

Developing a Strategic Vision for Your Career

*Leader Development Programs for
Career Army Civilians*

**Civilian Senior Leader Management Office (CSLMO),
Deputy Under Secretary of the Army (DUSA)**

- Career Development Path for Army Civilians
- SETM / ETM Programs Selection Process
- Senior Enterprise Talent Management (SETM)
- Enterprise Talent Management (ETM)
- SETM / ETM Application Timelines
- Points of Contact



AMERICA'S ARMY:
THE STRENGTH OF THE NATION

Civilian Career Development Path

Pay Band 1		Pay Band 2		Pay Band 3	
GS-5/7/9	GS-11	GS-12	GS-13	GS-14	GS-15
NAF 1/2/3	NAF 4			NAF 5	
				Army Senior Fellowship (ASF)	
				Senior Enterprise Talent Management (SETM) TDY	
				DOD Defense Senior Leader Development Program (DSLDP)	
				Senior Service College (SSC) DL or Resident	
	Emerging Enterprise Leaders (EEL) Programs		Command and General Staff College (CGSC) Satellite Only	Continuing Education for Senior Leaders (CESL)	
		Enterprise Talent Management (ETM) Program			
			Advanced Course (AC) – DL & Resident		
		Manager Development Course (MDC) – DL			
		Intermediate Course (IC) – DL & Resident			
	Basic Course (BC) – DL & Resident				
	Supervisor Development Course (SDC) – DL				
	Action Officer Development Course (AODC) – DL				
	Foundation Course (FC) – DL				
Progressive and Sequential opportunities for ALL Army Civilians					



PURPOSE: SETM/ETM are the means by which HQDA prepares Senior Civilians (GS-12/15 or equivalent) to assume positions of greater responsibility across the Enterprise.

POLICY:

- Army Regulation 350-1 (Army Training and Leader Development)
- FY20 Army Civilian Training Education & Development System (ACTEDS)
Training Catalog – Government Training Programs

SELECTION PROCESS:

- Army Civilians must volunteer and apply via the SETM automated system.
- Commands/organizations conduct selection board(s) and submit their Order-of-Merit-Lists (OML) to the Civilian Leader Development Division (CLDD).
- **HQDA Board Members (SESS/GOs/GS-15s/COLs)** individually assess and assign utilization ratings to each application.
- **Board Phase I** – Board determines final utilization ratings and selects Phase II candidates.
- **Board Phase II** – Board conducts individual interviews and establish an OML by modules.
- **Board Phase III** – Board decides placements of **DSLDP/SSC-PCS/CGSOC-Naval Course** graduating students based on commands/organizations' input, needs of the Army and candidates' assignment preferences.



Defense Senior Leader Development Program (DSLDP)

- Open to Army senior Civilians **GS-14/15 (or equivalent)** with 3+ years of Army service.
- 2-year program: Attend Senior Service College (SSC) at Air, Navy, National War College or Eisenhower School plus 4 to 6 month developmental assignment.
- Baccalaureate Degree required.
- **Will earn a Masters' Degree.**
- **Reassigned to HQDA Civilian Personnel Training Account (CPTA).**
- Mobility and Continued Service Agreements required.
- Completion of CES Advanced Course or equivalent/constructive credit required.
- Graduate Placement/Reassignment Worldwide.

Naval War College Senior Level Course

- Open to Army senior Civilians **GS-14/15 (or equivalent)** with 3+ years of Army service by the start date of the program.
- 1-year program (July to June) at Newport, RI.
- Have experience in DA National Security policy and Defense agencies interaction Have a minimum Secret level clearance.
- College of Naval Warfare graduates are awarded a Master's degree in Defense and Strategic Studies (most agree to curriculum attendance and completion).
- **Reassigned to HQDA CPTA.**
- **Mobility Optional (PCS or TDY)**
- Continued Service agreement required.
- Completion of CES Advanced Course or equivalent/constructive credit required.
- Graduate Placement/Reassignment Worldwide.



Senior Service College (SSC) Resident

- Open to Army senior Civilians **GS-14/15 (or equivalent)** with 3+ years of Army service by the start date of the program.
- 1-year program (July to June): Attend Army War College (Carlisle, PA) or Eisenhower School at National Defense University (Fort McNair, DC).
- **Will earn a Masters' Degree.**
- **Reassigned to HQDA CPTA.**
- **Mobility Optional (PCS or TDY-and-Return with approved Utilization Plan)**
- Continued Service Agreement required.
- Completion of CES Advanced Course or equivalent/constructive credit required.
- Graduate Placement/Reassignment Worldwide.

Senior Service College (SSC) Distance Education

- Open to Army senior Civilians **GS-13*/14/15 (or equivalent)** with 3+ years of Army service by the start date of the program.
- ***GS-13 must have completed a CGSOC***
- 2-year program: Attend Orientation (May),
- 2 week TDY at the end of first year (June) and 2 week TDY at the end of program that includes CAPSTONE/Graduation at AWC (June).
- **Will earn a Masters' Degree.**
- Mobility optional, if so Graduate Placement/Reassignment Worldwide.
- **Stay assigned to parent organization.**
- Continued Service Agreement required.
- Completion of CES Advanced Course or equivalent/constructive credit required.



Army Senior Fellowship (ASF)

- Open to Army senior Civilians **GS-14/15 (or equivalent)**.
- Must be a graduate of a Senior Service War College
- 12-month Training With Industry
- Graduate Training Courses
- 6 – 8 month Developmental Assignment
- Baccalaureate Degree required
- **TDY and Return / Remain assigned to Current Command**
- **SES develops individual training plan for the fellow.**
- **SES Mentorship**
- Continued Service Agreement required

SETM – Temporary Duty (SETM – TDY)

- Open to Army senior Civilians **GS-14/15 (or equivalent)**.
- Detail not to exceed 179 days.
- TDY Worldwide.
- Commands submit SETM/ETM-TDY projects using respective form(s).
- CLDD validates projects.
- FCRs match selectees to projects.
- **Stay assigned to parent organization.**
- Continued Service Agreement required.
- CLDD pays TDY costs.
- **Receive Coaching Sessions from a certified Army Coach**
- **Attend the Leadership Development Program at the Center For Creative Leadership**



February 2021, HQDA SETM Phase III (Graduate Placement)

October 2020 SETM-ASF

July 2021 – June 2022, SETM-SSC (Resident)

May 2021 – July 2023, SETM SSC (Distance Education)

February – September 2021, SETM-TDY

February 2021 – April 2023, SETM-DSLDP

15 December 2020, SETM Results Published

17 – 21 August 2020, HQDA SETM Phase II Board (Interviews)

28 – 31 July 2020, HQDA SETM Phase I Board (Pre-Selection)

30 June 2020, SETM OMLs due to CLDD

1 – 30 June 2020, Command Boards SETM

16 – 31 May 2020, FCR Assess and Rank Applications

15 May 2020, SETM Application Closes

1 March – 15 May 2020, SETM Application Period



2020
Application Period
1 Mar – 15 May 20



Command and General Staff Officer Course (CGSOC) - Satellite

- Open to senior DACs GS-13 (GS-12 by exception) with 3+ years of Army service.
- Expands participants' knowledge of the operational and tactical common core elements of the Army.
- Completion of CES Advanced Course or equivalent/constructive credit required.
- Baccalaureate degree required.
- **Attendance to a 15-weeks Satellite Course**
- Continued Service Agreement required.

