



SECRETARY OF THE ARMY
WASHINGTON

01 AUG 2017

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2017-13 (Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program)

1. References:

a. Army Directive 2015-24 (Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program), 10 April 2015 (hereby rescinded).

b. Memorandum, SASA, Amendments to Army Directive 2015-24 (Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program), 29 Oct 2015 (hereby rescinded).

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

3. We must continue to expand and enhance our current Civilian professional and leadership development program to meet the Army's long-term performance needs in the most productive and efficient ways possible. The Senior Enterprise Talent Management (SETM) and Enterprise Talent Management (ETM) Programs are key components of the Army's Civilian training, education, and leadership development program at an advanced level. SETM/ETM prepares senior Army Civilians to assume those duty positions of greatest responsibility across the Department. The programs provide exceptional training and development opportunities for our next generation of Army Civilian leaders. These developmental programs will ensure that we are ready and capable to work in a variety of environments and side by side with our uniformed servicemembers to achieve strategic advantage in a complex world.

4. This directive and its enclosures incorporate minor administrative adjustments to the SETM/ETM Programs.

5. I encourage you to learn about the SETM/ETM Programs. If you have employees interested in applying for any of these programs, encourage them to inform their chain of command or supervisor. Selections for SETM/ETM modules are linked to an

SUBJECT: Army Directive 2017-13 Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program

applicant's past and present job performance, potential for leadership and career progression, and the Army's needs. Commanders and supervisors should support the applications of candidates who represent the "best of the best": high-performing midgrade and senior Civilian leaders with outstanding potential for assignment to positions of greater importance, responsibility, and effect across our Army.

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

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

a. Enterprise Placement Program (EPP) and Designation as an Army Enterprise Employee (AEE) (Enclosure 3). EPP (SES Detail) is open only to senior Army Civilians currently in a grade GS-15 (or equivalent) position who have completed their probationary period as a civil servant who apply and are selected as AEEs based on past performance and demonstrated potential. The EPP enables designated AEEs to be eligible for consideration for placement in a position of greater scope and responsibility:

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

(2) A mobility agreement IS NOT required for detail to an SES position.

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

b. Project-Based SETM Temporary Duty (TDY) Assignments (Enclosure 4). This component of the SETM Program is open to all senior Army Civilians in grades GS-14 and GS-15 (or equivalents) who apply and are selected for participation. These short-term developmental assignments are intended to challenge the participant and provide a "broadening" experience. This SETM module consists of a TDY assignment to work on a special project nominated by a command or organization as part of a working

SUBJECT: Army Directive 2017-13 Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program

group or “tiger team,” or to fill a “critical need” detail for a period not to exceed 179 days. Upon completion of the TDY assignment, participants return to their permanent duty stations. A mobility agreement IS NOT required, but SETM TDY participants will be subject to the provisions of a continued service agreement (enclosure 8). The number of applicants who may be selected for participation in the SETM TDY module is not limited.

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

d. Defense Senior Leader Development Program (DSLDP) (Enclosure 5). Open to senior Army Civilians in grades GS-14 and GS-15 (or equivalents), DSLDP is DoD’s premier Civilian leadership program. A 2-year comprehensive educational and developmental program, DSLDP is designed to inculcate in participants the enterprise wide perspective needed to lead organizations and programs, and to achieve results in the joint, interagency, and multinational environments. Selection to DSLDP is a three-part process: application through the SETM Program, selection by the SETM Board process for Army nomination to DoD, and selection for participation in DSLDP by a DoD Selection Board. DSLDP includes attendance at an SSC (other than the SSC sponsored by the Service the participant is affiliated with; in this case, the Army War

SUBJECT: Army Directive 2017-13 Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program

College); participation in programmed leadership seminars; and a follow-on developmental assignment. DSLDP students will be assigned into a CPTA. All DSLDP graduates are subject to the GPP. Accordingly, each applicant must execute and submit a mobility agreement (enclosure 7) and continued service agreement (enclosure 8). The number of applicants nominated to DoD for selection for DSLDP is limited by the quota DoD imposes. Additional information about DSLDP is in AR 350-1.

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

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

g. ETM TDY Assignments (Enclosure 14). The ETM TDY module is open to select Army Civilians in grade GS-13 or equivalent. An ETM TDY participant will fill a short-term developmental assignment on a special project as a member of a working group or tiger team, or will fill a critical need detail for a period not to exceed 90 days. The benefits of an ETM TDY assignment include new and challenging work in a different work environment and a broadening experience at the enterprise level. Upon completion of the TDY assignment, participants return to their permanent duty stations. A mobility agreement IS NOT required, but ETM TDY participants will be subject to the provisions of a continued service agreement (enclosure 20). The number of applicants who may be considered and selected for participation is based on Army resources and needs.

SUBJECT: Army Directive 2017-13 Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program

h. ETM Command and General Staff College (CGSOC) (In-Residence Attendance) (Enclosure 15). The ETM CGSOC resident attendance module is open to select Army Civilians in grade GS-13 or equivalent and, by exception, Army Civilians in grade GS-12 or equivalent, as outlined in enclosure 17. Following 1 month in the Preparation Course, an ETM CGSOC participant will attend CGSOC Developmental School, a 10-month graduate-level program at Fort Leavenworth, Kansas. The benefits of participating in ETM CGSOC are an increased knowledge of the operational and tactical Army and preparation for the challenges faced in a dynamic and complex global environment. CGSOC PCS students will be assigned into a CPTA. Each applicant for resident CGSOC must execute and submit a mobility agreement (enclosure 17) and continued service agreement (enclosure 18). CGSOC graduates selecting the permanent change of station option are subject to the GPP. The number of applicants who may be selected for participation is limited by the number of slots the Deputy Chief of Staff (DCS), G-3/5/7 and U.S. Army Command and General Staff College allocate to Civilians.

i. ETM Executive Leadership Development Program (ELDP) (Enclosure 16). The ETM ELDP module is a DoD program open to select Army Civilians in grades GS-12 and GS-13 or equivalents. An ETM ELDP participant will attend a 10-month series of learning and training experiences that blend experiential and academic learning with hands-on exercises focused on the role of the warfighter. The benefits of participating in ETM ELDP include joint, interagency, and enterprise wide experience; a greater understanding of the DoD mission and culture; and leadership training that parallels selected military training and ensures cross-component exposure. The number of applicants who may be selected for participation in ETM ELDP is limited to the number of slots the DoD ELDP program allocates to the Army.

8. The SETM/ETM Programs operate under the overall supervision and oversight of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) and will be executed by the Civilian Senior Leader Management Office (CSLMO).

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

b. The ASA (M&RA) and CSLMO will administer the SETM/ETM Programs in accordance with Merit System and equal employment opportunity principles and will be governed by all other applicable laws, regulations, and requirements (for example, the Priority Placement Program). The ASA (M&RA) and CSLMO will ensure that the SETM/ETM Programs complement and leverage other DoD and Department of the Army leader development programs and initiatives while avoiding duplication.

