



ACCMA STM NEWS

Supervisor Talent Management

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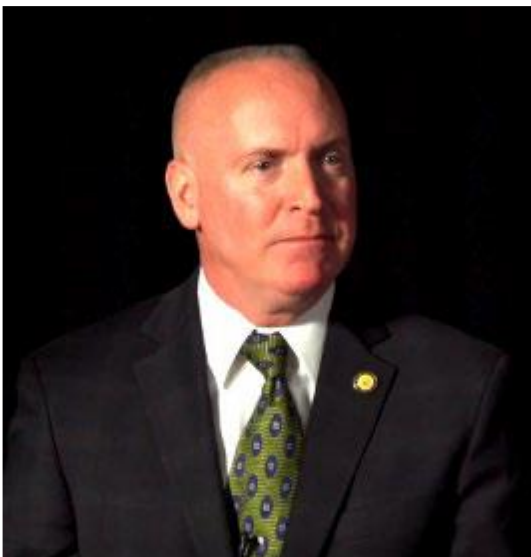
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INTRODUCTION

The Army Civilian Career Management Activity (ACCMA) Supervisor Talent Management (STM) office is making great progress in developing the Supervisor Certification Program, with foundational training in the first year for new supervisors and continuing education ensuing throughout the evolution of their supervisory careers. Through this program, we are developing world-class supervisors ready to take on the challenges of Army missions for the 21st Century.

SUPERVISORS ARE CRITICAL TO ARMY CIVILIAN SUCCESS



Dr. Todd Fore, DASA-CP

The Deputy Assistant Secretary of the Army for Civilian Personnel has proponentcy for the supervision of Army Civilians. The Army People Strategy (APS), Civilian Implementation Plan (CIP), which Dr. Todd Fore oversees, recognizes the importance of Army Civilian Supervisors. An on-going CIP strategic priority is to **“Build World-Class Supervisors:** The Army will create the systems and processes to select, grow, and sustain the best supervisors in government at every level, and certify its supervisors to perform their roles effectively. Supervisors will acknowledge and accept their responsibility to engage and develop their team and be trained why and how to inspire, lead, manage, and motivate people.”

Dr. Fore recently published direction stating, “to improve efficiency and effectiveness of civilian talent development programs as an integrated and optimized enterprise, we must execute a synchronized effort, overseen by the Office of the Deputy Assistant Secretary of the Army for Civilian Personnel (DASA-CP) as Office of Primary Responsibility, and in conjunction with the Civilian Human Resources Agency (CHRA) as the Office of Coordinating Responsibility.” Supervisor development is one of the critical programs within this effort that will be managed by ACCMA. ACCMA’s Supervisor Talent Management office is developing resources for supervisors including policy, a mentoring and coaching guide for new supervisors, training courses, and tracking and reporting mechanisms to inform Dr. Fore and the entire Army Civilian enterprise on the status of compliance with supervisor development policy and guidance.

POLICY

"You know, being a supervisor is not an easy job. That's why we pick the best people to be supervisors. And so, it's kind of the best of the best that eventually come to lead teams and lead large groups of people. I think that you have to be very conscientious of Labor Relations and what those requirements are there. That's one of the reasons that you have a supervisory development course – is so that you get the Merit System Principles, you get the Labor Relations, you get the Employee Relations – so that you can navigate tough challenges. And so, the course is designed to make you successful at being a supervisor, and I believe we all want to be the best supervisor we can be. And part of that is that communication, that listening, and your ability to solve problems real time."

- Dr. Todd Fore, DASA-CP, in the Supervisor-101 Course

ACCMA STM is currently working with the Office of DASA-CP to develop policy for Supervisor Certification Program Requirements. Supervisors are the nexus between policy and action, and are critical to productivity, employee engagement, and workplace fairness. Supervisor policy lays the foundation for a comprehensive training program, communication and support mechanisms, and a sound accountability substructure for supervisors. Once final, policy charts a course to building and sustaining world-class Army supervisors in accordance with the Civilian Implementation Plan (CIP) and reinforces connection to federal law and Office of Personnel Management (OPM) guidelines, by relating law with Army civilian practice. Policy release is pending and is informed by our rollout of supervisor certification and recertification processes, which began in October 2022. Trial data helps us to write better policy.

NDAA 2010 mandates Supervisor Development Programs. It is codified into law in Title 5 CFR 410.201, Responsibilities of the Head of an Agency; Title 5 CFR 412.202, Systematic Training and Development of Supervisors, Managers, and Executives, and USC 9902(d), Development of Training Program for Supervisors. This policy guidance supports developmental opportunities to ensure that the Army has the most effective supervisors in government and certifies them to perform their responsibilities effectively and efficiently at an optimum level.