Executive Leader Development Program (ELDP) DoD Level Program

- Open to senior Army DACs GS-12/13 (equiv) serving in a permanent position for at least 1 year before nomination is due to DoD.
- 10-month program of intense learning and training experiences across DoD Enterprise.
- Option to participate in rigorous physical activities at DoD Components' locations.
- Have completed the CES Intermediate Course.
- Have a Secret clearance as a minimum.
- Possess a valid Gov't Travel card & passport.
- **Must use 2020 ELDP application forms.**

C100 ... Foundations

updated 09JUL19 by Mr. Ted Ihrke

• C121	Critical Thinking	4 hrs
• C122	Creative Thinking	2 hrs
• C123	Application of Critical and Creative Thinking	2 hrs
• C131	Leader Development	2 hrs
• C132.1	Self Awareness (MBTI)	2 hrs
• C132.2	Self Awareness (LSI)	1 hr
• C133	Individual Development Plan (IDP)	1 hr
• C135	Profession of Arms	2 hrs
• C171	Effective Writing	2 hrs
• C172.1	Writing Workshops #1	2 hrs
• C172.2	Writing Workshops #2	2 hrs
• C173	Effective Speaking, Briefing and Listening	2 hrs
• C174	Briefing Practicum	6 hrs
		30 hrs

Credit hours = 1.9

Not Counted in GPA

Assessment Plan

- No formal grades
- Pass / Fail in BB / SMS

H100 ... History:

Rise of the Western Way of War

updated 25JUN19 by Dr. Harry Laver

• H101	War, Society and the Structure of Military Revolution	2 hrs
• H102	State Armies and Limited War in Early-Modern Europe	2 hrs
• H103	Nation in Arms: Napoleon	2 hrs
• H104	Imperial Overextension	2 hrs
• H105	Clausewitz	2 hrs
• H106	Jomini	2 hrs
• H107	The Brain of a Modern Army	2 hrs
• H108	World War I - Train Wreck	2 hrs
• H109	Birth of Combined Arms	2 hrs
• H110	Blitzkrieg	2 hrs
• H111	The Limits of Blitzkrieg	2 hrs
• H112	Emergence of Multi-Domain Operations: Air Power Theory & App	2 hrs
• H113	The Chinese Way of War: An Alternative to Large Scale Combat Ops	2 hrs

Assessment Plan

- Outline P / F
- Essay 60 %
- Contribution to Learning ... 40 %

Credit Hours = 1.6

C300 ... Unified Action

updated 18JUL19 by Ms. Heather Karambelas

• C301	Fundamentals of Joint Ops & Unified Action	4 hrs
• C302	Joint Functions	4 hrs
• C303	Joint Functions Across the Range of Military Operations (ROMO)	4 hrs
• C304	Multinational Operations	2 hrs
• C305	Interorganizational Cooperation & Considerations	2 hrs
• C306	US Army	3 hrs
• C307	US Navy and Coast Guard	3 hrs
• C308	US Marine Corps	3 hrs
• C309	US Air Force	4 hrs
• C310	US Special Operations Forces	2 hrs
• C311	US Space Operations	2 hrs
• C312	Cyber Space Operations	2 hrs
• C313	US Army Sustainment Support to Unified Action	2 hrs
• C399	Unified Action PE	4 hrs
		41 hrs

Credit Hours = 2.5

Assessment Plan

- Test 1 (C301 - C305) ... Bb Multi Choice ... 20 %
- Test 2 (C306-C313) ... Essay ... 50 %
- Contribution to Group Learning (C301-C313) ... 15 %
- Contribution to Group Learning (C399) ... 15 %

AY 20 Common Core

F100 ... Managing Army Change

updated 27JUN19 by LTC Kenneth Woods

• F101	Foundations of Change	4 hrs
• F102	Joint and Army Capability Development	2 hrs
• F103	Defense Acquisition System	4 hrs
• F104	Develop Organizational Requirements	2 hrs
• F105	Develop Organizational Authorizations	4 hrs
• F106	Force Integration	4 hrs
• F107	Planning Programming Budget Execution (PPBE)	2 hrs
• F108	Fiscal Stewardship	4 hrs
• F109	Resource Management	2 hrs
• F110	Operational Contract Support	4 hrs
• F111	Student-Developed Case Studies	2 hrs
		34 hrs

Credit Hours = 2.1

Assessment Plan

- Case Study Azimuth Checks ... 10 %
- Case Study Written Product ... 50 %
- Case Study Brief ... 15 %
- Financial Management Quiz ... 25 %

X100 ... Comprehensive Exam

updated 14JUN19 by Dr. Michelle Miller

Weighted 16 hrs
Credit Hours = 1

Assessment Plan

- Exam ... Bb Multi Choice ... 30 %
- Exam ... Oral Board ... 70 %

CGSOC - CC Contains
285 hours including C100 (P / F) or
255 hours without C100 - Weighted GPA

C200 ... Strategic Context of Op Art

updated 25JUN19 by Mr. Brian Allen

• C201	Intro to the Nature of War & the Combatant Cmdr Perspective	4 hrs
• C202	Understanding the Environment	4 hrs
• C203	Power and Strategy	4 hrs
• C204a	National Organizations and Process	2 hrs
• C204b	DoD and Theater Organizations and Processes	2 hrs
• C205	National and Department of Defense Strategy and Policy	4 hrs
• C206	Combatant Commander Theater Evaluations	2 hrs
• C299	Strategic Estimate Practical Exercise	8 hrs
		30 hrs

Credit Hours = 1.9

Assessment Plan

- Test 1 (C201 - C204b) ... Bb Multi Choice ... 20 %
- Test 2 (C205 - C206) ... Essay ... 50 %
- Contribution to Learning ... 30 %

C500 ... Operational Art & Planning

updated 18JUL19 by Ms. Heather Karambelas

• C501	Introduction to Operational Art and Design	4 hrs
• C502	Elements of Operational Design	8 hrs
• C503	Introduction to Joint Planning Process (JPP)	6 hrs
• C504	Joint Logistics Planning	2 hrs
• C599	Joint Planning Process Exercise	24 hrs
		44 hrs

Credit Hours = 2.8

Assessment Plan

- Operational Art Assessment Exam ... 60 %
- Contribution to Learning ... 15 %
- Contribution to C599 PE ... 25 %

As of 19JUL19

C400 ... Apply US Army Doctrine

updated 25JUN19 by Mr. Damien Fosmoe

• C401	Doctrinal Concepts of Unified Land Operations (ULA) in Unified Action	6 hrs
• C402	Commander's Role in the Operations Process	4 hrs
• C403	Tactical Sustainment	4 hrs
• C404	Reconnaissance and Security Operations	4 hrs
• C405	Offense Operations in ULA	6 hrs
• C406	Defense Operations in ULA	6 hrs
• C407	Stability Operations in ULA	2 hrs
• C408	US Army Training (Satellite Only)	2 hrs
• C409	Military Decision Making Process	4 hrs
		36 hrs Res

Leavenworth Credit hours = 2.25

38 hrs Sat

Satellite Credit hours = 2.38

Assessment Plan

- Pre-C400 Diagnostic Exam
- Exam ... 65 %
- Contribution to Learning ... 35 %



Naval War College - Intermediate Level Course

College of Naval Command & Staff (CNC&S) Program

- **Open to Army DACs GS-13/equiv only.**
 - Have served 3 years in permanent Army position before reporting to Newport, RI.
 - Possess a baccalaureate degree.
 - Selection based on past performance, demonstrated potential and seniority.
- Considered for placement into positions of greater responsibilities Army-wide.
 - Have completed CES Advanced Course or granted equiv/constructive credit.
 - Have experience in DA Nat'l Security policy and Defense agencies interaction.
 - Have a minimum Secret level clearance.

