's training, education and warfighting functions.

FC: Commanding General, TRADOC

FCR: Deputy Chief of Staff, G-3/5/7, TRADOC

http://cpol.army.mil/library/career/cp-templates/CP-32_Template.doc

http://www.tradoc.army.mil/g357/cp32/index.htm

CP-33: AMMUNITION MANAGEMENT

Careerists work in a variety of ammunition related positions worldwide. These positions encompass a wide scope of logistic functions that are embedded at all levels of the Army. Due to its inherent hazards and critical importance to the National Defense, CP-33 careerists must be motivated and knowledgeable of ammunition's properties, characteristics, and requirements.

Careerists work in the areas of ammunition supply, transportation, storage, production, maintenance, and demilitarization.

FC: Commanding General, US Army Material Command (AMC)

FCR: Deputy to the Commander, Joint Munitions Command (JMC)

http://cpol.army.mil/library/career/cp-templates/CP-33_Template.doc

http://cpol.army.mil/library/train/acteds/CP_33/

CP-34: INFORMATION TECHNOLOGY MANAGEMENT

The CP-34 encompasses six functional areas: automation, telecommunications, records management, visual information, publishing and printing, and libraries. This program includes positions in information technology, information management, and librarian. It is comprised of approximately 15,000 members with the majority being in the IT core series.

FC: Deputy Chief Information Officer/G-6

FCR: Director, Career Program Management Division

http://cpol.army.mil/library/career/cp-templates/CP-34_Template.doc

http://cpol.army.mil/library/train/acteds/CP_34/

CP-35: INTELLIGENCE (GENERAL)

The core mission of the CP-35 series is Intelligence; and includes positions concerned with advising, administering, supervising or performing work in the collection, processing, reporting, analysis, evaluation, interpretation, and dissemination of information and/or products on political, economic, social, cultural, physical, geographic, medical, scientific, or military conditions, trends, and forces in foreign areas which directly or indirectly affect national security. CP-35 occupations include: Intelligence Specialists, Security Specialists, scientific and technical positions, intelligence education and training positions, Intelligence Clerks, Assistants and Technicians.

FC: Deputy Chief of Staff for Intelligence, G-2

FCR: Assistant Deputy Chief of Staff for Intelligence, G-2

http://cpol.army.mil/library/career/cp-templates/CP-35_Template.doc

http://cpol.army.mil/library/train/acteds/CP_35/

CP-36: ANALYSIS, MODELING, AND SIMULATION (M&S)

CP-36 professionals work with analysis tools, models and/or simulations (M&S) and decision support tools/systems. The program supports Civilians who conduct analyses and develop,

apply, manage and/or integrate M&S throughout the Army. CP-36 provides the Army with improved scientific research, systems engineering, acquisition, costing, analysis, training, operational planning, testing, experimentation, medical, and logistics functions.

FC: Deputy Chief of Staff, G-8

FCR: Chief, Simulation Proponent and School

http://cpol.army.mil/library/career/cp-templates/CP-36_Template.doc

http://cpol.army.mil/library/train/acteds/CP_36/

CP-50: MILITARY PERSONNEL MANAGEMENT

Provide a full range of military human resources (HR) support. The positions within this functional community possess the expertise required to assist commanders in meeting military manning requirements that support operational missions. CP-50 personnel work alongside uniformed military personnel managers, providing the same level and type of HR support to the fighting force as their military counterparts.

FC: Assistant G-1, Civilian Personnel

FCR: Assistant G-1, Civilian Personnel

http://cpol.army.mil/library/career/cp-templates/CP-50_Template.doc

http://cpol.army.mil/library/train/acteds/CP_50/

CP-51: GENERAL ADMINISTRATION AND SUPPORT

CP-51 encompasses 19 occupational series and includes both one and two-grade interval work. Employees assigned to two-grade interval work manage, direct or assist in a line capacity in managing or directing, one or more programs. They are responsible for providing or obtaining a variety of management services essential to the direction and operation of an organization. An extensive knowledge and understanding of management principles, practices, methods and techniques, and skill in integrating management services with the general management of an organization is required. Employees assigned to one-grade interval work perform support service functions and have knowledge of clerical and administrative procedures and requirements, various office skills, and the ability to apply such skills in a way that increases the effectiveness of others.