In accordance with CIP Line of Effort 2, Develop Talent, we are establishing and resourcing a comprehensive, mandatory supervisor development and certification program. The following table illustrates the supervisor development framework, which underscores the Supervisor Certification Program Requirements policy and establishes core knowledge concepts and requisite skillsets for Army supervisors. Initial certification meets mandated training requirements in the first year along with additional developmental requirements through Mentoring and Coaching practices. Recertification satisfies additional OPM guidelines upon completion of appropriate Civilian Education System (CES) courses and encourages lifelong learning.

Certification	Requirements		Details
Initial Certification	Training	Supervisor 101	• 10-hour online course to describe legal guidelines; auto-enrolled in first month
		Supervisor HR Orientation Course (SHROC)	• 16-hour CPAC led classroom or virtual practical application of supervisor responsibilities within first 3-6 months
		Supervisor Development Course (SDC)	• 40-hour online course that serves as the “final EXAM” within the first year ; auto-enrolled at 8 months
	Mentoring / Coaching	Mentoring / Coaching	• Monthly training vignettes followed by mentoring/coaching discussions with own supervisor
	Performance	Performance Evaluation	• Fully Successful or higher
Recertification (every three years)	Training	Continuing Professional Development	• 72-hours supervisory training in areas such as Emotional Intelligence, Employee Relations/Coaching, Conflict Management, and HR Topics
		Leadership Training	• Grade-appropriate CES course within first three years; SDC-R completion
	Performance	Performance Evaluation	• Fully Successful or higher

Supervisor Certification Program Requirements

SUPERVISOR DEVELOPMENT PROGRAM

The core educational courses of the supervisor development program for new supervisors include Supervisor-101 (SPV-101), the Supervisor Human Resources Orientation Course (SHROC), the Supervisor Development Course (SDC), and the Supervisor Development Course-Refresher (SDC-R) along with the applicable, grade-specific Civilian Education System (CES) course, which is the Basic course for GS 01-09, the Intermediate course for GS 10-12, and the Advanced course for GS 13-15.

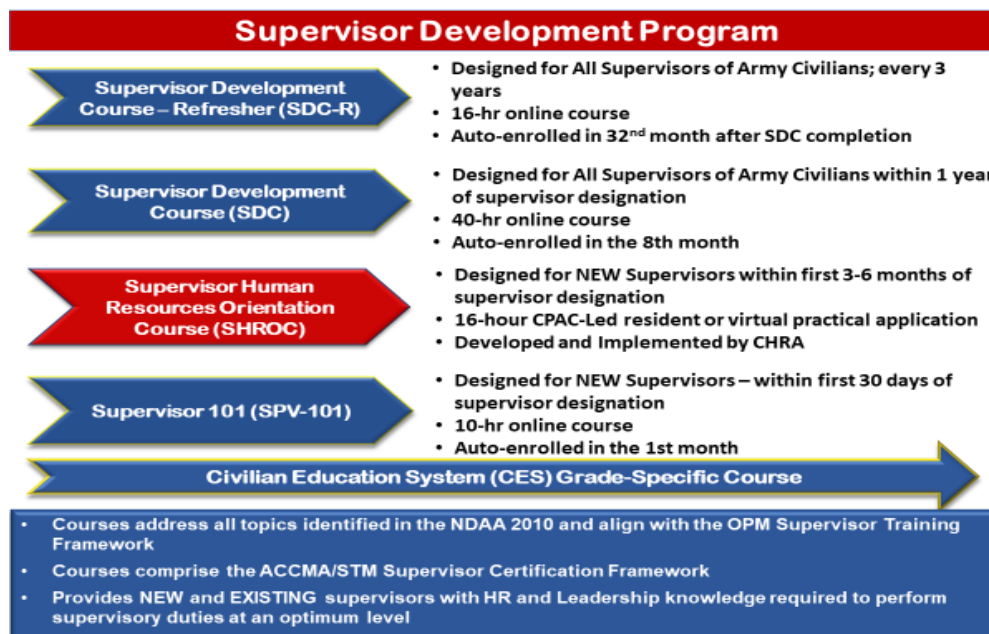
SHROC is a newer 16-hour course that CPACs conduct designed for new supervisors within their first 3-6 months of supervisor designation. It provides mandatory and recommended training, leadership competencies, and human resources technical knowledge needed to succeed as a new supervisor. SHROC accelerates the learning curve for new supervisors by introducing them to essential topics for the transition into a supervisory role and provides the tools and techniques for supervisors to apply the knowledge gained in SPV-101.

There are also three new programmatic resources for supervisors: a Coaching and Mentoring Guide, a Supervisor Developmental Training Guide, and a Develop Army People Guide. These guides help existing supervisors to coach their new supervisors, and they support all supervisors with significant background information for their critical role in developing Army Civilians.