ETM

- CNC&S graduates are awarded a Master's degree in Defense & Strategic Studies (must agree to curriculum attendance & completion).
- Selectees will be placed in CPTA and then PCS under the Mobility Agreement after graduation from the course.



Enterprise Talent Management - Temporary Duty (ETM – TDY)

- Open to Army senior Civilians GS-13 (or equivalent).
- Applicant must currently be serving in a permanent DAC GS-13 or equivalent position.
- TDY assignment not to exceed 90 days broadens Civilians through participation on a special project or filling a different position to build enterprise level experience.
- **Receive Coaching Sessions from a certified Army Coach**
- **Attend the Leadership Development Program at the Center For Creative Leadership**

Leadership Shadowing Experience

- Open to Army senior Civilians GS-13 (or equivalent).
- Applicant must currently be serving in a permanent DAC GS-13 or equivalent position.
- Selection for participation does not guarantee a leadership shadowing experience.
- **20 working days structured leadership shadowing experience with FCR/SES.**
- Participation depends on the resources available to fund shadowing experiences.
- **Receive Coaching Sessions from a certified Army Coach**



February 2021, HQDA SETM Phase III (Graduate Placement)

August 2021, ETM-ELDP Begins

January – October 2021, Multiple CGSOC Satellite Classes

January 2021, ETM-TDY and ETM-Shadowing Begins

October 2020, ETM Results Published

13 – 16 October 2020, HQDA ETM Phase II Board (Interviews)

22 – 25 September 2020, HQDA ETM Phase I Board (Pre-Selection)

30 June 2020, ETM OMLs due to CLDD

1 – 30 June 2020, Command Boards ETM

16 – 31 May 2020, FCR Assess and Rank Applications

15 May 2020, ETM Application Closes

1 March – 15 May 2020, ETM Application Period



2020
Application Period
1 Mar – 15 May 20



Start your application NOW!!!

Submit Applications:
1 March – 15 May 2020



- Senior Enterprise Talent Management (SETM) GS-14/15 level equivalents (HQDA selected and centrally-funded)
- Enterprise Talent Management (ETM) GS-12/13 level equivalents (HQDA selected and centrally-funded)
- Annual application period 1 March – 15 May 2020
- Automated CAC enabled website login:
<https://www.csldo.army.mil//>



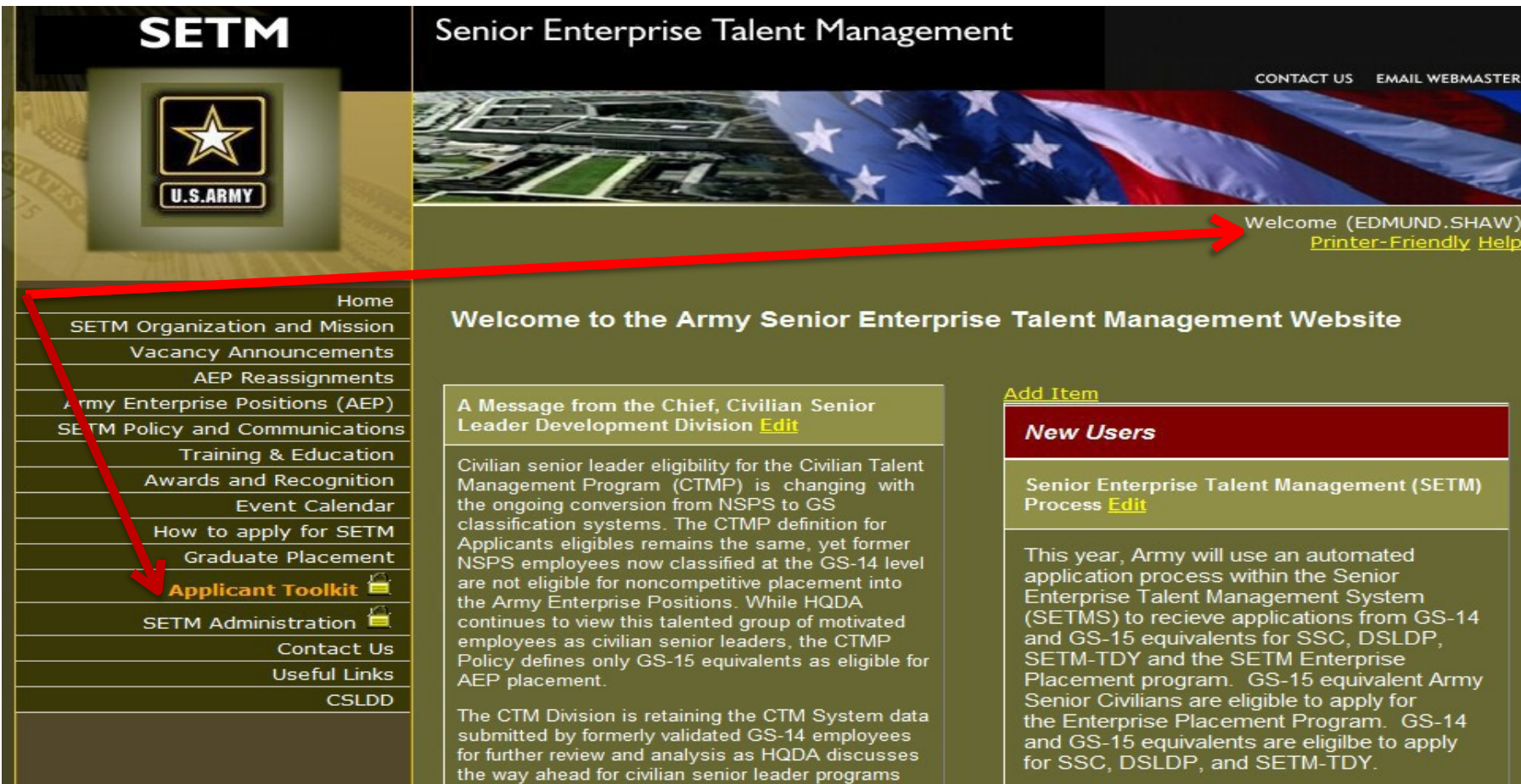
DOD DISCLAIMER

You are accessing a U.S. Government (USG) Information System (IS) that is provided for USG-authorized use only. By using this IS (which includes any device attached to this IS), you consent to the following conditions:

