

LEADER DEVELOPMENT GUIDE

**LEADING ... to the
Army Vision**

***"People,
Readiness,
Transformation"***

Leader Development Guide

“People, Readiness, Transformation”

“The Army vision emphasizes People, Readiness, and Transformation – in that order. No amount of money or cutting-edge technology will achieve readiness or transformation without people – the Army’s centerpiece. The leadership of those people is the key to fulfilling the Army Vision.”

(The Army Training and Leader Development Panel Report, Phase IV (Civilian Study), 24 February 2003)

1. **Introduction.** Army Leadership (FM 6-22) includes civilians as an integral part of the Total Army Doctrine. Doctrine defines leadership as “influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization.” Leader development is the deliberate, continuous, sequential, and progressive process and is achieved through the lifelong synthesis of the knowledge, skills, and experiences gained through institutional training and education, operational (on the job) experiences, and self-development. The Civilian Education System (CES) is a new progressive and sequential leader development program that provides enhanced leader development and education opportunities for Army civilians throughout their careers. Army civilians will become multi-functional and agile civilian leaders of the 21st Century who personify the warrior ethos in all aspects, from war-fighting support to statesmanship, to business management. The CES leader development program includes four courses that replace the previous inventory of legacy courses offered for Army Civilians--Foundation, Basic, Intermediate, and Advanced. The Civilian Education System (CES) is centrally funded and is described at <http://www.amsc.belvoir.army.mil/ces/>.

Environmental influences combined with a workforce analysis indicate the need to prepare now for potential future leadership position vacancies at Fort Knox. To ensure availability of leadership competencies within the Garrison workforce through the next five years, it is necessary to focus on providing specific leadership training and development activities to a cadre of personnel from which potentially, future leaders may emerge. This program is designed to meet that need, subsequently improving the overall leader development system at Fort Knox.

2. **Purpose.** The purpose is to provide guidance on Army civilian leader development programs and specific guidance for implementing the Foundation, Basic, Intermediate and Advanced Courses which are the core leader development courses of the Civilian Education System (CES).

3. **Goal.** To systematically build a bench of mid-level potential leaders within the Garrison workforce who possess a core of leadership skills and competencies necessary for current and next generation leaders. Promotion of participants is not guaranteed and application for vacant leadership positions will be the responsibility of the participant.

Step 1. Identify participants for leadership development programs. Selection of DA civilian personnel for leader development and education courses is linked to performance in current assignments, to professional and career development and progression, to career development plans and career management models, and to future assignments.