SUBJECT: Army Directive 2017-13 Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program

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

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

e. Not later than 15 January of each year, the Army War College, through the ASA (M&RA) and DCS, G-3/5/7, will give me a comprehensive report on the fellowship program, including the ASCF module, as required by paragraph 5.3 of DoD Instruction 1322.06 (Fellowships, Scholarships, Training With Industry (TWI), and Grants for DoD Personnel) and AR 621-7 (Army Fellowships and Scholarships). This report must include assessments of ASCF compliance with Title 5, U.S. Code, Chapter 41 and whether ASCF fulfills a present DoD or Army need, anticipated requirement, or future capability by virtue of education or experience that the fellow will gain and that will contribute to the effectiveness of DoD and the Army. As appropriate, the DCS, G-3/5/7 will include in the report recommendations for necessary enhancements and modifications to the program and policy. The report will be coordinated with the Director, CLSMO; the Deputy ASA (Civilian Personnel); the commanders of Army Commands, Army Service Component Commands, and Direct Reporting Units; the Administrative Assistant to the Secretary of the Army; and FCRs/CPMs.

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

g. Detailed information about the SETM/ETM Programs and their component modules, as well as systematic instructions on how to apply for any SETM/ETM module, are available at <https://www.csldo.army.mil/Index.aspx>. Applicants will use a secure, automated tool—the SETM System—to self-nominate for participation in one or more SETM/ETM modules. Application procedures for SETM/ETM are also detailed in enclosures 1 and 13, respectively.

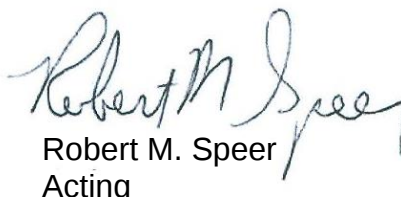
9. Civilian employees interested in applying for SETM/ETM are encouraged to inform their chain of command or supervisor. Selection for SETM/ETM modules links to an applicant's past and present duty performance, potential for leadership and career

SUBJECT: Army Directive 2017-13 Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program

progression, and the Army's needs. I expect the widest dissemination and support for these programs from commanders, supervisors, FCRs, CPMs, and human resource professionals while encouraging applications from candidates who exemplify Civilian leaders with outstanding potential.

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

11. This directive will be rescinded upon publication of the new Army regulation covering these programs.



Robert M. Speer
Acting

Encls

DISTRIBUTION:

Principal Officials of Headquarters, Department of the Army
Commander

- U.S. Army Forces Command
- U.S. Army Training and Doctrine Command
- U.S. Army Materiel Command
- U.S. Army Pacific
- U.S. Army Europe
- U.S. Army Central
- U.S. Army North
- U.S. Army South
- U.S. Army Africa/Southern European Task Force
- U.S. Army Special Operations Command
- Military Surface Deployment and Distribution Command
- U.S. Army Space and Missile Defense Command/Army Strategic Command
- U.S. Army Cyber Command
- U.S. Army Medical Command
- U.S. Army Intelligence and Security Command
- U.S. Army Criminal Investigation Command
- U.S. Army Corps of Engineers
- U.S. Army Military District of Washington
- U.S. Army Test and Evaluation Command

(CONT)

SUBJECT: Army Directive 2017-13 Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program

DISTRIBUTION: (CONT)

U.S. Army Installation Management Command
U.S. Army Human Resources Command
U.S. Army Financial Management Command
U.S. Army Marketing and Engagement Brigade
Superintendent, United States Military Academy
Director, U.S. Army Acquisition Support Center
Executive Director, Arlington National Cemetery
Commandant, U.S. Army War College
Director, Civilian Human Resources Agency

CF:

Director, Army National Guard
Director, Business Transformation
Commander, Eighth Army
Army Career Program (CP) Functional Chiefs
Civilian Personnel Administration (CP 10)
Comptroller (CP 11)
Safety and Occupational Health (CP 12)
Supply Management (CP 13)
Contracting and Acquisition (CP 14)
Quality and Reliability Assurance (CP 15)
Engineers and Scientists (Non-Construction) (CP 16)
Materiel Maintenance Management (CP 17)
Engineers and Scientists (Resources and Construction) (CP 18)
Physical Security and Law Enforcement (CP 19)
Quality Assurance Specialist (Ammunition Surveillance) (CP 20)
Public Affairs and Communications Media (CP 22)
Transportation and Distribution Management (CP 24)
Manpower and Force Management (CP 26)
Housing Management (CP 27)
Equal Employment Opportunity (CP 28)
Installation Management (CP 29)
Education Services (CP 31)
Training, Capabilities and Doctrine Warfighting Developers (CP 32)
Ammunition Management (CP 33)
Information Technology Management (CP 34)
General Intelligence (CP 35)
Modeling and Simulation (CP 36)
Military Personnel Management (CP 50)
General Administration and Support (CP 51)
Medical (CP 53)
(CONT)

SUBJECT: Army Directive 2017-13 Department of the Army Senior Enterprise Talent Management Program and Enterprise Talent Management Program

CF: (CONT)

Inspector General (CP 55)

Legal (CP 56)

Foreign Affairs/Strategic Planning (CP 60)

Historian/Museum Curator (CP 61)

Aviation (CP 64)

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

APPLYING FOR THE SETM PROGRAM

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Department of the Army Civilians in grades GS-14 and GS-15 (or equivalents) to compete for selection to the SETM Program. GS-15 (or equivalent) senior Army Civilians are eligible to apply for the Enterprise Placement Program (EPP) (enclosure 3). GS-14 and GS-15 (or equivalents) senior Army Civilians may apply for the SETM Temporary Duty Program (enclosure 4), a senior Service college (SSC),¹ the Defense Senior Leader Development Program (DSLDP) (enclosure 5), and the Army Senior Civilian Fellowship (ASCF) (enclosure 6).
2. To receive credit for and be designated as a bona fide graduate of any SETM Program module, all participants must have successfully completed their module requirements and **entered on duty in an assignment the SETM Board has approved for them**. The SETM Board must approve any requests for an exception to this policy.
3. Applicants may self-nominate for participation in one or more SETM modules through the SETM System Web-based tool. Detailed information about each SETM module, as well as step-by-step instructions on how to apply, are at <https://www.csldo.army.mil/Index.aspx>. It is important to note that the tool prepopulates the online SETM application with information personal to the employee-applicant extracted from the employee's automated personnel files maintained in the Defense Civilian Personnel Data System. Applicants who find errors in the prepopulated information should immediately visit the "My Biz" application of the Defense Civilian Personnel Data System to correct the underlying data, or contact their local civilian personnel office for assistance.
 - a. Applicants for **all** SETM modules must:
 - (1) complete the "Applicant Career Brief." Key components of the brief are a career synopsis, career objectives, the applicant's enumeration of his/her five most significant career accomplishments, and a career chronology.
 - (2) upload the applicant's most recent performance appraisal using the "Applicant Career Brief" tool. Attach all pages of the appraisal. An applicant must receive a "3/Fully Successful" rating or higher on his/her appraisal to be eligible for participation in the SETM Program. Applicants for SETM-EPP module (see enclosure 3) must upload their three most recent appraisals.

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

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

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

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

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

(c) use the numeric rating scale provided in the "Applicant Survey" tool to conduct a self-assessment against each subcompetency of the Executive Core Qualifications (ECQs). ECQs and their subcompetencies are used to evaluate candidates for Senior Executive Service (SES) positions, but are being used in the SETM Program application as a "stretch tool." **ONLY** individuals applying for EPP, DSLDP, and ASCF are required to provide written narratives related to each ECQ. The U.S. Office of Personnel Management's Guide to Senior Executive Service Qualifications provides detailed information about the ECQs and subcompetencies. The guide is at https://www.opm.gov/policy-data-oversight/senior-executive-service/reference-materials/guidetosesquals_2012.pdf.