- The USG routinely intercepts and monitors communications on this IS for purposes including, but not limited to, penetration testing, COMSEC monitoring, network operations and defense, personnel misconduct (PM), law enforcement (LE), and counterintelligence (CI) investigations.
- At any time, the USG may inspect and seize data stored on this IS.
- Communications using, or data stored on, this IS are not private, are subject to routine monitoring, interception, and search, and may be disclosed or used for any USG authorized purpose.
- This IS includes security measures (e.g., authentication and access controls) to protect USG interests--not for your personal benefit or privacy.
- Notwithstanding the above, using this IS does not constitute consent to PM, LE or CI investigative searching or monitoring of the content of privileged communications, or work product, related to personal representation or services by attorneys, psychotherapists, or clergy, and their assistants. Such communications and work product are private and confidential. See User Agreement for details.

☐ I acknowledge that I have read and understand the above information.

(Please select the email certificate when prompted.)



SETM

Senior Enterprise Talent Management

CONTACT US EMAIL WEBMASTER

Welcome (EDMUND.SHAW)
[Printer-Friendly Help](#)

Welcome to the Army Senior Enterprise Talent Management Website

A Message from the Chief, Civilian Senior Leader Development Division [Edit](#)

Civilian senior leader eligibility for the Civilian Talent Management Program (CTMP) is changing with the ongoing conversion from NSPS to GS classification systems. The CTMP definition for Applicants eligibles remains the same, yet former NSPS employees now classified at the GS-14 level are not eligible for noncompetitive placement into the Army Enterprise Positions. While HQDA continues to view this talented group of motivated employees as civilian senior leaders, the CTMP Policy defines only GS-15 equivalents as eligible for AEP placement.

The CTM Division is retaining the CTM System data submitted by formerly validated GS-14 employees for further review and analysis as HQDA discusses the way ahead for civilian senior leader programs

Add Item

New Users

Senior Enterprise Talent Management (SETM) Process [Edit](#)

This year, Army will use an automated application process within the Senior Enterprise Talent Management System (SETMS) to receive applications from GS-14 and GS-15 equivalents for SSC, DSLDP, SETM-TDY and the SETM Enterprise Placement program. GS-15 equivalent Army Senior Civilians are eligible to apply for the Enterprise Placement Program. GS-14 and GS-15 equivalents are eligible to apply for SSC, DSLDP, and SETM-TDY.

1. Do you see your name or Guest?
2. Do you see the Applicant Toolkit link?
3. If you are a GS-12 through GS-15 or equivalent and cannot answer yes to both questions please close your browser and ensure to select your **“email”** certificate.
4. If does not work, please contact the appropriate CLDO POCs.



SETM



Senior Enterprise Talent Management

[CONTACT US](#) [EMAIL WEBMASTER](#)

Welcome (EDMUND.SHAW)
[Printer-Friendly Hel](#)

Welcome to the Army Senior Enterprise Talent Management Website

A Message from the Chief, Civilian Senior Leader Development Division [Edit](#)

Civilian senior leader eligibility for the Civilian Talent Management Program (CTMP) is changing with the ongoing conversion from NSPS to GS classification systems. The CTMP definition for Applicants eligibles remains the same, yet former NSPS employees now classified at the GS-14 level

Applicant Career Brief
Applicant Survey
FCR/Command Rep Ranking
employees as civilian senior leaders, the CTMP Policy defines only GS-15 equivalents as eligible for AEP placement.

The CTM Division is retaining the CTM System data submitted by formerly validated GS-14 employees

[Add Item](#)

New Users

Senior Enterprise Talent Management (SETM) Process [Edit](#)

This year, Army will use an automated application process within the Senior Enterprise Talent Management System (SETMS) to receive applications from GS-14 and GS-15 equivalents for SSC, DSLDP, SETM-TDY and the SETM Enterprise Placement program. GS-15 equivalent Army Senior Civilians are eligible to apply for the Enterprise Placement Program. GS-14 and GS-15 equivalents are eligible to apply

Applicant Toolkit

SETM Administration

[Contact Us](#)

[Useful Links](#)

[Users Guide](#)

[CSLDD](#)



SETM and ETM applications must go through each Command's internal approval procedures, timelines and board selection process.

Commands will forward all board approved applications to HQDA, ASA M&RA, CSLMO.

Senior Enterprise Talent Management (SETM):
SSC, DSLDP, TDY, EPP, ASCF Applicant
Checklist.

SETM Applicant Checklist



Enterprise Talent Management (ETM): CGSOC,
ELDP, TDY and Shadowing

ETM Applicant Checklist



Frequently Asked Questions (FAQs)

Program-Frequently Asked Questions

Basic-Frequently Asked Questions for SETM



Basic-Frequently Asked Questions for ETM





AMERICA'S ARMY: THE STRENGTH OF THE NATION

Career Brief Section I

Applicant Career Brief

PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 3013; 5 U.S.C. 301

Principal Purposes: This information will be used to determine an applicant's eligibility and candidacy for the SETM Program. Information used by SETM is extracted from Headquarters, Army Civilian Personnel System (HQ ACPERS) via a secure connection, thus individuals are not involved in this process. Individuals are implicitly consenting to the capture and use of their information when employed by the Department of Army civilian workforce where they are initially provided a Privacy advisory.

Routine Uses: The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at <http://dpclo.defense.gov/privacy/SORNs>

Disclosure: Mandatory except where noted. Failure to provide required information may result in rejection of the application as incomplete or non-selection of the applicant for the SETM Program.

SECTION I Personal Information

SECTION II Individual Description

SECTION III Current Assignment

SECTION IV Career Chronology

SECTION V Performance

SECTION VI Significant Awards/Honors

SECTION VII Education

SECTION VIII Professional Development

SECTION IX Licenses & Certifications

SECTION X Language Skills

SECTION XI Major Publications

SECTION XII Professional Memberships & Associations

SECTION XIII Professional Boards

SECTION XIV Utilization Ratings

SECTION XV Competencies

SECTION XVI Career Preferences

Click to Search for Employee

View Resume

View Survey

Draft Applicant Packets

View the checklist for the program packet(s) for which you plan to apply.

The list will show you the documents which need to provide, the ones you have provided and the ones you have remaining for each complete packet. Review and be sure you have a complete packet before submitting your Survey.

Click to View Packet Checklists

If you want to look at the packet(s) you are preparing,

(1) select the draft packets for the program(s) for which you are applying, (2) create the PDF for it and (3) view the PDF packet.

1. Select a Packet 2. Create PDF Packet 3. View PDF Packet

Note: Draft packet PDF creation will be slow so please be patient.

The Applicant Career Brief contains data from the Defense Civilian Personnel Data System (DCPDS), the Self-Assessment and Panel process, and user-entry. The fields shaded in gray are pre-populated by the system and are not editable on this screen. If errors or omissions are identified in the gray fields, please refer to the related section for update instructions. The white fields are populated by you and are editable on this screen.