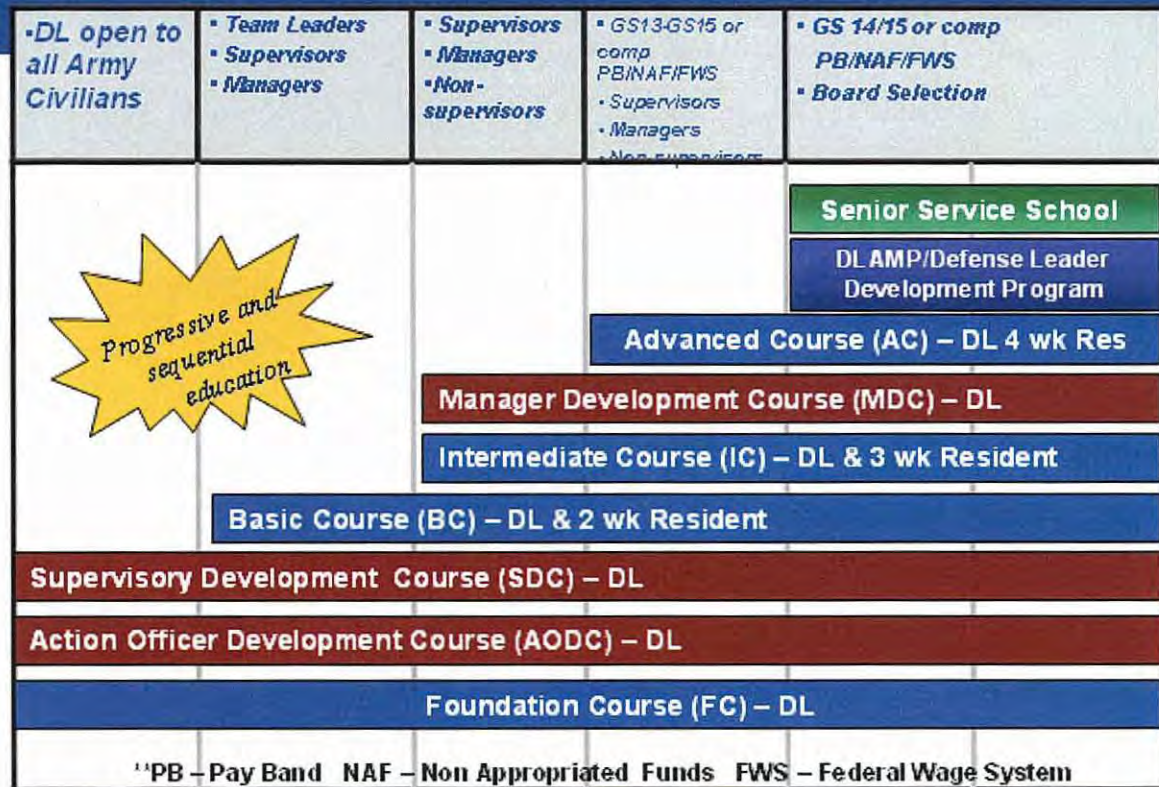
Step 2. Provide systematic training and development activities to participants designed to develop leadership competencies through an Individual Development Plan (IDP).

Step 3. Continuously improve leader development and consequently Fort Knox's leadership system by implementing the Army's systematic process for growing potential future leaders and leveraging institutional knowledge of current leaders through active counseling and mentoring.

4. Leader Development

Civilian Education System (CES) courses are designed using leadership competencies derived from the Office of Personnel Management (OPM) leadership competencies and competencies identified by the Center for Army Leadership in FM 6-22, Army Leadership. CES is a structured, progressive, sequential program which broadens the targeted civilian educational training base. It provides leader training and education that supports civilian leaders' career path requirements and professional development, and promotes lifelong learning and self development as integral parts of the civilian leader development program. CES provides leader development opportunities for Army civilians. Designated courses are required for interns, team leaders, supervisors and managers. Descriptions, linkage and policy are included for each course.

Civilian Education System



As of Mar 08

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Figure 1
CES Progressive Chart

Foundation, Basic, Intermediate and Advanced Courses provide leader development for Army civilian employees through Distance Learning (DL) modules and resident instruction.

- All DL phases are available to Army employees for individual self-development.
- Foundation Course is DL only.
- The Basic, Intermediate and Advanced Courses are a combination of a DL phase and a resident phase. Completion of both phases is required to receive credit for a course.
- Web-based DL pre-assessment will identify individual needs for specific DL modules for completion based on each individual's knowledge.
- The DL phase must be completed prior to attending the resident phase of a course. Those unable to successfully complete the DL phase will not be eligible for the resident phase.
- Resident training takes place in a university setting encompassing a classroom environment and small group seminars.

- Quotas are assigned for the Basic Course (BC), Intermediate Course (IC), and Advanced Course (AC) based on the population of civilian employees identified as requiring the course.
- Applicants for the BC, IC, and AC are screened for eligibility based on policy eligibility, admission priorities, and prerequisites.
- Course equivalency credit satisfies the requirement for the BC, IC, and AC
<http://www.amsc.belvoir.army.mil/files/CES%20Policy.pdf>.