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

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

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

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

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

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

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

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

(8) Applicants for EPP, TDY, SSC, DSLDP, and ASCF must upload in the “Applicant Career Brief” tool a completed and signed continued service agreement (enclosure 8).

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

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

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

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

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

c. assign the applicant a recommended utilization rating using the definitions in enclosure 9.

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

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

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

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

c. assign the applicant a recommended utilization rating using the definitions in enclosure 9.

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

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

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

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

c. assign the applicant a recommended utilization rating using the definitions in enclosure 9.

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

7. Senior Army Civilians must apply annually to participate or continue participation in the SETM Program, except for the SETM EPP. Once selected for EPP, applicants are required to provide an updated résumé and ECQs annually by 1 October and as requested. Upon reassignment to a new command, EPP participants must provide CSLMO with a command acknowledgment memorandum at the general officer/SES level to continue in the program. If CSLMO does not receive the acknowledgment, the EPP participant will be removed from the program and must reapply for future consideration to participate.

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

BOARD PROCESSES

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

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

1. Command Boards

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

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

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

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

(2) to ensure that each member of the Command Board carefully reviews the entirety of each applicant's SETM Program application and bases his/her ratings and

recommendations regarding the applicant on the content of the application, including the ratings and recommendations rendered by the applicant's rating official/supervisor, endorser, and FCR.

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

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

(1) conduct a utilization assessment by reviewing the definitions in enclosure 9 and assigning a recommended rating to the applicant.

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

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

2. SETM Board

a. The SETM Board will consider all complete applications for the program received from commands except for Enterprise Placement Program (EPP). The Executive Resources Board (ERB) will consider all complete applications for the EPP module received from commands.

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

(1) The SETM Board will be chaired by the Principal Deputy ASA (PDASA) (M&RA) and will be composed of from five to seven general officers and members of the Senior Executive Service from across the Army appointed by the Secretary of the Army. For SETM purposes, the ERB will be chaired by the PDASA (M&RA) and will be composed of from two to four members of the Senior Executive Service from across the Army appointed by the Secretary of the Army. The Secretary of the Army delegates the authority to amend the appointment of chairperson to the ASA (M&RA) or the Senior Career Official Performing the Duties of the ASA (M&RA). The Secretary of the Army delegates the authority to amend the appointment of board members to the PDASA

(M&RA) or Acting PDASA (M&RA). Each SETM Board and ERB will serve for approximately 1 year. The Secretary designates the Director, CSLMO and appropriate CSLMO staff to serve as technical advisors to the SETM Board. The Secretary appoints the Director, Civilian Human Resources Agency (CHRA) to serve as a technical advisor to the SETM Board in connection with the Graduate Placement Program.

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

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

3. SETM Board Process

a. Phase I: Preliminary Deliberations (conducted in or around July of each year)

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

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

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

(4) Applicants for all other SETM modules receiving a “Ready for Increased Challenge” or “Ready for Career Broadening” utilization rating from the SETM Board will be invited to interview with a panel composed of members from the Board during phase II of the Board’s deliberations.

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

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

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

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

- Factor 1—Technical Breadth/Depth: Demonstrated competency and expertise in multiple job disciplines or functional areas within the candidate’s career field or program. This includes technical experience at multiple levels of the Army in a career field (vertical) or various occupational series within a career field (horizontal). Non-Army-related professional experiences are considered if they are comparable in nature and meet the scope of the eligibility requirements for the program the candidate is applying for. The candidate should understand and appropriately apply principles, procedures, requirements, regulations, and policies related to several specialized areas of expertise across functional areas within a career field. The candidate is current with technology, tools, trends, and evolving practices in his/her area of expertise.
- Factor 2—Developmental Experiences/Stretch Assignments: Demonstrated participation in cross-functional developmental experiences designed to create leaders with a broad-based corporate perspective. Assignments show that the applicant has had opportunities to use different skill sets and competencies within a specified career field, or specific skill sets and competencies across different career programs and organizational settings. Project-based developmental experiences should demonstrate the candidate’s ability to stretch and develop expertise outside his/her comfort zone and to foster professional growth and development. Project-based developmental assignments may have been in the Army, other Federal agencies, and/or private sector settings and may have been outside the employee’s career field or program. This factor encompasses the candidate’s ability to demonstrate timely and effective decision-making skills.

- Factor 3—Corporate Breadth: Demonstrated multiorganizational-level experience, with an appropriate mix of staff and multiple field assignments (installation; Army command; Headquarters, Department of the Army; joint; Office of the Secretary of Defense; interagency; and/or middle or senior management with private sector). The candidate's application will demonstrate the ability to operate in a variety of assigned positions and demonstrate an agency- or department-level understanding of the Army, DoD, or another agency or organization. The candidate will demonstrate the ability to explain, advocate, and articulate facts and ideas in a convincing manner and persuade and negotiate with individuals and groups internal and external to the organization. This factor considers the ability to build relationships and coalitions, and to communicate, develop, and expand professional networks with other agencies and organizations. The candidate should be able to identify and use the internal and external culture affecting the work of the organization in a positive and proactive manner.
- Factor 4—Demonstrated Leadership: Demonstrated ability to assume increased levels of responsibility in a civilian leadership role. Army Civilian leadership is influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improve the organization. The candidate must demonstrate the ability to connect the people they lead to a vision and mission. A Civilian leader is an employee who, by virtue of the assumed role or assigned responsibility, inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command/supervision to pursue actions, focus thinking, and shape decisions for the greater good of the organization. A key component of being an Army Civilian leader who gets results is keeping subordinates focused on the goal or objective when the going gets tough. A successful Civilian leader gets the desired results in the right way.

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

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

(6) CSLMO will forward the names of those applicants the Board recommended for participation in each SETM module to the ASA (M&RA) for final review, validation,

and approval. After final action by the ASA (M&RA), CSLMO will submit the DSLDP list to the Office of the Secretary of Defense in accordance with DoD instructions.

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

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

c. Phase III: Graduate Placement Program (GPP)

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

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

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

(4) The Director, CHRA will “freeze” positions into which the SETM graduates are eligible to be placed before the beginning of phase 3 to ensure that only SETM Board-approved assignments of SETM participants may be placed in those positions. Only the Director, CHRA is authorized to place Board-approved SETM participants into any of those positions.

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

identify geographic, functional, and organizational placement preferences and give CSLMO a list of preferences in priority order. CSLMO will provide information for each student to commands and organizations across the Army.

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

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

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

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

(10) The tentative placements the SETM Board recommends will be forwarded to the commander/supervisor with purview over each position. They will have the opportunity to review the résumé of the proposed student/fellow and provide comment to CSLMO on the suitability and propriety of each placement. CSLMO will forward the

SETM Board's recommendations for placements into positions designated as Acquisition Workforce positions² to the Assistant Secretary of the Army (Acquisition, Logistics and Technology) for final review and validation. The SETM Board will consider any comments from the potentially affected commander/supervisor before making final placement recommendations for each student/fellow. The SETM Board will refer the final list of recommended placements to CSLMO.

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

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

(13) DSLDP, SSC, ASCF, and CGSOC graduates who relocate geographically for their postgraduate placements will be eligible for CPTA centrally funded permanent change of station travel in accordance with the Joint Travel Regulations, Chapter 5 and Army Regulation 350-1 (Army Training and Leader Development). Graduates reassigned outside the continental United States will have return rights to the CPTA. Upon completion of tour, graduates will enter into the upcoming GPP to be reassigned to a permanent continental United States position. No extension of return rights beyond 5 years will be granted.