Note: The 'Save' feature in each section will ONLY save data within that section.

Note: The 'Save All' feature in each section will save data populated in all sections (and be considerably slower, so be patient).

SECTION I Personal Information

The fields shaded in gray are pre-populated from the DCPDS and are not editable on this screen. If any of these fields are inaccurate, please contact your HR point of contact. The white fields are editable by you and your administrator.

Note: After entering or editing information in these fields, click the 'Save Personal Info' button at the bottom of this section.

Title	First Name	Middle Name	Last Name	Suffix	Nickname	Clearance	Home Street Address	Home City	Home State	Home Zip
	EDMUND		SHAW			SECRET	18372 ADMEASURE CIRCLE	WOODBIDGE	VA	22191
Home Country	Primary Email (Required for Survey submission)		Secondary Email		Home Phone	Cell Phone	Svc Compl Dt	Appt Type	App Exp Date	
USA	edmund.shaw@us.army.mil		edmund.shaw.civ@mail.mil		703-680-8225	7039013586	5/14/2006	1A		
Service Agreements		Promotion Date								
		08/31/2008								

Save Personal Info

Save All

Cancel

[BACK TO TOP]

Uploaded User Files

Required documents to be uploaded can be found on these links [SSC Forms](#), [DSLDP Forms](#), [ELDP Forms](#), [CGSOC Forms](#), [CGSOC TDY Forms](#), [NDU Forms](#), [Continued Service Form](#), [Mobility Agreement Form](#), [SETM Applicant Checklist](#) and the [ETM Applicant Checklist](#).

Choose a file description:

Then use the browse button to select a file description.
Note: Be sure to only upload only one PDF file.

Delete	Description
☐	Acquisition Career Record Brief
☐	Continued Service Agreement
☐	CES Advanced Course Equivalency/Constructive Credit
☐	CGSOC Nomination Form
☐	CGSOC Utilization Plan Memorandum
☐	CGSOC Resume
☐	DSLDP Nomination Forms
☐	DSLDP Resume
☐	ELDP CES Course Certification
☐	ELDP Nomination Form
☐	ELDP Resume
☐	Letter of Recommendation 1
☐	Letter of Recommendation 2
☐	Letter of Recommendation 3
☐	MEL1/SSC Diploma
☐	Mobility Agreement
☐	NDU Educational Records Release Authorization
☐	NDU Privacy Act Statement
☐	NDU Student Nomination Form
☐	NDU Student Worldwide Travel Form
☐	Performance Appraisal
☐	Public Affairs Release Form
☐	Security Clearance Person Summary
☐	Senior Rater Potential Evaluation
☐	SETM ASOP Resume
☐	SETM EPP Option 2 Resume
☐	SETM EPP Option 2 ECQ Write-Ups
☐	SSC Resume
☐	Senior Service College (SSC) Nomination Sheet

The path and file name cannot be more than 210 characters.

(excepting "other") in the drop down list above. If you have more than one file for any one of these type of documents, you will need to merge them into one and common documents will be shared among the program packets.

Browse...

Upload File

File Name	File Size	Upload Date
2014 SETM Results.pdf	136,303	10/26/2017
2015 SETM Results.pdf	93,618	8/15/2017
2016 ETM Results.pdf	49,434	8/15/2017
2017 ETM Results.pdf	54,873	8/15/2017
2013 SETM Results.pdf	161,789	10/26/2017
2016 SETM Results.pdf	1,071,182	8/15/2017

UNCLASSIFIED INFORMATION - FOR OFFICIAL USE ONLY (FOUO)



AMERICA'S ARMY: THE STRENGTH OF THE NATION

Career Brief Section III /IV

SECTION III Current Assignment

The position fields shaded in gray are pre-populated from the DCPDS and are not editable on this screen. If any of these fields are inaccurate, please contact your HR point of contact. The white fields are editable by you and your administrator.
Note: After entering or editing information in these fields, click the 'Save Current Assignment' button at the bottom of this section.

Position Full Title SUPV HR SPEC	Position Start Date 5/18/2013	Time in Position 4 year(s), 7 mo	Command OFFICE OF THE SECRETARY OF THE ARMY	CPCN 360109	Position Sequence 2599984
Organization HQDA, ASA MRA, CIVILIAN SENIOR LEADER MANAGEMENT OFFICE CSLMO	Pay Plan GS	Grade 15	Series 0201	Career Program (Required for Survey submission) 10 CIVILIAN PERSONNEL ADMINISTRATION	Phone Number (703) 693-1128
DSN Number 223-1128					
Position Location/Mailing Address					
Mailing ATTN CIVILIAN SENIOR LEADER MANAGEMENT OFF	Street Address 1 111 ARMY PENTAGON, ROOM 1D755	Street Address 2	City WASHINGTON	State DC	Zip 20310-0111
Country USA					
OCONUS GPP Location	GPP Return Rights mm/dd/yyyy				

Brief Summary of Current Duties

If this description is inaccurate, please contact your administrator.

Additional Position Requirements

Level to which Position Directly Reports	Direct Subordinates Total	Direct Subordinates Supervisors	Overall Subordinates Total	Overall Subordinates Supervisors	Budget Directly Managed	Budget Substantially Influenced	Level of Influence of Program/Policy

Rating Chain Information

Please select/confirm your Rater and Endorser. If you are unsure about your rating chain, please contact your administrator.

Note: Use the respective Search buttons to search for and select Raters and Endorsers. You won't be able to change the Rater or Endorser once you have successfully submitted the Survey.

Rater: (Required for Survey submission)

PATRICK, SES PAULA E

Click to Search for Rater

Endorser: (Required for Survey submission)

SCHNEIDER, KARL F

Click to Search for Endorser

Admin & Executive Officer Information

This information optional but is useful when the Talent Management Office works with other individuals to support the Talent Management process.

Admin Name	Admin Title	Admin Email	Admin Desk Phone	Admin Other Phone
			() -	() -

Save Current Assignment

Save All

Cancel

[BACK TO

SECTION IV Career Chronology

DCPDS/HQACPERs Assignment History

The assignments listed below are pre-populated from the DCPDS and captures your current assignment and previous Army assignments. If any of these fields are inaccurate, please contact your HR point of contact. For any assignment listed, you should elaborate on your experience by entering a "Position Narrative" in the field provided.

Note: After entering or editing position narrative, click the 'Save DCPDS/HQACPERs' button at the bottom of this section.

SUPV HR SPEC							
Position Title SUPV HR SPEC	CPCN 360109	Position Sequence 2599984	Pay Plan GS	Grade 15	Series 0201	Start Date 5/18/2013	End Date
Show on Reports ☒							



Note: Click on the down-arrow icons to expand the following respective section panels.