Foundation Course provides an orientation to the Army and some of its systems to begin the development of an effective Army team member. This is a distributed learning (DL) course. Students in this course will develop an understanding of the Army including its composition, ranks, structure, customs, traditions, and values and how it fits into the Department of Defense; the basics of Army leadership doctrine, leadership styles, and Army ethical standards; group development theories, strategies for dealing with conflict, and basics of communication including Army communication types, and the skills of listening, providing feedback and the basics of oral and written communication. The course covers career progression, maintaining competence and developing self-awareness, personal health, and administrative requirements for Army personnel. Additional information is available at <http://www.amsc.belvoir.army.mil/ces/fc/>. FC is mandatory for all interns, team leaders, supervisors and managers hired after 30 Sep 06.

Action Officer Development Course (AODC) prepares students with training for staff work that is similar to what is offered to military officers at the Combined Arms and Services Staff School, Center for Army Leadership. The AODC covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army Standard; coordinating; conducting briefings; and ethics. AODC is an ACCP distance-learning course available electronically through the Reimer Digital Library. This course is mandatory for all interns and new journey-level employees.

Supervisor Development Course (SDC) provides new supervisors with the supervisory knowledge necessary to successfully manage work and lead people. It is made up of two sub-courses. Both sub-courses must be completed. This course provides supervisors with civilian personnel administration skills such as, work management and basic supervision. The course is mandatory new supervisor training for first-time military and civilian first-line supervisors of civilian employees. The SDC is an ACCP distance-learning course available electronically through the Reimer Digital Library. It must be completed within 6 months of appointment to a supervisory position.

Subcourse - ST5001: Managing and Leading provides techniques for managing work and leading people. Management and leadership processes include planning, organizing, coordinating, directing, and controlling. It also includes lessons on delegating authority, problem solving, communicating effectively, and ethics.

Subcourse - ST5002: Human Resources Management provides training to enable a supervisor to use personnel management and training procedures to ensure mission accomplishment and subordinates' professional growth. It includes lessons on position classification, staffing, human resources development, performance management, awards, discipline, and labor relations.

Basic Course is to educate the direct level supervisor or team leader on the basic foundations of leadership and management skills to facilitate mission accomplishment. This course is designed using a combination of distributed learning (DL) through the Internet, followed by two weeks of classroom education at Fort Leavenworth, KS. The end state of the course is to have civilian leaders who understand and apply basic leadership skills to effectively lead and care for small teams; apply effective communication skills to build a team; to demonstrate internal and external awareness in directing a team, and to develop and mentor subordinates. Additional information is available at <http://www.amsc.belvoir.army.mil/ces/bc/>.

Eligibility at the resident phase.

- Army civilian employees who lead teams of civilians for 25% or more of their duties.
- Army employees with a permanent appointment to a supervisory or managerial position and have not received similar training.
- Army civilian program managers/project leaders.
- Military supervisors of civilian employees and other DoD employees
- Current TAPES performance rating of successful or NSPS rating of Level 2 or above, and be in good standing regarding conduct.

Applicants must have successfully completed the FC (if required).

Admission priorities for the resident phase and course credit equivalencies are listed in the Army CES Policy, Nov 06 at the following website listed above (under Downloads, Policy).

Employees in supervisory and managerial positions must complete the DL and resident phase of the BC within one year after assignment to a supervisory or managerial position to meet the one-year supervisory probationary period. The resident phase of the training should be completed within 180 days after completing the DL phase.

Enrollment is through the CHRTAS website, <https://www.atrrs.army.mil/channels/chrtas/>. A web-based DL pre-assessment (within the course) will identify individual needs.

Intermediate Course is for leaders who exercise direct and indirect supervision and is a combination of distributed learning through the Internet, followed by three weeks of classroom education at AMSC's Fort Leavenworth, KS or Fort Belvoir, VA campuses. The end state of the course is an Army Civilian Corps skilled in leading people; developing cohesive and efficient organizations; managing human and financial resources; implementing change; and demonstrating effective thinking and communication skills, with a focus on mission. Additional information is available at <http://www.amsc.belvoir.army.mil/ces/ic/>.