Supervisor Human Resources Orientation Course (SHROC)

Supervisors are now auto-enrolled in SPV-101, SDC and SDC-R. They manually register for SHROC and CES through CHRTAS. SPV-101, SDC, and the SDC-R are all online training courses. SHROC is conducted in a live, face-to-face, or virtual format. New supervisors are auto-enrolled in SPV-101 in the first month of assuming a supervisory position and SDC in the eighth month. Every three years, supervisors are auto-enrolled in SDC-R in the 32nd month. Those needing to complete the courses are identified and notified by e-mail for each course. SDC-R contains five modules consisting of 19 lessons with the ability to test out of each module. We are phasing-in the supervisor certification program for new supervisors effective 1 October 2022. Those who are past-due on SDC-R are also being auto-enrolled, and existing supervisors will enter the recertification process upon their next SDC-R completion, beginning in Q2 FY23.



Supervisor Development Program (SDP)

COACHING AND MENTORING GUIDE

Federal law USC 9902(d)), cited above in the policy section, directs current supervisors to mentor new supervisors. We utilized a Supervisor Operational Process Team to develop a Mentoring and Coaching Guide for this purpose. Its design assists in navigating common supervisory challenges and helps guide existing supervisors to engage new supervisors during their developmental, probationary period.

It provides guidance for supervisors to conduct onboarding discussions that includes essential systems, policies, resources, and the organizational culture to ensure new supervisors' success in the initial months. It includes monthly training vignettes and scenarios with discussion topics such as: assigning and reviewing work, documenting performance, and conducting performance discussions that are critical supervisory responsibilities. Providing feedback and guidance, developing employees, helping them improve their performance, and managing poor performers are also topics at the heart of supervision. They are essential for employee engagement and high performance.

The Coaching and Mentoring Guide focuses on 11 recommended topics derived from the OPM leadership competencies (Copy link and paste in web browser: [Proficiency Levels for Leadership Competencies \(opm.gov\)](https://www.opm.gov/policy-data-oversight/leadership-competencies/)) and facilitates the development of increasing proficiency levels throughout every echelon of supervision. Included are resources to learn more about the topic, vignettes and role play scenarios to practice skills with feedback from the supervisor, and discussion questions to promote thinking about how the new supervisor would react in certain situations and incorporate what they learned from the resources and role plays. Experienced supervisors and leaders are encouraged to add topics, competencies, and resources to meet their specific mission requirements to achieve the Army's objective of developing world-class supervisors and supporting the civilian workforce. In addition to meeting legal mandates, an overarching goal is to foster open dialogue and build trust and rapport.



Coaching and Mentoring

UDEMY

Udemy is an online learning platform offering professional and personal development courses for all Army Civilians across the Army enterprise. Udemy allows employees and supervisors to create learning paths composed of Udemy business courses, custom courses, and web links. The Army invests in this professional and personal development initiative, whether for your primary job or something new you want to learn, with a catalog of over 7,000 courses. Udemy is an excellent tool for Army supervisors offering courses across a wide breadth of categories including leadership, communication, conflict resolution, interpersonal skills, time and priority management, and many more. With Udemy we can create specific learning paths, focus training on meeting goals on individual development plans, or follow people's interests. Within six months, we plan to create a specific group for Army supervisors in Udemy Business to highlight and deliver critical training. Army Civilians are eligible to claim a license for unlimited and free use through Udemy Business.

To obtain a Udemy Business license follow these instructions:

1. Click on [Udemy Business](#).
2. Enter your @army.mil, @mail.mil, or @usace.army.mil e-mail address then press continue.
3. Follow the instructions sent to your e-mail address.

For additional information click on [Udemy Business Help](#).



Udemy Business

SUPERVISOR COMMUNITY OF PRACTICE

ACCMA STM has established the Army Supervisor Resource Center (ASRC) Teams page as a Community of Practice to increase our capability to share knowledge and best practices to grow highly trained and credentialed world-class Army supervisors. To join this forum or learn more, please click [ACCMA ASRC Teams](#) or contact Michael Costanza at michael.v.costanza.civ@army.mil.

FAQ
To whom does the Supervisor Development Program apply? It applies to all supervisors of civilians across the Army enterprise except for contractors.
How will courses be tracked? We track course enrollment, progress, and completion through a monthly master supervisor list via CHRTAS. Agencies/commands should also perform local tracking.
Who is responsible for Supervisor Training? IAW 5 CFR § 412.202, agencies/commands are responsible for training and development of supervisors.

Please contact a member of the ACCMA Supervisor Talent Management Team with any questions, concerns, or feedback.

ACCMA STM Team
George Taylor - Director, george.d.taylor4@civ.army.mil
Howard L’Heureux – Plans, Programs, and Certification, howard.a.lheureux.civ@army.mil
Michael Costanza – Policy and Strategic Communication, michael.v.costanza.civ@army.mil