▼ SECTION V Performance

▼ SECTION VI Significant Awards/Honors

▼ SECTION VII Education

▼ SECTION VIII Professional Development

▼ SECTION IX Licenses & Certifications

▼ SECTION X Language Skills

▼ SECTION XI Major Publications

▼ SECTION XII Professional Memberships & Associations

▼ SECTION XIII Professional Boards

▼ SECTION XIV Utilization Ratings

▼ SECTION XV Competencies

SECTION XVI Career Preferences

The following fields are pre-populated from the Survey and are not editable on this screen. You will be able to update this information when completing a new Survey.

Plan Num Timeframe Position Title Command Location

[\[BACK TO TOP\]](#)



AMERICA'S ARMY: THE STRENGTH OF THE NATION

Applicant Survey

- Completion of the CES Advance Course or equivalency/constructive credit approved by G-3/5/7 (DSLDP, SSC, SETM-EPP Option 2, SETM-ASCF & ETM-CGSOC)
- Signed Mobility agreement (DSLDP, SSC, SETM-ASCF & ETM-CGSOC sign and submit with application) (SETM-Enterprise Placement Program sign and submit upon acceptance of an AEP)(SETM & ETM-TDY not required)
- Signed Continued Service Agreement (DSLDP, SSC, SETM-ASCF & ETM-CGSOC sign and submit with application) (SETM-TDY, ETM-TDY not required & SETM-EPP not required)
- Must be in a permanent 13, 14 or 15 level position or equivalent and served at that level for at least one year (All programs)
- Must have served in a permanent Army position for at least three years (DSLDP, SSC, SETM-EPP Option 2, SETM-ASCF & CGSOC Only)

BACKGROUND

Which SETM/ETM program(s) are you applying for? (select all that apply)

- ☐ Defense Senior Leader Development Program (DSLDP) (14/15 Equivalent)
- ☐ Army Senior Service College (SSC) (14/15 Equivalent)
- ☐ Army Senior Service College Distance Education (SSC-DE) (14/15 Equivalent)
- ☐ Senior Enterprise Talent Management-TDY (SETM-TDY) (14/15 Equivalent)
- ☐ Senior Enterprise Talent Management Enterprise Placement Program (SETM-EPP) (REASSIGNMENT) OPTION 1 (15 Equivalent)
- ☐ Senior Enterprise Talent Management Enterprise Placement Program (SETM-EPP) (SES DETAIL) OPTION 2 (15 Equivalent)
- ☐ Senior Enterprise Talent Management Army Senior Civilian Fellowships (SETM-ASCF) (14/15 Equivalent)
- ☐ Enterprise Talent Management Command and General Staff Officers College (ETM-CGSOC)(PCS) (13 Equivalent)
- ☐ Enterprise Talent Management Command and General Staff Officers College (ETM-CGSOC)(TDY and Return) (13 Equivalent)
- ☐ Enterprise Talent Management Executive Leader Development Program (ETM-EDLP) (12/13 Equivalent)
- ☐ Enterprise Talent Management Temporary Duty (ETM-TDY) (13 Equivalent)
- ☐ Enterprise Talent Management Shadowing Experience (ETM-Shadowing) (13 Equivalent)

DSLDP Packet:	View Draft
SSC Packet:	View Draft
SSC-DE Packet:	View Draft
SETM-TDY Packet:	View Draft
SETM-EPP Packet:	View Draft
SETM-EPP2 Packet:	View Draft
SETM-ASCF Packet:	View Draft
ETM-CGSOC-(PCS) Packet:	View Draft
ETM-CGSOC-(TDY) Packet:	View Draft
ETM-EDLP Packet:	View Draft
ETM-TDY Packet:	View Draft
ETM-Shadowing Packet:	View Draft

[Save Program Selections](#)

[Save All](#)

Have you completed the CES course associated with your current grade (Intermediate or Advanced) or been granted equivalency/constructive credit by G-3/5/7?

- ☐ Yes
- ☐ No

APPLICANT MOBILITY STATUS

Mobility is a pre-requisite for DSLDP, SETM-SSC, SETM-SSC DE, SETM-EPP, SETM-ASCF and ETM-CGSOC. Mobility will be required for SETM Career Planning upon selection or acceptance of new assignment. This mobility may be organizational, functional and/or geographic.

- ☐ I am willing to sign a SETM Mobility & Service Agreement and Upload a scanned signed copy at this time.
- ☐ I am not willing to sign a SETM Mobility & Continued Service Agreement at this time.

Click the following link [Mobility Agreement](#) to access the mobility agreement then print, sign, scan and upload on the career brief/profile page.

Click the following link [Continued Service Agreement](#) to access the service agreement then print, sign, scan and upload on the career brief/profile page.

STATEMENT OF INTEREST

Enter your Statement of Interest which outlines why you want to attend the program and how you intend to apply the skills you gain.
Length of this statement is variable depending on program – either one or two pages at 12 pitch Times New Roman not to exceed 4000 characters.



5	Master	This level is characterized by knowledge and experience, individually or collectively, which indicates the senior civilian has an expert understanding of the advanced elements of the competency, and extensive evidence of applying it at the senior civilian level of responsibility. The competency may be directly related to a primary focus of the senior civilian's responsibilities. The senior civilian demonstrates the competency as a major part of the responsibilities of an senior civilian position and is held accountable for work products related to the competency.
4	Above Proficient	This level is characterized by knowledge and experience which exceeds that described in the level 3 proficient definition but does not fully meet that described in the level 5 master definition.
3	Proficient	This level is characterized by knowledge and experience, individually or collectively, which indicates the senior civilian has a substantive understanding of the working elements of the competency, and significant evidence of application at the senior civilian level of responsibility. At this level, the competency may be indirectly related to a primary focus of the senior civilian's responsibilities. The senior civilian demonstrates the competency as an active participant in senior civilian work projects to produce work products.
2	Above Baseline	This level is characterized by knowledge and experience which exceeds that described in the level 1 baseline definition but does not fully meet that described in the level 3 proficient definition.
1	Baseline	This level is characterized by knowledge and experience, individually or collectively, which indicates that the senior civilian possesses a general understanding of the basic elements of the competency, and limited evidence of application at the senior civilian level of responsibility. At this level, the competency may not be a primary focus of the senior civilian's responsibilities. The senior civilian is developing a greater awareness of the competency and has a limited role in senior civilian work related to the competency.

[Show All Definitions](#) [Hide All Definitions](#)

Leading Change

Definition: This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

Subcompetency	Score
Creativity and Innovation	0
External Awareness	0
Strategic Thinking	0
<i>Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.</i>	
Vision	0
Flexibility	0
Resilience	0

"DSLDP Applicants Only" Please describe the degree to which you meet this core competency and give Examples to support your assessment. You should cover all of the associated sub-competencies in your narrative.

Leading People

Definition: This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

Subcompetency	Score
Conflict Management	0
Leveraging Diversity	0
Developing Others	0



UNCLASSIFIED INFORMATION - FOR OFFICIAL USE ONLY (FOUO)

PREFERENCE 1 (OPTIONAL)

Location **Series** **Command** **Career Program** **Grade** **Position Type**

If you know the title of a particular position, please enter it here.

Please provide the reason for your preference. (Comments limited to 500 characters)

PREFERENCE 2 (OPTIONAL)

Location **Series** **Command** **Career Program** **Grade** **Position Type**

If you know the title of a particular position, please enter it here.