Eligibility for the resident phase.

- Army civilian employees in permanent appointment to supervisory or managerial positions.
- Army civilian employees who are program managers.
- Military supervisors of civilian employees and other DoD leaders.
- Current TAPES performance rating of successful or NSPS rating of Level 2 or above, and in good standing regarding conduct.

Prerequisite for attendance at the resident phase: Successful completion of the FC (if required) and BC (or equivalency credit).

Admission priorities for the resident phase and course credit equivalencies are listed in the Army CES Policy, Nov 06, at website listed above (under Downloads, Policy).

Employees in supervisory or managerial positions must complete this course no later than two years from placement or have CES equivalency. The time between completing the DL phase and beginning the resident phase should not exceed 180 days

Enrollment is through the CHRTAS website <https://www.atrrs.army.mil/channels/chrtas/>. A web-based DL pre-assessment (within the course) will identify individual needs.

Manager Development Course (MDC) teaches new managers basic skills needed to perform tasks for managing work and leading people. It also provides information on Army programs of special concern. MDC is a mandatory distance learning course for management personnel (supervisors and managers of programs, policy, or resources). The course trains new civilian managers in the supporting skills needed to perform management tasks. It also provides information on Army programs of special concern. This course is an ACCP distance learning course available electronically through the Reimer Digital Library and by correspondence. Managers must complete the course within 6 months of selection for their positions.

Advanced Course is for civilian leaders who exercise predominately indirect supervision. It is a combination of distributed learning through the Internet, followed by classroom education at AMSC's Fort Belvoir, VA campus. The end state of the course is Army Civilians skilled in leading a complex organization in support of national security and defense strategies; managing organizational resources; leading change; inspiring vision and creativity; directing program management and integrating Army and Joint systems in support of the Joint Force. Additional information is available at <http://www.amsc.belvoir.army.mil/ces/ac/>.

Eligibility for resident phase:

- Army civilians in a permanent appointment to a supervisory or managerial position at GS-13 and above or comparable pay band.
- Army civilians at GS-13 and above or comparable pay band in senior level positions typically found in Team Leaders, Deputies or Program Managers.
- Military supervisors of civilian employees and DoD supervisors.

- Current TAPES performance rating of successful or NSPS rating of Level 2 or above and in good standing regarding conduct.

Prerequisite for attendance at the resident phase: Successful completion of the FC (if required), BC and IC (or equivalency credit for each).

Admission priorities for the resident phase and course credit equivalencies are listed in the Army CES Policy, Nov 06, at website listed above (under Downloads, Policy).

Employees in supervisory or managerial positions must complete the DL and resident phase within two years after placement to meet attendance requirements or have received equivalency credit. The time between completing the DL phase and beginning the resident phase should not exceed 180 days.

Enrollment is through the CHRTAS website <https://www.atrrs.army.mil/channels/chrtas/>. A web-based DL pre-assessment (within the course) will identify individual needs.

Continuing Education for Civilian Leaders (CESL) course is comprised of one week of pre-course material (reading and writing) and a 4.5 day classroom course at the Army Management Staff College (AMSC) at Fort Belvoir. The CESL course is for GS14 and 15 or equivalent and active duty military with the rank of LTC, COL, CW4, CW5, SGM, or CSM who have completed either the CES Advanced Course, Sustaining Base Leadership and Management Course, or military equivalent, a minimum of 3 years prior to the CESL class. This program is designed to provide a continuing education and sustainment program for senior civilian Army leaders and select senior military leaders. CESL provides senior level Army civilians who have not completed a Senior Service College an opportunity to refine their skills and potential for the Department of Defense's future contemporary operating environment. Students discuss and learn about current and relevant issues facing the Army today. Additional information is available at <http://cpol.army.mil/library/train/catalog/ch01-ces5cesl.html>.