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

² Designations will be made in accordance with the Defense Acquisition Workforce Improvement Act, 10 U.S. Code Chapter 87 and DoD Directive 5000.52 (Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program).

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

ENTERPRISE PLACEMENT PROGRAM

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

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

Applying for EPP

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

- Eligibility for EPP, the applicant must currently be serving in a permanent Department of the Army GS-15 (or equivalent) position. In addition, the applicant must also:

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

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

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

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

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

4. EPP participants must provide CSLMO with a command acknowledgment memorandum at the general officer/SES level to continue in the program. If CSLMO does not receive the acknowledgment, the participant will be removed from the program and must reapply for future consideration to participate.

Process for Assignments to SES Positions by Detail of AEEs for Up to 1 Year (EPP)

1. Designating SES Positions to be Filled by Detailed AEEs

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

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

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

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

b. CSLMO will:

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

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

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

c. After the conclusion of phase I of the ERB selection process (see enclosure 2), AEE selectees will be put into a pool and wait for an SES position that matches their skills and abilities to become available for recruitment. Once the AEE selectee is matched to an available SES position, they will be put on a slate for the hiring official to interview and select from the slate. If selected by the hiring official, the losing and gaining organizations will agree to a reporting date. The expected start date for an EPP

detail to a specific SES position will depend on when the subject SES position is authorized to be filled and the completion of the selection process by the gaining command.

d. CSLMO will notify the AEE of his/her selection and of the projected term of the AEE's detail to the designated SES position. If the AEE accepts the placement, CSLMO will notify the selecting official and the AEE's current command. CSLMO will coordinate with the gaining and losing commands to initiate the detail action. Those AEEs who accept the offer of a detail will sign a continued service agreement (enclosure 8).

e. The gaining organization will fund the long-term temporary duty or temporary change of station costs associated with the detail of any AEE to an SES position.

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

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

TEMPORARY DUTY

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

Applying for the SETM TDY Module

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Army Civilians in grades GS-14 and GS-15 (or equivalents) to apply and be evaluated for participation in the SETM TDY module. To be eligible, the applicant must currently be serving in a permanent Department of the Army GS-14 or GS-15 (or equivalent) position.
2. Unless CSLMO directs otherwise, senior Army Civilians must apply through the SETM System automated Web-based tool in accordance with the procedures in enclosure 1.
3. Senior Army Civilians must apply annually to participate in or continue participation in the SETM TDY module.

Selecting Participants

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

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

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

Selecting SETM TDY Projects and Details

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

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

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

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

Filling SETM TDY Assignments

1. CSLMO will solicit SETM TDY developmental projects from commands. Commands will submit enclosure 12 to request that a project be filled.

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

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

4. The Functional Chief Representative will review the CSLMO-generated slate and provide an order of merit listing for each SETM TDY candidate within their career program. CSLMO will review the representative's list and make a final assignment determination. CSLMO will notify the candidate of his/her selection and the projected duration of the SETM TDY opportunity. If the candidate accepts the project and his/her permanent supervisor agrees, CSLMO will direct the candidate to the project and provide funded TDY orders.

Completing and Documenting SETM TDY Projects and Details

1. Upon completion of a SETM TDY project or detail, the participant will return to his/her permanent duty station. SETM TDY participants remain eligible for other SETM TDY opportunities that may arise throughout the year.
2. The project sponsor/owner will provide the participant's permanent supervisor with timely and meaningful written feedback about the participant's performance in the context of the SETM TDY project or detail suitable for inclusion in the narrative portion of the participant's formal performance evaluation.
3. The participant's permanent supervisor is responsible for taking into account the participant's performance in the context of the SETM TDY project or detail when formally evaluating the employee.

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

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

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

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

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

Applying for the SETM SSC and DSLDP Modules

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Army Civilians to apply for competitive selection to attend or participate in SSC, SSC DE, or DSLDP.
2. To be eligible for selection, a senior Army Civilian must:
 - a. be serving in a permanent appointment in a GS-14 or GS-15 (or equivalent) position;
 - b. possess a baccalaureate degree from an accredited college or university;

c. have served 3 years in an Army Civilian permanent appointment by the start date of the program;

d. have completed the Civilian Education System Advanced Course or received equivalency or constructive credit from the Deputy Chief of Staff (DCS), G-3/5/7;

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

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

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

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

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

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

Selecting SSC Participants and Nominating DSLDP Candidates to DoD

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

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

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

4. In accordance with Army Regulation 350-1 (Army Training and Leader Development), paragraph 3-18, Army Civilians declining an SSC will forward statements of declination through their chain of command to the Office of the Army DCS, G-3/5/7, Director of Training, Civilian Training and Leader Development (DAMO-TRV). Army Civilians declining selection will be removed from any future consideration for an SSC. This requirement includes DSLDP because participants must attend an SSC as part of the program.

Attending SSC and DSLDP

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

2. Before attending the SSC portion of DSLDP, participants will be reassigned to a long-term training authorization on the operational table of distribution and allowances associated with the CPTA that the DCS, G-3/5/7 maintains. The management of DSLDP students in a centralized account while attending an SSC enables losing commands and organizations to hire immediately against the position the senior Army Civilian vacates with his/her departure for the SSC. Through the CPTA, CSLMO processes DSLDP student timecards, initiates SF-52s to reassign students, manages student travel funds, and monitors students' settlement vouchers in the Defense Travel System. DSLDP students are considered to be in a temporary duty status en route to a new assignment; permanent change of station costs are not paid in association with student travel to an SSC.

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

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

Participating in the Graduate Placement Program

1. The Office of the DCS, G-3/5/7 records SSC and DSLDP completions into the Army Training Requirements and Resources System.
2. All SSC and DSLDP graduates are subject to the Graduate Placement Program; the program is optional for SSC DE participants. If an SSC DE applicant volunteers to be placed as part of the Graduate Placement Program process, the volunteer must submit a signed mobility agreement (enclosure 7) at the time of application, thus notifying command of his/her intention to be reassigned.
3. Details regarding the post-graduation placement of SSC and DSLDP participants are in enclosure 2.
4. CSLMO endeavors to notify SSC and DSLDP students of their postgraduate placements 4 to 6 months in advance of graduation.
5. SSC and DSLDP graduates who relocate geographically for their postgraduate placements are eligible for CPTA centrally funded permanent change of station travel in accordance with the provisions of the Joint Travel Regulations, Chapter 5 and Army Regulation 350-1.
6. Gaining organizations will pay the permanent change of station travel for SSC DE graduates who relocate geographically for their postgraduate placements in accordance with the provisions of the Joint Travel Regulations, Chapter 5.

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

ARMY SENIOR CIVILIAN FELLOWSHIP

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

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

Establishing Fellowships

1. An Army fellowship is an assignment in which selected personnel work away from the Service for a specified time (not to exceed 12 months) to obtain an education or experience of value to the Army and the gaining organization. The person serving in the fellowship is called a "fellow." Fellowships may be offered by the Federal Government, corporations, foundations, funds, or educational institutions. These eligible donors administer the program, while the Army disperses normal pay and allowances during the fellowship period.
2. Fellowships under the ASCF program will be established in accordance with DoD Instruction 1322.06 (Fellowships, Scholarships, Training With Industry (TWI), and Grants for DoD Personnel); DoD Instruction 1400.25 (DoD Civilian Personnel Management System), Volume 410 (Training, Education, and Professional Development); and Army Regulation 621-7 (Army Fellowships and Scholarships).
3. To ensure that the Army is receiving maximum return on investment, the supervisor for each of the proposed fellowship positions will review that fellowship's duties and responsibilities to determine if the fellow will be required to file an OGE Form 450 (Confidential Financial Disclosure Report). The Office of the Army General Counsel will provide legal advice and assistance and review the supervisor's assessment for legal sufficiency.