FC: Deputy Chief of Staff, G-1

FCR: Assistant Deputy Chief of Staff, G-1

http://cpol.army.mil/library/career/cp-templates/CP-51_Template.doc

http://cpol.army.mil/library/train/acteds/CP_51/

CP-53: MEDICAL

CP-53 is a 35,000+ Civilian workforce of 92 occupational series, Armywide. CP-53 employees improve, restore, and maintain health; conduct medical research/development; and execute medically related test/evaluation, training, equipment maintenance, and administrative/management activities. They cover functional areas and settings throughout the Army Medical Department to include headquarters, fixed hospitals, dental and veterinary clinics, preventive health, research/development, and training institutions.

FC: The Surgeon General and Commanding General, USAMEDCOM

FCR: Chief, AMEDD Civilian Corps

http://cpol.army.mil/library/career/cp-templates/CP-53_Template.doc

http://cpol.army.mil/library/train/acteds/CF_53/

CP-55: INSPECTOR GENERAL

The CP-55 series holds a position of public trust, so broad experience, strong communication skills, and impeccable ethics are key attributes that strengthen and continually build upon the viability and effectiveness of the Army IG system. The Army IG system is unique in both scope and implementation. They work for the commander or directing authority but respond to Secretary of the Army (SA) and Chief of Staff Army (CSA) requirements via The Inspector General (TIG) as the IG system's proponent.

FC: The Inspector General

FCR: Principal Director to the IG (Inspections)

http://cpol.army.mil/library/career/cp-templates/CP-55_Template.doc

https://www.us.army.mil/suite/files/30692894

CP-56: LEGAL

CP-56 is for Department of the Army Civilians in the legal career field who advise on, administer, supervise, or perform work of a legal or kindred nature. CP-56 provides the Army with proactive legal support, while deployed and at home station, to enable the successful conduct of full spectrum operations. They predominantly work in legal offices under the supervisory control of a civilian attorney or Judge Advocate.

FC: General Counsel of the Department of Army

FCR: Director, Civilian Personnel, Labor and Employment Law (OTJAG)

http://cpol.army.mil/library/career/cp-templates/CP-56_Template.doc

http://cpol.army.mil/library/train/acteds/CP_56/

CP-60: STRATEGIC PLANNING AND FOREIGN AFFAIRS

CP-60 is for employees whose competencies support service and joint engagement in matters of Foreign Affairs and International Relations; the development of Strategy, Plans and Policy (Strategic, Operational and Institutional) and the utilization of linguistics to support operations and engagement. Each CP-60 member is considered an expert within their Occupational Series and has obtained distinct knowledge, skills and abilities via formal training, education and practical experience.

FC: Director of Strategy, Plans and Policy, (HQDA G-3/5/7)

FCR: Deputy Director, Plans and Policy, (HQDA G-3/5/7)

http://cpol.army.mil/library/career/cp-templates/CP-60_Template.doc

http://cpol.army.mil/library/train/acteds/CP_60/

CP-61: HISTORIAN / MUSEUM CURATOR

CP-61 employees are assigned in a variety of historical, museum, and archival functional areas throughout the Army. They teach at various Army schools; write staff support information papers; research, write and produce the official history of the Army; prepare unit lineage and honors certificates; maintain the rolls of the Army; supervise field history programs and historical offices; manage and curate museums; design and build exhibits; preserve and conserve historical artifacts; manage museum collections; manage the Army art program; preserve documents and provide archival services; and provide historical, museum, and archival advice and assistance to commanders and their staffs Armywide.

FC: Director, Center of Military History

FCR: Chief Historian (CMH)

http://cpol.army.mil/library/career/cp-templates/CP-61_Template.doc

http://cpol.army.mil/library/train/acteds/CP_61/

CP-64: AVIATION

CP-64 Aviation professionals are dedicated to the safety and training of the operational and generating force. They provide training, maintenance, and infrastructure capabilities to institutional and operational Army forces. The workforce is assigned in a variety of functional areas throughout the Army. CP-64 employees work in a wide variety of settings to include headquarters, Army Commands, Direct Reporting Units, and Army fixed airfields and maintenance facilities. They are engaged in air traffic control, airfield management, aircraft operations to include training, maintenance, and airspace management support activities.

FC: Commanding General, Army Aviation Center of Excellence

FCR: Director of the Capability Development and Integration Directorate (CDID)

http://cpol.army.mil/library/career/cp-templates/CP-64_Template.doc

http://cpol.army.mil/library/train/acteds/CP_64/

CHAPTER 11: INFORMATIONAL RESOURCES

This chapter contains a list of websites where you will find valuable information on a variety on topics that will be useful in your day to day operations. It also includes a list of acronyms used by the Army.