Senior Service Colleges (SSC) are the capstone of professional military academic experience and include the National Defense University (NDU), including the Industrial College of the Armed Forces (ICAF) or the National War College (NWC). Other Service War Colleges included are Army War College (resident (AWC) and distance education programs (AWCDEP), Air War College (AirWC), and Naval War College (NavalWC). The primary format for instruction is the seminar augmented by lectures and research. The SSC is for individuals at the current or previous GS-14 to 15 levels and equivalent NSPS pay bands (Pay Band 3), with extensive demonstrated leadership and work experience. Additional information is available at <http://cpol.army.mil/library/train/catalog/toc.html>.

SSC provides advanced level educational opportunities for those who have completed CES training through the Advanced Course or equivalent training. Leaders who attend must have an understanding of complex policy and operational challenges and increased knowledge of the national security mission. Attendance is a competitive process and a HQDA Secretariat Board makes selections. Civilians graduating from

SSC are centrally placed in a position of greater responsibility in another assignment or organization where they can apply the advanced education they have received. Applicants must sign a mobility agreement as a condition of applying for SSC.

Defense Leadership and Management Program (DLAMP) is a DOD-wide developmental program for developing future civilian leaders with DOD-wide capability to enable them to assume broader responsibility in an increasingly complex environment; expand their knowledge of the Department's national security mission; strengthen communication and trust among senior military and civilian leaders and enhance qualifications for employees to compete for key leadership positions. **DLAMP is due to sunset at the end of 2010 and is no longer accepting students.** Additional information is available at <http://cpol.army.mil/library/train/catalog/ch04dlamp.html>. DLAMP has been replaced by the Defense Senior Leader Development Program (see below).

Defense Senior Leader Development Program (DSLDP) is a DOD-wide program designed for individuals leading high performing organizations and programs today who have the potential and motivation to take on even more responsible senior leadership positions across the enterprise in the near future. Candidates are identified through command channels with an eye toward utilization of DSLDP graduates in the joint arena and return on investment for the Department of Defense. Selectees pursue program elements as a cohort over a rigorous two years, to include attending Professional Military Education/Senior Service College (PME/SSC). Additional information is available at <http://cpol.army.mil/library/train/catalog/ch04dsldp.html>.

Army Senior Fellows Program (ASFP) is a dynamic senior level program that is designed to identify, develop and groom Army employees to compete for future positions within the Senior Executive Service (SES). This Program furthers the professional development of senior Army employees to create a cadre of high potential candidates for Army executive positions. Highly motivated GS-14/15 or NSPS grade equivalent civilian Army employees may apply for this two-year program. More information is available at <http://cpol.army.mil/library/train/catalog/ch04asfp.html>.

IMCOM Civilian Executive Development Assignment Program (CEDAP) provides the IMCOM Senior Executive Leadership (SEL) the means to strategically manage rotational assignments for senior civilian employees. Its primary purpose is to assign the right person to the right job at the right time in order to meet IMCOM's mission requirements. It is also designed to provide participating employees with career broadening experiences to enhance their career progression and prepare them for more diverse leadership roles within the Command, thereby developing broadly skilled and agile employees to meet IMCOM's and Army's needs. Rotational assignments of CEDAP employees may occur within an organization, or between organizations at the same or different sites. When rotation occurs, it may involve assignment of an employee to an existing vacancy or the simultaneous movement of two or more employees to encumbered positions, including those who trade positions through "job swaps". Mobility agreements must be signed upon accepting a CEDAP position

(Band 3). Rotational assignments only involve permanent moves. Other information on CEDAP is available at <http://www.imcom.army.mil/site/hr/cedap.asp>.