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

Applying for the SETM ASCF Module

1. Annually, the Civilian Senior Leader Management Office (CSLMO) will invite senior Army Civilians to apply for competitive selection to participate in the ASCF Program.
2. To be eligible for selection, a senior Army Civilian must:
 - a. be serving in a permanent appointment in a GS-14 or GS-15 (or equivalent) position;
 - b. possess a baccalaureate degree from an accredited college or university;
 - c. have served 3 years in an Army Civilian permanent appointment by the start date of the program; and
 - d. have, at a minimum, a Secret security clearance at the time of application and meet any other security clearance requirements of a particular fellowship at the time of selection and during participation.
3. Unless CSLMO directs otherwise, senior Army Civilians must apply for the SETM ASCF module through the SETM System automated Web-based tool in accordance with the procedures in enclosure 1.
4. Applicants for ASCF must execute and submit with their SETM Program applications the mobility agreement at enclosure 7 and continued service agreement at enclosure 8.
 - a. The mobility agreement requires the participant to agree to placement into a new duty position upon successful completion of the ASCF Program.
 - b. The continued service agreement obligates participants to serve in DoD or the Department of the Army for a period of three times the length of the fellowship period. A participant who fails to complete this period of obligated service must repay the Federal Government for the costs associated with his/her fellowship.

Selecting ASCF Fellows

1. The Board process outlined in enclosure 2 will be used to select applicants for participation in ASCF.
2. In selecting applicants for participation:
 - a. The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) will ensure compliance with all applicable statutes, regulations, and policies specifically related to training and fellowships.
 - b. The ASA (M&RA) will ensure, with respect to each selected applicant, that the fellowship is not a reward for services to the organization before the fellowship; acceptance of the fellowship would not unfavorably affect the applicant's ability to carry out his/her official duties in a fair and objective manner; acceptance of the fellowship would not compromise the honesty and integrity of Government programs or Government employees and their official actions or decisions; acceptance of the fellowship would be compatible with the Ethics in Government Act of 1978, as amended; acceptance of the fellowship would otherwise be proper and ethical for the applicant concerned given the circumstances of the particular case; and the fellowship meets identified needs for knowledge, skills, and abilities bearing directly on the performance of the applicant's official duties.
 - c. The Office of the Deputy Chief of Staff (DCS), G-3/5/7 will provide the ASA (M&RA) with a complete list of all the contributions, awards, and payments from the fellowship sponsor for each fellowship. In accordance with 5 Code of Federal Regulations section 410.502, the ASA (M&RA) must specifically authorize each applicant selected for participation to accept from the sponsor the listed contributions, awards, and payments associated with the applicant's fellowship.
 - d. The ASA (M&RA) will seek the advice of the Office of the Army General Counsel before authorizing any applicant accepted for participation to accept the contributions, awards, and payments associated with the applicant's fellowship.
3. The number of applicants selected for participation in ASCF is limited by the number of fellowships available.

Executing ASCF

1. Applicants selected to participate in the program will be reassigned to a long-term training authorization on the operational table of distribution and allowances associated with the Civilian Personnel Training Account the DCS, G-3/5/7 maintains. The management of ASCF fellows in a centralized account while participating in the program enables losing commands and organizations to hire immediately against the position the senior Army Civilian vacates with his/her departure for ASCF. Through the Civilian

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

2. Supervisors of ASCF participants beginning a fellowship will provide special, annual, or closeout appraisals as required by applicable performance management guidance.
3. Fellows will be required to file an OGE Form 450 within 30 days of beginning the assignment if the fellow's supervisor and the Office of the Army General Counsel determine that the form is necessary.
4. Fellows will receive unrated time while in training and the previous rating of record will apply for the annual appraisal cycle that covers the period of the fellowship.
5. Fellows may be required to complete an action plan for the fellowship, publish an article, and complete a post-fellowship summary report in accordance with Army Regulation 621-7, chapter 6. The Office of the DCS, G-3/5/7 will inform the fellow of all mandatory requirements upon his/her selection for the program.
6. The Office of the DCS, G-3/5/7 will ensure that any reductions appropriate under the Joint Travel Regulations will be made from the Army's payments to the fellow when the fellow receives any approved contributions, awards, and payments.
7. Before starting the ASCF module, the designated fellow will receive training conducted by the ethics counselor for the Office of the DCS, G-3/5/7, including a briefing regarding restrictions on standards of conduct issues likely to arise in conjunction with the particular fellowship the individual has been selected for.

Participating in the Graduate Placement Program

1. All fellows are subject to the Graduate Placement Program. Details about the program are in enclosure 2.
2. CSLMO endeavors to notify fellows of their postgraduate placements 4 to 6 months before completion of the fellowship.
3. The gaining organization will pay the permanent change of station travel for fellows who relocate geographically for their post-fellowship placements in accordance with the provisions of the Joint Travel Regulations, Chapter 5.

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

MOBILITY AGREEMENT

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

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

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

Applicants for the SSC, DSLDP, or ASCF modules will execute and submit this mobility agreement with their applications.

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

SSC ____ **Initials** **SSC DE** ____ **Initials**

DSLDP ____ **Initials** **ASCF** ____ **Initials**

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

ACKNOWLEDGMENT. I understand that:

A. If I am an **SSC**, **SSC DE** (volunteering for placement), **DSLDP**, or an **ASCF** participant:

SETM Program Participant Initials _____

1. My organizational, functional, and geographic preferences for placement in a SSC, fellowship, or post-training or graduation assignments will be considered when making assignment decisions. However, I understand that it may be necessary to assign me to an organization, duty position, or geographic region I have not indicated as a preference to meet the Army's needs.
2. I may request release from this mobility agreement for professional or personal reasons (for example, impending retirement or resignation, or significant personal or family hardship). I must submit any request for release from this agreement through my chain of command or supervision to CSLMO for review and action by the ASA (M&RA). I understand that I may be asked to submit additional documentation in support of my request. I understand that if I am encumbering or slated to encumber an Acquisition Workforce position, the ASA (ALT) will make the decision on my request for release from this agreement.
3. I ordinarily will be notified at least 90 days in advance if I am reassigned to an Army position that requires a geographic move, but I understand that essential mission requirements may dictate shorter notice.
4. Permanent change of station travel and transportation expenses authorized in conjunction with my participation in an SSC or a DSLDP will be paid in accordance with the DoD Joint Travel Regulations, Chapters 5 and 2, respectively.
5. I confirm that I have no preexisting conditions or potential issues, such as medical, family, financial, etc., that will interfere with a geographical placement upon graduation that will prevent me from complying with this mobility agreement.
6. If a condition arises before I attend SSC, DSLDP, or ASCF that will conflict with this mobility agreement, I will notify CSLMO immediately with verifying documentation.
7. If a condition arises during my attendance at SSC, DSLDP, or ASCF that will conflict with this mobility agreement, I will notify CSLMO immediately with verifying documentation.
8. I am aware that SSC DE gives me the option to be mobile or nonmobile if conditions currently exist that may conflict with the resident courses' mobility requirements.
9. By signing this mobility agreement, I am agreeing to a geographical placement upon graduation.
10. Last minute changes, updates, and declining of the graduate placement assignment could result in the student being required to reimburse the Army the cost of the training.