Please provide the reason for your preference. (Comments limited to 500 characters)

PREFERENCE 3 (OPTIONAL)

Location **Series** **Command** **Career Program** **Grade** **Position Type**

If you know the title of a particular position, please enter it here.

Please provide the reason for your preference. (Comments limited to 500 characters)

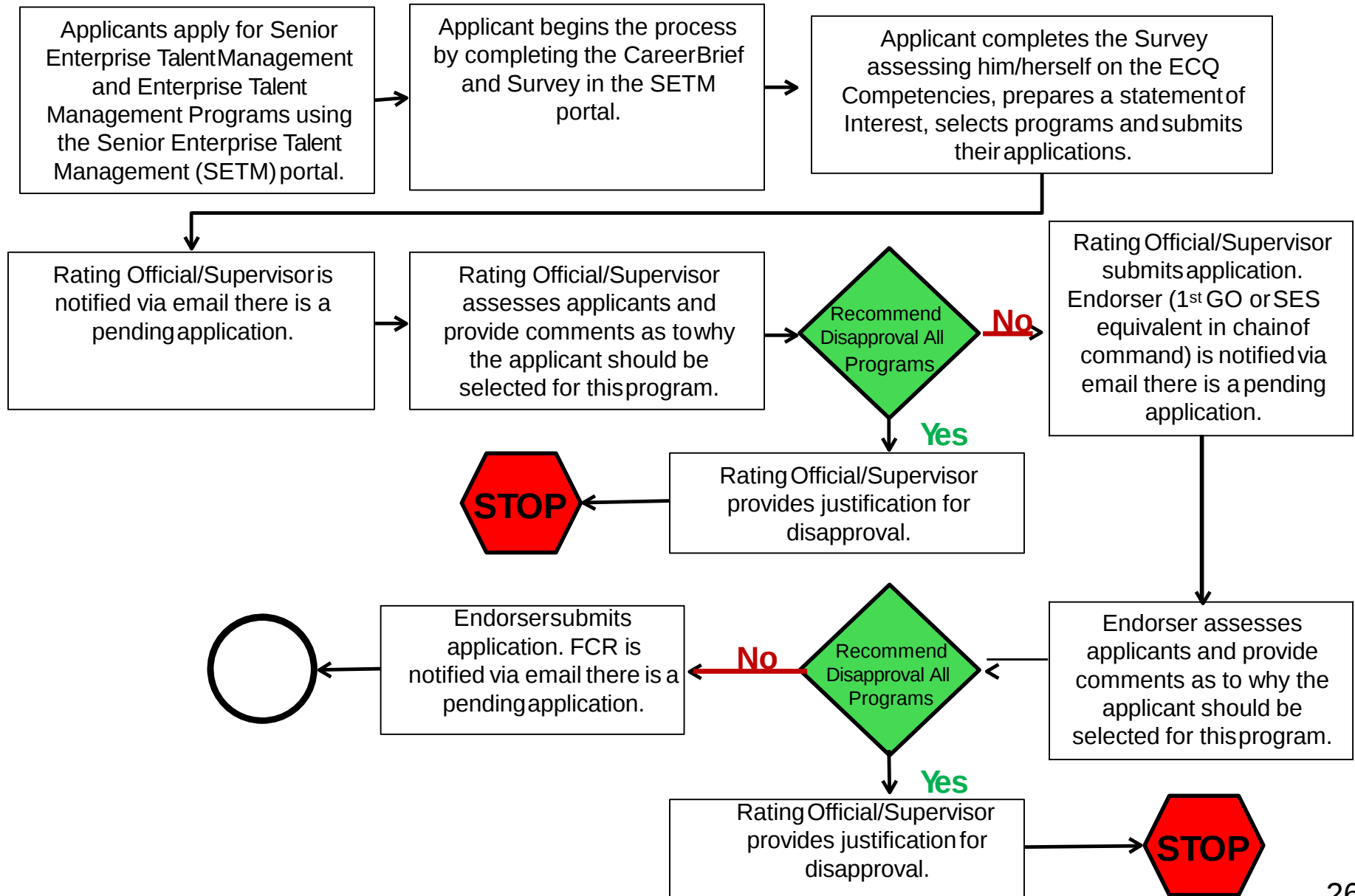
Save Preferences

[Save All](#)

Please ensure you have uploaded required documents and completed all requirements prior to selecting "Submit". Submit will lock the survey and forward to the next level in the application process. Survey can be unlocked by contacting the Civilian Leader Senior Management Office.