5. Army Civilian Training, Education, and Development System (ACTEDS) is designed to build a competent, civilian workforce. This is accomplished through a blend of progressive and sequential work assignments, formal training, and self-development opportunities as individuals progress from entry- to senior-level positions. The ACTEDS is patterned after the military education system in providing an orderly, systematic approach to technical, professional, and leadership training. This is part of IMCOM's overall succession and revitalization efforts to ensure there are fully competent employees throughout the command to meet the Army's mission. The ACTEDS identifies and documents civilian training requirements at three levels: Organizational, occupational, and individual. The ACTEDS standardizes training to ensure DA civilians aspiring to be either technical specialists or leaders acquire required technical and leadership competencies.

Career Program Functional Chiefs develop ACTEDS plans that document and prioritize competency-based civilian training. Career field personnel proponents develop ACTEDS plans for occupations specific to their career field <http://cpol.army.mil/library/train/acteds/index.html>. The ACTEDS plans designate key positions and identify required functional and leader tasks and supporting knowledge, skills, and experience, and, in some cases, mentoring requirements. They also suggest career-progression ladders to enable individuals to enhance their experience. Each ACTEDS plan also lists the five executive core qualifications (ECQ) and their underlying competencies established by the Office of Personnel Management. Managers must strive to develop these ECQs to be competitive for enrollment in the DLAMP, Functional and Command Executive Development Programs, and to SES. Each ACTEDS plan contains the Army's civilian leadership training common core courses to ensure appropriate leadership competencies are developed at each level of progression. HQDA centrally funds intern, leader-development core, and competitive professional development training. Commanders identify, prioritize, and fund training not centrally funded. This training is managed at installation and organizational level.

Competitive Professional Development (CPD) program is defined as functionally tailored, significant developmental opportunities that occur in academic (university) programs, Training-With-Industry (TWI), and/or planned developmental assignments that have been documented in the respective ACTEDS plans.

a. **Short-term training** is Functional Chief Representative (FCR) sponsored training that is 120 calendar days or less. Training instances may include, but are not limited to, professional workshops, seminars, and university classes.

b. **Long-term training (LTT) and education** is training to which an employee is assigned on a continuous basis for more than 120 calendar days. The assignment may be at either government or non-government facilities. It may include both formal training programs and planned developmental assignments. Most Senior Service College

programs fall into this category. As with all training, LTT and CPD programs should be identified in the IDP.

c. **Training With Industry (TWI)** provides training in industrial procedures and practices not available through military service schools or civilian education. This program provides the careerist with the opportunity to work and experience problems inherent to the business environment.

d. **Academic Degree Training.** Training may not be authorized for the sole purpose of providing an employee with an opportunity to obtain an academic degree unless warranted under special provisions in 5 CFR 410.308. Selection for academic degree training will be made according to competitive procedures, based on critical shortages documented in accordance with requirements of 5 CFR 410.308. Managers may authorize academic training on a non-degree, course-by-course basis, for employees to develop competencies that meet identified training needs. Receipt of an academic degree or professional certification as a result of such training must be an incidental by-product of the training. Continued service agreements are required. Generally, the employee must agree to serve three times the length of training paid for and/or attended while in pay status, during hours of normal scheduled tour of duty. Additional guidance on Civilian Academic Degree Training is covered in supplemental IMCOM guidance.

Civilian Career Intern Program is a leader development program, included in ACTEDS plans, that supports and provides a pipeline into the professional, administrative, and technical civilian workforce. The interns may also be provided additional training at local expense. Local interns will also be trained in accordance with the pertinent MITP. This program shapes the civilian workforce through the planned accession of quality employees for civilian leadership positions. It covers all career programs for over 150 professional civilian occupations. Formal classroom instruction, combined with rotational OJT under close supervision, provides a comprehensive 2- or 3-year program of instruction to carry the intern from entry - to journey-level. Funding for interns is in accordance with AR 690-950.

Intern Leadership Development Course (ILDC) trains DA career program interns in leadership doctrine, operational concepts, and the Army structure. It provides practical application in professional ethics, technologies planning, decision-making, technical and tactical competence, team-development, teaching, counseling, supervision, and communications. All interns, whether resourced by ACTEDS or local funding, must successfully complete ILDC to progress beyond their internship. Installation and MACOM career-program intern managers and supervisors will ensure interns enroll in and complete the ILDC.