INDEX OF HELPFUL WEBSITES

Army Benefits Center – Civilian
https://www.abc.army.mil

ABC New Employee Benefits Tool Kit
https://www.abc.army.mil/NewEmployee/NewEmployeeToolKit.htm

Army Career Tracker
https://actnow.army.mil/

Army Civilian Personnel On-Line (CPOL)
http://cpol.army.mil

Army Civilian Training & Leadership Development
http://www.civiliantraining.army.mil/Pages/Homepage.aspx

Army Civilian Training, Education and Development System (ACTEDS)
http://cpol.army.mil/library/train/acteds/

Army Civilian Workforce Transformation (CWT)
http://www.asamra.army.mil/cwt/

Army Doctrine Reference Publication 1, The Army Profession
http://usarmy.vo.llnwd.net/e2/c/downloads/303970.pdf

Army Homepage
www.army.mil

Army Knowledge Online (AKO)
https://www.us.army.mil

Army Regulation 350-1, Army Training and Leader Development
http://armypubs.army.mil/epubs/pdf/r350_1.pdf

AR 350-1 Mandatory Training with information resource/web links
http://www.civiliantraining.army.mil/Pages/MandatoryTraining.aspx

Army Regulation 600-25 - Salutes, Honors and Visits of Courtesy
http://www.apd.army.mil/pdffiles/r600_25.pdf

Authorized Abbreviations, Brevity Codes, and Acronyms
http://www.apd.army.mil/pdffiles/r25_52.pdf

Army Publications Repository
http://armypubs.army.mil/

Center for Army Profession and Ethic (CAPE)
http://cape.army.mil/

Army Civilian Training and Leader Development
http://www.civiliantraining.army.mil/Pages/Homepage.aspx

Civilian Education System (CES) Registration for Courses and
Civilian Human Resources Training Application System (CHRTAS):
https://www.atrrs.army.mil/channels/chrtas/default.asp

Code of Federal Regulations (Law)
http://www.ecfr.gov/cgi-bin/ECFR?page=browse

Defense Civilian Intelligence Personnel System
http://dcips.dtic.mil/

Defense Finance and Accounting Service (DFAS)
http://www.dfas.mil/

Defense Travel System (DTS)
http://www.defensetravel.osd.mil/dts/site/index.jsp

DoD Civilian Personnel Management Service
www.cpms.osd.mil

Department of Defense Dictionary of Military and Associated Terms
http://www.dtic.mil/doctrine/jel/new_pubs/jp1_02.pdf

Department of Defense training on Constitution and Citizenship Day
http://constitutionday.cpms.osd.mil

Department of Veterans Affairs
www.va.gov

Department of State Standardized Regulations
http://www.state.gov/m/a/dir/regs/index.htm

Electronic Official Personnel Folder (eOPF) for Appropriated Fund Employees
https://eopf1.nbc.gov/army/

eOPF for Non Appropriated Fund (NAF) Employees
https://eopf1.nbc.gov/armynaf/

Employee Benefits Information System (EBIS)
https://www.ebis.army.mil/

Federal Employee Compensation Act
https://cacdiucs3.cpms.osd.mil/forms/frmservlet?config=SAFER_ALONE_PRO.

Federal Employee Health Benefits Plan (FEHP)
http://opm.gov/insure/

Federal Employee's Retirement System Information
https://www.opm.gov/retirement-services/fers-information/

Federal Employee's Group Life Insurance (FEGLI)
www.opm.gov/insure/life

Flexible Spending Accounts: www.fsafeds.gov

GoArmyEd: https://www.goarmyed.com/

How The Army Runs
http://www.carlisle.army.mil/usawc/dclm/htar.cfm

Information Assurance Training
https://ia.signal.army.mil/login.asp

Joint Travel Regulations
http://www.defensetravel.dod.mil/site/travelreg.cfm

Long Term Care Insurance General Guide
http://www.ltc.com

Long Term Care Insurance – Federal Employee Guide
http://www.opm.gov/insure/ltc/

Medicare Information: http://www.opm.gov/insure/health/medicare/index.asp

Military Installation Locator

http://www.militaryinstallations.dod.mil/MOS/f?p=MI:ENTRY:0

myPay: https://mypay.dfas.mil/mypay.aspx

National Constitution Center
http://www.constitutionday.us/

Office of Personnel Management: www.opm.gov

Office of Workers Compensation Programs (OWCP)
http://www.dol.gov/dol/topic/workcomp/index.htm

Personnel Management and Information Support System (PERMISS) on Army Civilian Personnel On-Line. http://cpol.army.mil/library/permiss/

Retirement Information for Federal Employees
http://opm.gov/retire/

Supervisors Development Course on CHRTAS
https://www.atrrs.army.mil/channels/chrtas/default.asp

The Assistant Secretary of the Army –Development, Manpower & Reserve Affairs
http://www.asamra.army.mil/

Thrift Savings Plan (TSP)
www.tsp.gov

US Army Acquisition Support Center
http://asc.army.mil/

US Department of Labor
www.dol.gov

US Equal Employment Opportunity Commission
www.eeoc.gov

US Army Posture Statement
http://www.army.mil/info/institution/posturestatement/

US Army Publishing Directorate (online regulations, pamphlets, manuals, etc.)
www.apd.army.mil

US Government Official web portal for information
http://usa.gov

COMMONLY USED ACRONYMS

Acronyms are an important part of Army culture. Below is a list of some of the more commonly used acronyms.