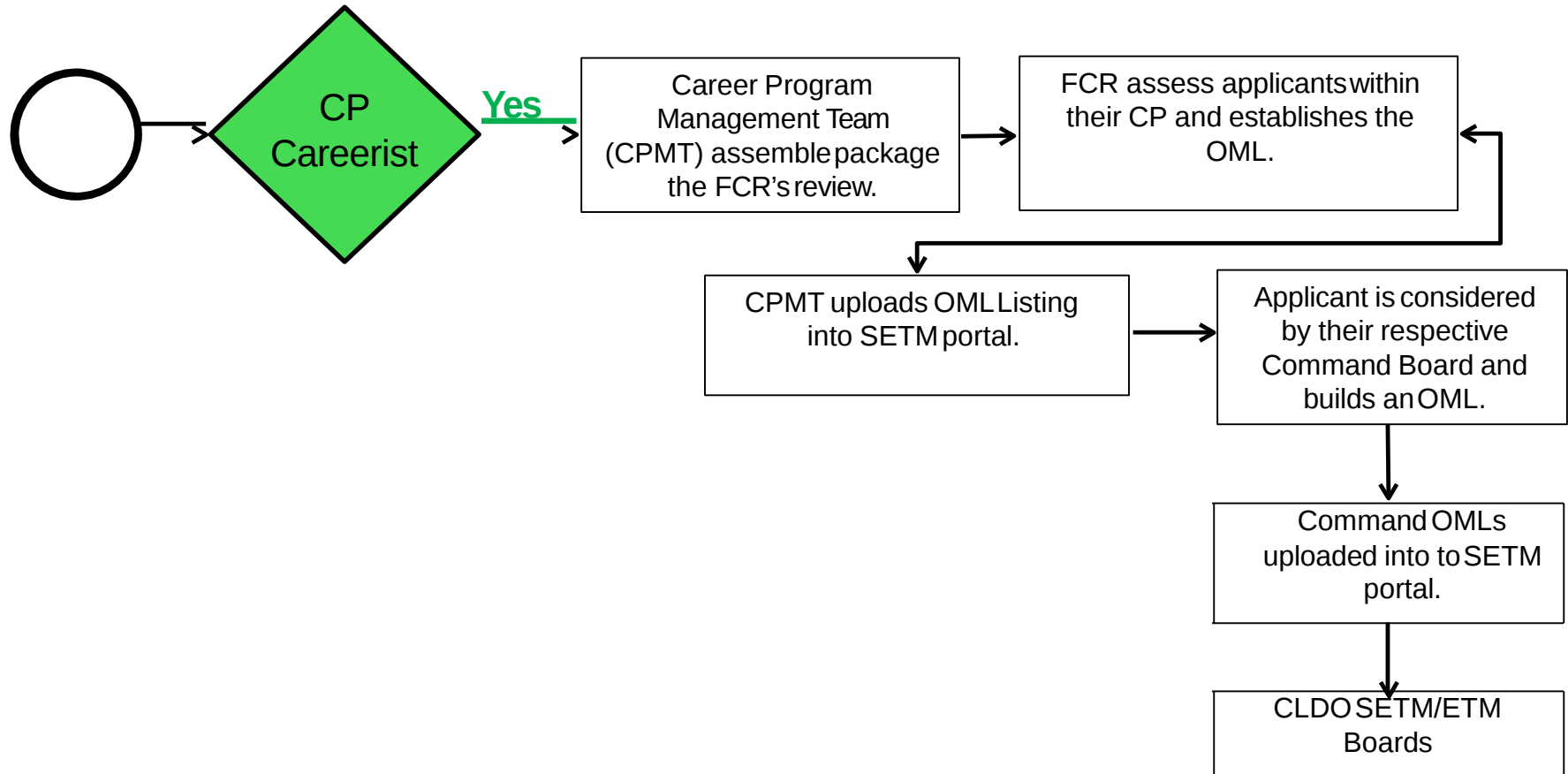


Application Process Flow Chart





FCR Process Flow Chart



Roles

Rater = Supervisor

Endorser = GO or SES in Chain of Command

FCR = SES level in CP



Recommendations located on the SETM system under “How to apply for SETM/Application Helpful Hints”

- Time Invested in Completing Application
- Statement of Interest
- Appraisals (Employee Potential)
- Rater/Endorser/FCR Comments
- Resume Accomplishments (Measurable and Quantifiable)
- Competency Scoring

Chief, Civilian Leader Development Division

edmund.shaw.civ@mail.mil or 703-693-1128

**DSLDP, CGSOC, ETM-TDY, and GPP
Program Manager**

angel.l.maldonadoramirez.civ@mail.mil or 703-695-4834

SSC and SETM-TDY Program Manager

teesa.l.mccray.civ@mail.mil or 703-692-2995

ELDP, Shadowing and Coaching Program Manager

cary.m.cooper4@mail.mil or 703-692-3315

DTS Support, CPTA, PCS Orders

Pamela.m.miller42.civ@mail.mil or 703-693-1123

Army Senior Fellows Program Manager

Alima.m.gordon2.civ@mail.mil or 703-692-3929

SETMS Homepage

<https://www.csldo.army.mil/Index.aspx>



Back-up Slides for SETM/ETM Application and Board Preparation



SETM Board Review and Analysis

- **Competence Assessment of Candidates**
 - Performance and Potential
 - Statement of Interest
 - Rater's Assessment
 - Endorser's Assessment
 - Functional Chief Representative
 - Executive Core Qualifications
 - Candidates' Resumes
- **Training Education**
- **Utilization and Assignments**
- **SETM Packets**



Competence Assessment of Candidates (1 of 7)

- **Performance and Potential:**

- Comments that clearly articulated a candidate's performance and future potential viewed as a plus.
- Weak comments sent a clear message to the board and pondered rating chain's support of candidate.
- Length of time candidates spent in the assignments coupled with Executive Core Qualifications (ECQs) that represent the critical leadership skills were positives.
- The five documents that helped produce the most accurate snapshot of the candidates were the Statement of Interest, Raters' Assessment, Endorsers' Assessment, ECQs submitted by the candidates and candidates' resumes.



Competence Assessment of Candidates (2 of 7)

- **Statement of Interest:**
 - That clearly articulated a goal and path using the SETM programs as developmental vehicles to achieve the goal set the stage for the board member.
 - The statement of interest was the first look at the candidates' ability to construct a vision and develop this vision into a tangible end state through written communication.
 - Error free, well-constructed statements of interest with a logical flow were a plus.



Competence Assessment of Candidates (3 of 7)

- **Rater's Assessment:**

- Raters did not routinely send clear and consistent messages reflecting performance and potential.
- Raters should be educated on the impact of inconsistent messaging.
- Raters that distinguished excellence in the performance of their employee painted a picture of potential and confidence in the employee's ability to perform at higher levels.
- High ratings must be justified and measurable.



Competence Assessment of Candidates (4 of 7)

- **Endorser's Assessment:**

- Carried a lot of weight when the verbiage correlated with the score assigned to each competency.
- Endorsers were most effective when their rating reflected the competency demonstrated by the applicants as major parts of their responsibility.
- The Board weighs heavily on endorsers' inputs.
- Endorsers are encouraged to help manage their highly performing employees' careers.



Competence Assessment of Candidates (5 of 7)

- **Functional Chief Representative (FCR):**
 - FCR endorsements are an asset to the board.
 - FCR endorsements that expressed the applicant's accomplishments, developmental needs and rating within the career program was informative to the board.



Competence Assessment of Candidates (6 of 7)

- **Executive Core Qualifications (ECQs):**
 - The ECQs define the competencies needed to build a federal corporate culture that drives for results, serves customers and builds successful teams and coalitions within and outside the organization.
 - Each core qualification has sub-components. Each sub-component of the ECQs should be addressed as completely as possible.
 - In many cases, candidates' ECQs were not complete and did not correlate with their individual accomplishments versus accomplishments of a team or group. CLDO recommends candidate and rating chain seek SES involvement to properly prepare ECQs.



Competence Assessment of Candidates (7 of 7)

- **Candidates' Resumes:**

- Having a solid and effective resume greatly improved applicant chances for selection.
- Putting the most important information first; previous work experience, generally was the most effective resumes.
- Back up qualities and strengths, instead of listing responsibilities, list and describe professional achievements with quantifiable and tangible examples that demonstrate results and outcomes.
- Incomplete documentation sent a negative message to the Board.



Training and Education

- Although Civilian education is a prerequisite and Bachelor's Degree is a requirement for Professional Military Education (PME) programs, higher degrees did not impact candidates negatively or positively.
- The Board tended to view developmental courses completed, like the Civilian Education System Advanced Course, positively, showing that individuals were lifelong learners and concerned with their professional development.



Utilization and Assignments

- The Board viewed applicants' records that displayed outstanding service in a range of diverse assignments, which showed normal progression, to include special assignments.
- It is essential that leaders in the field place high performing subordinates in career enhancing and professional growth assignments.
- The board considered the length of time the applicant has been in their current assignment to see if they had enough time to make contributions and accomplish organizational goals.
- Accomplishments should have been quantifiable and measurable.



SETM Packets

- The overall quality and content of a packet is the first representation of a candidate view by the Board.
- Packets missing documents were considered incomplete and not considered by the board. **We strongly recommend candidates to request their transcripts immediately. Transcripts received after CLDO's deadline are viewed as an incomplete packet.**
- It was imperative that candidates, leaders, and Command representatives started the packets early and paid close attention to detail to the general content of each packet.
- Applicants are highly encouraged to compete for multiple programs.