SETM Program Participant Initials _____

11. Initial one of the following statements that best fits your current situation concerning your mobility.

a. _____ I do not have anything to disclose at this time.

b. _____ I do have something to disclose at this time (Use space below to describe your situation.

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

1. I may be removed from the SETM Program and/or separated from the SSC, DSLDP, or ASCF.
2. The Department of the Army will not be responsible for finding me another position or placement.
3. If I find a position on my own through the competitive application process and I accept a position other than the graduate placement position, the Office of the Deputy Chief of Staff, G-3/5/7, Civilian Training and Leader Development Program Office (DAMO-TRV) will not be responsible for centrally funding the costs associated with my permanent change of station. The new organization will be responsible for funding the costs associated with my permanent change of station.
4. I may be removed from Federal service if necessary to promote the efficiency of the Service.
5. Failure to comply may also adversely affect my eligibility to qualify for discontinued service retirement and/or my entitlements to severance pay (for example, in the event of a reduction in force or transfer of function).

SETM Program Participant Initials _____

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

Employee signature: _____ Date: _____

Employee full name (typed or printed): _____

Current position title, series, and grade: _____

Duty station: _____

Email address: _____

Phone numbers (commercial and DSN): _____

PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 3013, 5 U.S.C. 301, DoD Instruction 1400.24, AR 350-1.

Principal Purposes: This information will be used to document a SETM Program participant's acceptance of the terms of the mobility agreement that is required for participation in certain SETM Program modules.

Routine Uses: The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at http://dpcl.o.defense.gov/privacy/SORNS/blanket_routine_uses.html.

Disclosure: Voluntary, but failure to provide the requested information may result in a delay in processing, the inability to contact you about your responsibilities under this mobility agreement, or the Army's decision that the agreement was not properly entered into, thus preventing further participation in the SETM module.

SETM Program Participant Initials _____

SENIOR ENTERPRISE TALENT MANAGEMENT (SETM) PROGRAM

CONTINUED SERVICE AGREEMENT

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

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

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

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

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

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

ACKNOWLEDGMENT. I understand that:

1. if I voluntarily leave DoD or DA employment before completing my agreed-to period of obligated service, I will reimburse DoD or DA, as applicable, the amount the Department paid for my registration, tuition, and matriculation fees; library and laboratory fees; purchase or rental of books, materials, and supplies; travel and per diem; and all other training program-related costs (excluding salary) paid in connection with my participation in the EPP, SETM TDY, SSC, SSC DE, DSLDP, or ASCF

SETM Program Participants Initials _____

modules. However, the amount of these training expenses I am required to pay will be reduced pro rata based on the proportion of my obligated service that I have completed. For example, if my training expenses the Army paid were \$2,700 and I completed two-thirds of my obligated service, I would be required to reimburse the Department \$900.

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

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

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

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

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

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

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

SETM Program Participants Initials _____

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

Employee signature: _____ Date: _____

Employee full name (typed or printed): _____

Current position title, series, and grade: _____

Duty station: _____

Email address: _____

Phone numbers (commercial and DSN): _____

PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 3013, 5 U.S.C. 301, 5 U.S.C. 4108, 5 CFR Part 410.309, AR 350-1.

Principal Purposes: This information will be used to document a SETM Program participant's acceptance of the terms of the continued service agreement that is required for participation in certain SETM Program modules.

Routine Uses: The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at http://dpcl.o.defense.gov/privacy/SORNS/blanket_routine_uses.html.

Disclosure: Voluntary, but failure to provide the requested information may result in a delay of processing, the inability to contact you about your responsibilities under this continued service agreement, or DA's decision that the agreement was not properly entered into, thus preventing participation in the SETM module.

SETM Program Participants Initials _____

SENIOR ENTERPRISE TALENT MANAGEMENT PROGRAM

DEFINITIONS OF UTILIZATION RATINGS

Ready for Increased Challenge

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

Ready for Career Broadening

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

Contribute in Place

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

Build Tenure/Experience

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

SETM Program Participants Initials _____

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

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

Part 1: Selecting/Approving Official Information

1.	Who is the selecting official?	
2.	What is the selecting official's email address?	
3.	What is the selecting official's phone number? (Please include DSN.)	
4.	Name of project verification and approving official? (Must be an SES or GO.)	

Part 2: Supervisor Information

1.	Who will supervise the work of the detailee?	
2.	What is the supervisor's email address?	
3.	What is the supervisor's phone number? (Please include DSN.)	

Part 3: Background Information

1.	What date would you like the detail to begin?	
2.	Is the detail to:	
	a. fill a team lead or independent team member?	
	b. participate on a task force, tiger team, or working group?	
	c. complete a specific project?	
3.	Is the work full-time or part-time?	
4.	Is the work continuous or periodic?	

Definitions	Continuous: Work that is performed day after day for a period of time without departure from primary work location.
	Periodic: Work that is performed at specific sets in time. Example: Jane works at HQDA on a special project for 2 weeks and travels back to her home organization. After 1 month at home, Jane returns to HQDA for 2 more weeks.
If periodic, what is the expected frequency and duration of the TDY?	

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

5.	How long do you expect the developmental experience to last? (Enter anticipated start and end dates or expected duration in months or weeks.)							
Part 4: Detail Information								
1.	What is the detail title?							
2.	Where will the duties take place? (Enter installation or city and State.)							
3.	If the selectee will work on a project or task force, please describe in detail the duties he/she will be responsible for during this developmental experience.							
(Begin Typing Here)								
4.	Will the duties of this detail require a Top Secret security clearance?							
5.	Will you consider applicants with a Secret security clearance?							
6.	Do the duties of this detail require a Financial Disclosure?							
7.	Does this detail require drug testing?							
8.	Is this position designated as "emergency essential"?							
9.	What career program does the duties of this detail best align with?							
10.	Are you willing to accept applicants from other career programs?							
	a. If yes, please select up to three additional career programs?	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%; text-align: center;">1</td> <td></td> </tr> <tr> <td style="text-align: center;">2</td> <td></td> </tr> <tr> <td style="text-align: center;">3</td> <td></td> </tr> </table>	1		2		3	
1								
2								
3								
	b. If no, please indicate in the box to the right.							

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

Part 5: Expectations

1. What is the expected outcome you hope to receive from this individual? What are the deliverables?

(Begin Typing Here)

2. What criteria will be used to evaluate the SETM-TDY participant's performance during this TDY assignment?

(Begin Typing Here)

Part 6: Organization Approval Authority

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

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

APPLYING FOR THE ETM PROGRAM

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(3) Applicants for CGSOC and ELDP must upload a completed and signed continued service agreement (enclosure 20) in the “Applicant Career Brief” tool.

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

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

(1) upload a completed and signed mobility agreement (enclosure 19) in the “Applicant Career Brief” tool.

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

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

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

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

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

c. assign the applicant a recommended utilization rating using the definitions in enclosure 21.

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

a. rate the applicant in each ECQ subcompetency using the criteria provided in the tool. The endorser will also rate the applicant's development in each overarching ECQ using the following scale: "Needs Development" (applicant applies the competency in

somewhat difficult situations, requires frequent guidance); “Fully Developed” (applicant applies the competency in difficult situations, requires only occasional guidance); or “Outstanding/A Personal Strength” (applicant applies the competency in exceptionally difficult situations, serves as a key resource, and advises others).