A

AAFES Army and Air Force Exchange Service
ACAP Army Career and Alumni Program
ACOM Army Command
ACS Army Community Service
ACU Army Combat Uniform
ADP Army Doctrine Publication
ADRP Army Doctrine Reference Publication
ADAPCP Alcohol and Drug Abuse Prevention and Control Program
ADT Active Duty Training
AER Army Emergency Relief
AFAP Army Family Action Plan
AFN Armed Forces Network
AFTB Army Family Team Building
AG Adjutant General
AGR Active Guard Reserve
AIT Advanced Individual Training
ALC Advanced Leaders Course
APFT Army Physical Fitness Test
APO Army Post Office
AR Army Reserve
ARIMS Army Records Information Management System
ASCC Army Service Component Command
AT Annual Training
ATLDP Army Training and Leader Development Program
AWOL Absent Without Leave

B

BAH Basic Housing Allowance
BAS Basic Allowance for Subsistence
BCT Brigade Combat Team
BDE Brigade
BG Brigadier General (1-Star)
BN Battalion
BRAC Base Realignment and Closure

C

CAC Common Access Card (Identification Card)
CCF Central Clearance Facility
CDID Capabilities Development Integration Directorate
CDR Commander
CG Commanding General
CGSC Command and General Staff College
CI Counter Intelligence
CID Criminal Investigation Division
CINC Commander In Chief
CO Commanding Officer
CO Company
COB Close of Business
COC Council of Colonels
COE Center of Excellence
COL Colonel
COLA Cost of Living Allowance
COMSEC Communications Security
CONUS Continental United States
CPL Corporal
CPAC Civilian Personnel Advisory Center
CPOL Civilian Personnel On-Line
CPT Captain
CQ Charge of Quarters
CSA Chief of Staff, Army
CSM Command Sergeant Major
CSRS Civil Service Retirement System
CTT Common Task Test
CWO Chief Warrant Officer

D

DA Department of the Army
DCA Director of Community Affairs
DCIPS Defense Civilian Intelligence Personnel System
DCPDS Defense Civilian Personnel Data System
DEERS Defense Eligibility Enrollment Reporting System
DENTAC Dental Activity
DEROS Date of estimated return from Overseas
DFAS Defense Finance Accounting System
DIA Defense Intelligence Agency
DOB Date of Birth
DOD Department of Defense
DODIG Department of Defense Inspector General

DOIM Directorate of Information Management
DOR Date of Rank
DPCA Director of Personnel and Community Activities
DPW Director of Public Works
DRMO Defense Reutilization and Marketing Office
DRU Direct Reporting Unit
DSN Defense Switched Network

E

EAP Employee Assistance Program
EFMP Exceptional Family Member Program
EEO Equal Employment Opportunity
EN Engineer
EOD Explosive Ordnance Disposal
EOM End-of-the-Month
ERP Employment Readiness Program
ETS Expiration Term of Service

F

FA Field Artillery
FAP Family Advocacy Program
FCP Family Care Plan
FERS Federal Employees Retirement System
FOIA Freedom of Information Act
FONECON Phone Conversation
FORSCOM Forces Command
FOUO For Official Use Only
FRC Family Readiness Center
FSB Forward Support Battalion
FTX Field Training Exercise
FY Fiscal Year
FYI For Your Information

G

GAO General Accountability Office
GED General Education Diploma
GEN General (4-Star)
GO General Officer
GOSC General Officer Steering Committee
GS General Schedule
GSA General Services Administration

H

HHC Headquarters and Headquarters Company
HQ Headquarters
HQDA Headquarters Department of the Army
HRC Human Resources Command

I

ID Identification Card
IET Initial Entry Training
IG Inspector General
IMCOM Information Management Command
IMO Information Management Officer
IN Infantry
INFO For the Information of
INSCOM Intelligence and Security Command
IRR Individual Ready Reserves