6. **IMCOM Civilian Mentoring Program** includes four types of mentoring programs: Supervisory, Informal, Facilitated, and Centralized.

a. Supervisory mentoring occurs on a day-to-day basis when the supervisor advises and assists employees as part of their normal supervisory responsibilities.

Supervisors are employees' first source of information and they coach employees regarding job responsibilities and performance.

b. Informal mentoring occurs when a less experienced employee approaches a senior or more experienced employee for advice and information. This is the most common type of mentoring. It is normally based on a mentee finding a trusted individual willing to serve as a mentor to help meet some perceived needs, personally and professionally. The employee finds his or her own mentor and together they define their mentoring relationship. The relationship can be long term or can be situational, for example, assistance with developing a particular career enhancing skill such as briefing or gaining subject matter information. Informal mentoring has little formal structure and few mandated requirements or oversight."

c. Facilitated mentoring adds some structure to informal mentoring by involving a process for matching mentees and mentors. It may involve a mentoring coordinator to assist with matching pairs, mentoring orientations, training, tracking progress, and program evaluation.

d. Centralized mentoring is a formal, highly structured and centrally managed program. It defines the steps and components of the mentoring program including implementation and orientation, processes for application, matching mentees with mentors, tracking progress, monitoring, counseling, training, and program evaluation. A centralized mentoring program may be developed, managed, and funded by a local activity, a Region, a headquarters, or a functional proponent.

The formal HQ IMCOM Centralized Mentoring Program (HCMP) is established as a competitive one-year mentorship program. GS-11 through GS-13 or equivalent level or pay-banded employees are selected and matched with senior leaders. The pairs are trained in roles and responsibilities, elements of a good partnership, individual development plans, career mapping, program requirements and expectations. The program includes an orientation, leadership assessment survey, shadow and stretch assignments, on-line courses, and program evaluation. The Centralized Mentoring Program is centrally funded and functions with senior executive leadership championship.

7. **Workforce Assessment:** An assessment of the current total workforce is contained in the FY 09-14 Human Capital Resource and Successor Workforce Plan. The results of that assessment combined with other leader development initiatives, to include the Army Training and Leader Development Study for Civilians, clearly pinpoint the need to focus on leader development at Fort Knox.

Figure 2 shows the evolution of the civilian workforce role as missions and support requirements have changed. "The knowledge base, breadth, and depth of tomorrow's Army civilians will be markedly different from today's cohort. The leadership of those people is the key to fulfilling the Army Vision." (ATLDP Report, Phase IV, Civilian Study, 24 Feb 03).