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

c. assign the applicant a recommended utilization rating using the definitions in enclosure 21.

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

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

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

c. assign the applicant a recommended utilization rating using the definitions in enclosure 21.

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

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

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

BOARD PROCESSES

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

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

1. Command Boards

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

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

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

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

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

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

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

(1) conduct a utilization assessment by reviewing the definitions of utilization ratings (enclosure 21) and assigning the applicant a recommended rating.

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

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

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

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

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

2. The ETM Board

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

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

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

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

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

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

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

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

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

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

(1) Factor 1—Technical Breadth/Depth: Demonstrated competency and expertise in multiple job disciplines or functional areas within the candidate's career field or program. This includes technical experience at multiple levels of the Army in a career field (vertical) or various occupational series within a career field (horizontal). Non-Army-related professional experiences are considered if they are comparable in nature and meet the scope of the eligibility requirements for the program the candidate is applying for. The candidate should understand and appropriately apply principles, procedures, requirements, regulations, and policies related to several specialized areas of expertise across functional areas within a career field. The candidate is current with technology, tools, trends, and evolving practices in his/her area of expertise.

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

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

(4) Factor 4—Demonstrated Leadership: Demonstrated ability to assume increased levels of responsibility in a civilian leadership role. Army civilian leadership is influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improve the organization. The candidate must demonstrate the ability to connect the people they lead to a vision and mission. A Civilian leader is

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

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

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

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

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

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

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

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

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

3. Procedures for the ETM Graduate Placement Program

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

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

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

d. The following graduate placement and ETM Board procedures will be followed for CGSOC participants assigned to the CPTA:

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

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

(3) CSLMO will establish a deadline for commands and organizations to indicate preferences to hire CGSOC graduates and identify the specific position they would place each graduate in. CSLMO will further consult with Functional Chiefs/Functional

Chief Representatives to assess the geographic, functional, and organizational opportunities that may be open to graduating CGSOC students.

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

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

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

(7) CSLMO will inform students of their placements and announce placement decisions Armywide to promote the CGSOC module of the ETM Program.

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

(9) CGSOC participants who are assigned to the CPTA and who relocate geographically for their postgraduate placements will be eligible for CPTA centrally funded PCS travel in accordance with the provisions of the Joint Travel Regulations, Chapter 5 and Army Regulation 350-1 (Army Training and Leader Development).

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

ETM SHADOWING ASSIGNMENTS

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

1. Orientation/Preparation: During the first several days, the participant will gain an orientation to the senior leader's organization, mission, and current work priorities. The participant's goal is to sufficiently understand the organization, environment, and issues so that he/she is prepared to learn from specific work activities (such as meetings) the senior leader will experience during the active shadowing period.
2. Shadowing: During the active shadowing phase, the participant will shadow the senior leader in his/her interactions with staff and accompany the senior leader to the meetings and events that make up his/her daily activities. The senior leader may choose to engage the participant in the task at hand, including participation in work needed to prepare for or follow up on issues under consideration. The senior leader may also invite the participant to engage in brainstorming activities. The senior leader and participant will engage in regular conversations soon after each significant meeting, event, or decision to share insights about the senior leader's chosen strategy, approach, and style in given situations.
3. Wrap-up/Feedback: During the last several days, the participant will compile his/her assessments about the major issues observed during the shadowing phase, along with recommendations for next steps; share them with the senior leader; and get feedback from the senior leader about those insights and other observations about career development pursuits he/she considers appropriate for the participant. The participant will provide a summary of his/her assessment and what he/she learned during the shadowing assignment to the Civilian Senior Leader Management Office (CSLMO) within 5 business days of completing the assignment.

The number of applicants who may be selected for participation in ETM Shadowing is based on Army resources and needs. A selected ETM Shadowing participant can have up to two shadowing assignments during the course of the fiscal year he/she

was selected. However, applicants selected for the ETM Shadowing module are not eligible to receive an ETM Shadowing assignment concurrent with their participation in the ETM Command and General Staff Officer Course (in-residence) or the Executive Leadership Development Program.

1. Qualifying for the ETM Shadowing Program

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

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

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

2. Matching Senior Leaders to ETM Shadowing Participants

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

b. CSLMO will coordinate with applicable FCRs or CPMs to identify potential senior leader matches for the ETM Shadowing participant.

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

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

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

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

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

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

ETM TEMPORARY DUTY ASSIGNMENTS

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

1. Qualifying for the ETM TDY Module

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

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

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

2. Selecting Participants

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

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

3. Choosing ETM TDY Projects and Details

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

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

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

4. Filling ETM TDY Assignments

a. CSLMO will solicit ETM TDY developmental projects from commands. Commands will request a project to be filled by submitting the form at enclosure 22.

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

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

d. The FCR will review the CSLMO-generated slate and provide an order of merit listing for each ETM TDY candidate within their career program. CSLMO will review the FCR's listings and make a final assignment determination. CSLMO will notify the candidate of his/her selection and the projected duration of the ETM TDY opportunity. If the candidate accepts the project and his/her permanent supervisor agrees, CSLMO will direct the candidate to the project and provide funded TDY orders.

5. Documenting Performance Feedback on ETM TDY Projects

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

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

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

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

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

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

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

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

COMMAND AND GENERAL STAFF OFFICER COURSE

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

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

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

1. Qualifying for the ETM CGSOC Module

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

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

- (1) be serving in a permanent appointment in a GS-13 or equivalent position;
- (2) possess a baccalaureate degree from an accredited college or university;
- (3) have served 3 years in an Army Civilian permanent appointment by the start date of the program;
- (4) have completed the Civilian Education System Advanced Course or received equivalency or constructive credit from the Office of the Deputy Chief of Staff, G-3/5/7; and
- (5) have, at a minimum, an interim Secret security clearance at the time of nomination; or
- (6) be serving in a permanent GS-12 or equivalent position and meet the prerequisites in paragraph 1b(2) through (5). Applications from Army Civilians in grade GS-12 or equivalent who meet these prerequisites will be accepted and considered for competitive selection to attend CGSOC by exception.

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

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

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

2. Selecting CGSOC Participants

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

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

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

3. Attending CGSOC

a. Individuals selected to participate in CGSOC will either:

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

(2) be reassigned to a long-term training authorization on the operational table of distribution and allowances associated with the Civilian Personnel Training Account (CPTA) Headquarters, Department of the Army maintains.

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

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

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

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

4. Participating in the Graduate Placement Program

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

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

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

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

e. To encourage other high-potential Army Civilians to apply for the ETM CGSOC module, CSLMO will make an Armywide announcement of the names and assignments of personnel placed through the Graduate Placement Program after first informing graduating CGSOC students of their placements.

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

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

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

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

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM

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

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

ELDP is both physically challenging and mentally demanding. Events during the program require participants to work long hours when deployed, travel on weekends, adjust to rapidly changing conditions and situations, climb three-story nautical ladders, jump from airborne training towers, fly in tactically configured military aircraft, and participate in rigorous physical fitness activities.