J

JAG Judge Advocate General
JROTC Junior Reserve Officer Training Corps

K

KIA Killed In Action

L

1LT First Lieutenant
2LT Second Lieutenant
LES Leave and Earnings Statement
LOD Line Of Duty
LOI Letter of Instruction
LTC Lieutenant Colonel
LTG Lieutenant General (3-Star)
LWOP Leave Without Pay

M

MAJ Major
MAP Military Assistance Program
MDW Military District of Washington
MEDCOM Medical Command

METL Mission Essential Task List
MFR Memorandum for Record
MG Major General (2-Star)
MI Military Intelligence
MIA Missing In Action
MOA Memorandum of Agreement
MOS Military Occupational Specialty
MOU Memorandum of Understanding
MP Military Police
MRE Meals Ready to Eat
MSC Major Subordinate Command
MSO Major Subordinate Organization
MTF Medical Treatment Facility
MSG Master Sergeant
MWR Moral, Welfare and Recreation

N

NA Not Applicable
NAF Non-appropriated Funds
NATO North Atlantic Treaty Organization
NCO Noncommissioned Officer
NCOER Noncommissioned Officer Evaluation Report
NCOIC Noncommissioned Officer In Charge
NCR National Capital Region
NDA Non-Disclosure Agreement
NEO Noncombatant Evacuation Operation
NG National Guard
NGB National Guard Bureau
NLT Not Later Than
NSA National Security Agency
NSN National Stock Number

O

OBE Overcome By Events
OCIE Organizational Clothing and Individual Equipment
OCONUS Outside Continental United States
OCS Officer Candidate School
OER Officer Evaluation Report
OIC Officer In Charge
OJT On the Job Training
OMB Office of Management and Budget
OMPF Official Military Personnel File

OPM Office of Personnel Management
OPSEC Operations Security
OTAG Office of the Adjutant General
OTIG Office of the Inspector General
OWCP Office of Workers' Compensation Program

P

PAC Personnel Administration Center
PAO Public Affairs Office
PBG Program Budget Guidance
PBO Property Book Officer
PCS Permanent Change of Station
PFC Private First Class
PM Provost Marshal
PMOS Primary Military Occupational Specialty
POC Point of Contact
POE Port of Embarkation
POI Program of Instruction
POM Program Objective Memorandum
POV Privately Owned Vehicle
POW Prisoner of War

PT Physical Training
PV1 Private
PV2 Private
PVT Private
PX Post Exchange

R

RA Regular Army
RC Reserve Component
RDF Rapid Deployment Force
R&D Research and Development
REG Regulation
REGT Regiment
RET Retired
RFO Request For Orders
RIF Reduction In Force
ROTC Reserve Officer Training Corps
R&R Rest and Recreation
RSVP Reply whether or not you can attend (respondez s'il vous plait)

S

1SG First Sergeant
S1 Personnel
S2 Intelligence
S3 Training/Operations
S4 Supply/Logistics

SAEDA Subversion and Espionage Directed Against Army
SBP Survivor Benefit Plan
SD Staff Duty
SDNCO Staff Duty Noncommissioned Officer
SDO Staff Duty Officer
SES Senior Executive Service
SF Standard Form
SFC Sergeant First Class
SGLI Service Member's Group Life Insurance
SGM Sergeant Major
SGT Sergeant

SIGINT Signal Intelligence
SIR Serious Incident Report
SJA Staff Judge Advocate
SLC Senior Leader Course
SLDR Soldier
SMA Sergeant Major of the Army
SOCOM Special Operations Command
SOP Standard Operating Procedure
SOW Statement of Work
SPC Specialist
SQD Squad
SRB Selective Reenlistment Bonus
SSCRA Soldier's and Sailor's Civil Relief Act
SSG Staff Sergeant
SSN Social Security Number

T

TAADS The Army Authorization Documents System
TAG The Adjutant General
TBA To Be Announced
TBD To Be Determined
TDA Table of Distribution and Allowances
TDY Temporary Duty
TIG Time In Grade
TJAG The Judge Advocate General
TLA Temporary Living Allowance

TMP Transportation Motor Pool
TRADOC Training and Doctrine Command
TSG The Surgeon General
TSP Thrift Savings Plan

U

UCMJ Uniform Code of Military Justice
UFR Un-financed Requirement
USAR United States Army Reserve
USAREUR United States Army Europe
USASOC United States Army Special Operations Command
USMA United States Military Academy
USO United Services Organizations

V

VA Veteran Affairs

W

WG Wage Grade
WIA Wounded In Action
WIC Women, Infant and Children Program
WO Warrant Officer

X

XO Executive Officer