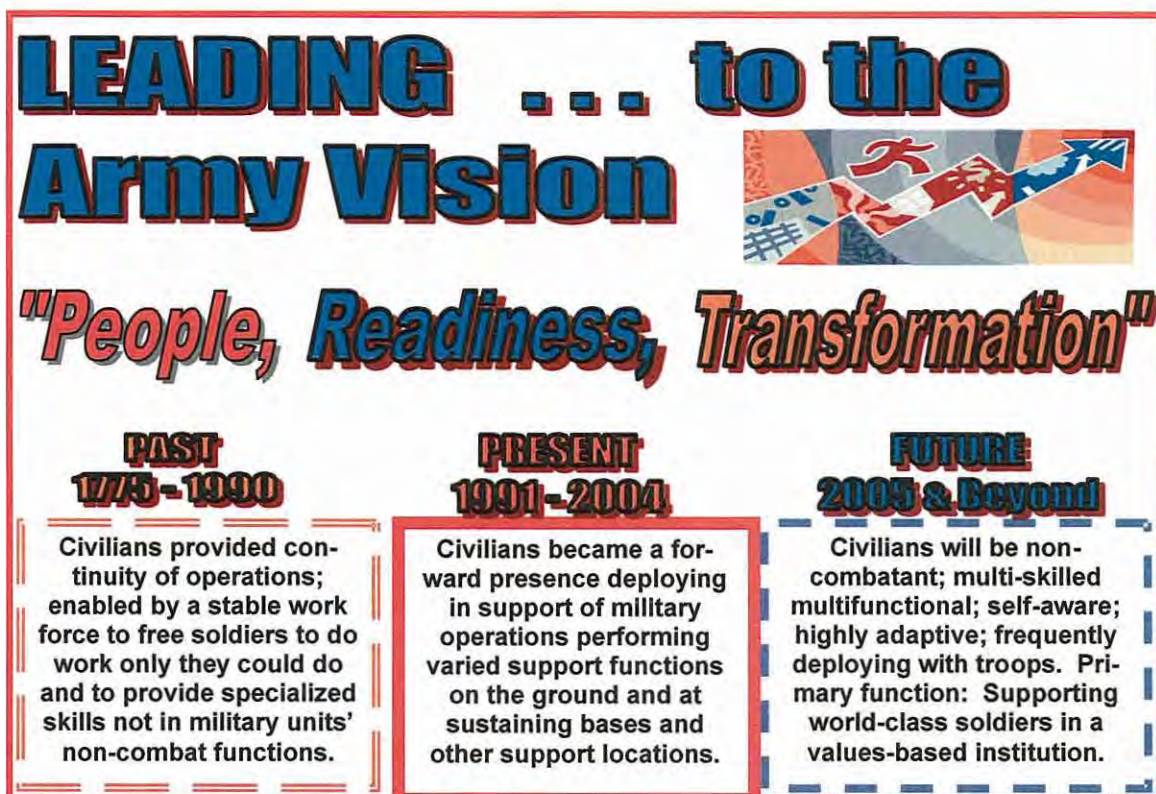


Figure 2 - ATLDP Report Phase IV (Civilian Study). 24 Feb 03

Workforce characteristics revealed in the workforce analysis support the need for leader development are reiterated below:

- The Garrison workforce is composed of 773 APF and 691 NAF civilians and 53 military employees. Of the current APF civilian workforce 14.7% is eligible to retire under optional retirement and 36.7% will be eligible for early or optional retirement by FY14.
- Of the 773 civilians there are 115 supervisors, 43 leaders and 620 non-supervisory employees.
- Approximately 50% of the workforce is between the grades of GS-07 to GS-11.
- Supervisors and leaders compose 20.4% (158 positions) of the total workforce.
- The workforce increased in the GS-301 and 340 series reflecting a change to multifunctional positions.

8. Conclusion. There is sufficient applicant pool for entry-level positions (GS-3 to GS-5). Positions in NSPS Pay Band 3 (GS14/15 equiv) will be filled through the centralized CEDAP Program. Our pool of talent from which future leaders will likely come is the current mid-level positions of GS-7 to GS-11, where we currently have 393 positions. This area of the workforce requires training and development of critical skills.

Known factors at this time indicate that the future workforce will fall into three categories for recruitment and professional development (R&PD), as shown in figure 3 below.



Figure 3
Categories for R&PD

9. **Implementation Strategy:** To achieve the objectives of this Plan, the following courses of action are identified:

- Submit training/education resource requirements in annual civilian operating budget to support leader development programs
- Identify participants.
- Develop Individual Development Plans (IDPs) using automated format at CHRTAS website.
- Leaders/supervisors provide mentoring/counseling to selected participants.

References:

The Army Training and Leader Development Panel Report, Phase IV (Civilian Study), Feb 03

DA Pam 690-43, Supervisor's Guide to Career Development and Counseling for Career Program Employees,

FM 22-100, Army Leadership, Be, Know, Do

DA Pam 690-46, Mentoring for Civilian Members of the Force

IMCOM Regulation 690-XX, Workforce Development Program, Nov 08

Army Civilian Attitude Survey, FY03