1. Qualifying for the ETM ELDP Module

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

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

- (1) be serving in a permanent appointment in a GS-12 or GS-13 (or equivalent) position;
- (2) possess a baccalaureate degree from an accredited college or university;

(3) have served 1 year in an Army Civilian permanent appointment by the date the application for Department of the Army nominations for ELDP are due to DoD (typically the end of June following the date of application for ETM);

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

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

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

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

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

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

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

2. Nominating ELDP Candidates to DoD

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

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

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

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

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

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

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

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

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

MOBILITY AGREEMENT

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

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

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

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

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

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

ACKNOWLEDGMENT. I understand that:

1. my organizational, functional, and geographic preferences for placement in a post-training or graduation assignment will be considered when making assignment decisions, but it may be necessary to assign me to an organization, duty position, or geographic region that I have not indicated as a preference to meet the Army's needs.
2. I may request release from this mobility agreement for professional or personal reasons (for example, impending retirement or resignation, or significant personal or family hardship). I must submit any request for release from this agreement through my

ETM CGSOC Program Applicant Initials _____

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

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

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

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

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

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

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

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

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

6. I confirm that I have no preexisting conditions or potential issues (medical, family, financial, etc.) that will interfere with a geographical placement upon graduation that will prevent me from complying with this mobility agreement.

7. If a condition arises before I attend CGSOC that will conflict with this mobility agreement, I will notify CSLMO immediately with verifying documentation.

8. If a condition arises during my attendance at CGSOC that will conflict with this mobility agreement, I will notify CSLMO immediately with verifying documentation.

9. By signing this mobility agreement, I am agreeing to a geographical placement upon graduation.

ETM CGSOC Program Applicant Initials _____

10. Last minute changes, updates, and declination of the graduate placement assignment could result in the student being required to reimburse the Army the cost of the training.

11. Initial one of the following statements below that best fits your current situation concerning your mobility.

a. _____ I do not have anything to disclose at this time.

b. _____ I do have something to disclose at this time (Use space to describe your situation.)

TERMINATION. Unless CLSMO or the Assistant Secretary of the Army (Manpower and Reserve Affairs) releases me earlier, this agreement will remain in force for as long as I remain a participant in the ETM Program.

Employee signature: _____ Date: _____

Employee full name (typed or printed): _____

Current position title, series, and grade: _____

Duty station: _____

Email address: _____

Phone numbers (commercial and DSN): _____

PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 3013, 5 U.S.C. 301, DoD Instruction 1400.24, AR 350-1.

Principal Purposes: This information will be used to document an ETM Program participant's acceptance of the terms of the mobility agreement that is required for participation in the ETM CGSOC module.

Routine Uses: The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at http://dpclo.defense.gov/privacy/SORNS/blanket_routine_uses.html.

ETM CGSOC Program Applicant Initials _____

Disclosure: Voluntary, but failure to provide the requested information may result in a delay in processing, the inability to contact you about your responsibilities under this mobility agreement, or the Army's decision that the agreement was not properly entered into, thus preventing further participation in the ETM CGSOC module.

ETM CGSOC Program Applicant Initials _____

ENTERPRISE TALENT MANAGEMENT (ETM) PROGRAM

CONTINUED SERVICE AGREEMENT

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

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

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

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

AGREEMENT. In consideration of my participation in the ETM Program CGSOC or ELDP modules, and the provision to me of the training and development provided by these modules during the start and end dates of training:

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

ACKNOWLEDGMENT. I understand that:

1. if I voluntarily leave DoD or DA employment before completing my agreed-to period of obligated service, I will reimburse DoD or DA, as applicable, the amount the Department paid for my registration, tuition, and matriculation fees; library and laboratory fees; purchase or rental of books, materials, and supplies; travel and per diem; and all other training program-related costs (excluding salary) in connection with my participation in the ETM CGSOC or ELDP modules. However, the amount of these training expenses I am required to pay will be reduced pro rata based on the proportion of my obligated service I have completed. For example, if the Army paid \$2,700 of my training expenses and I completed two-thirds of my obligated service, I would be required to reimburse the Department \$900.

ETM Program Participant Initials _____

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

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

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

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

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

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

TERMINATION. Unless the Civilian Senior Leader Management Office or the Assistant Secretary of the Army (Manpower and Reserve Affairs) releases me earlier, this continued service agreement will remain in force for as long as I remain a participant in the ETM CGSOC or ELDP modules and thereafter until I fulfill my period of obligated service.

ETM Program Participant Initials _____

Employee signature: _____ Date: _____

Employee full name (typed or printed): _____

Current position title, series, and grade: _____

Duty station: _____

Email address: _____

Phone numbers (commercial and DSN): _____

PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 3013, 5 U.S.C. 301, 5 U.S.C. 4108, 5 CFR Part 410.309, AR 350-1.

Principal Purposes: This information will be used to document an ETM Program participant's acceptance of the terms of the continued service agreement that is required for participation in certain ETM Program modules.

Routine Uses: The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at http://dpclo.defense.gov/privacy/SORNS/blanket_routine_uses.html.

Disclosure: Voluntary, but failure to provide the requested information may result in a delay in processing, the inability to contact you about your responsibilities under this continued service agreement or DA's decision that the agreement was not properly entered into, thus preventing participation in the ETM module.

ETM Program Participant Initials _____

ENTERPRISE TALENT MANAGEMENT PROGRAM

DEFINITIONS OF UTILIZATION RATINGS

Ready for Increased Challenge

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

Ready for Career Broadening

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

Contribute in Place

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

Build Tenure/Experience

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

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

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

Part 1: Selecting Official Information

1.	Who is the selecting official?	
2.	What is the selecting official's email address?	
3.	What is the selecting official's phone number? (Please include DSN.)	

Part 2: Supervisor Information

1.	Who will supervise the work of the detailee?	
2.	What is the supervisor's email address?	
3.	What is the supervisor's phone number? (Please include DSN.)	

Part 3: Background Information

1.	What date would you like the detail to begin?	
2.	Is the detail to:	
	a. fill a team lead or independent team member?	
	b. participate on a task force?	
	c. complete a specific project?	
3.	Is the work full-time or part-time?	
4.	Is the work continuous or periodic?	

Definitions	Continuous: Work that is performed day after day for a period of time without departure from primary work location.
	Periodic: Work that is performed at specific sets in time. Example: Jane works at HQDA on a special project for 2 weeks and travels back to her home organization. After 1 month at home, Jane returns to HQDA for 2 more weeks.
	If periodic, what is the expected frequency and duration of the TDY?

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

5.	How long do you expect the developmental experience to last? (Enter anticipated start and end dates or expected duration in months or weeks.)	
Part 4: Detail Information		
1.	What is the detail title?	
2.	Where will the duties take place? (Enter installation or city and State.)	
3.	If the selectee will work on a project or task force, please describe in detail the duties he/she will be responsible for during this developmental experience.	
<i>(Begin Typing Here)</i>		
4.	Will the duties of this detail require a Top Secret security clearance?	
5.	Will you consider applicants with a Secret security clearance?	
6.	Do the duties of this detail require a Financial Disclosure?	
7.	Does this detail require drug testing?	
8.	Is this position designated as "emergency essential"?	
9.	What career program does the duties of this detail best align with?	
10.	Are you willing to accept applicants from other career programs?	
	a.	If yes, please select up to three additional career programs?
b.	If no, please indicate in the box to the right.	

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

Part 5: Expectations

1. What is the expected outcome you hope to receive from this individual? What are the deliverables?

(Begin Typing Here)

2. What criteria will be used to evaluate the ETM TDY participant's performance during this TDY assignment?

(Begin Typing Here)

Part 6: Organization Approval Authority

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