



CAREER PROGRAM 50 (CP50) Military Personnel Management

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**Army Civilian Training, Education, and
Development System (ACTEDS)**

PURPOSE: Army Civilian Training and Development System (ACTEDS) Plans provide information pertaining to career management training, education and development for lifecycle workforce management, specific to each Career Program.

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SECTION II: INTRODUCTION

A. General:

The purpose of the Army Civilian Training, Education and Development System (ACTEDS), is to provide for the systematic training and development of Army career civilians. This Career Program (CP)50 Military Personnel Management ACTEDS Plan is a living document that outlines sequential and progressive training for functional specialties and in leadership, supervision, and managerial development. It also provides general information and guidance on management of the Military Personnel Management Career Program, including, career progression ladder, core functional competencies, Master Training Plan, mobility and continued service requirements.

This plan recognizes that not all CP50 careerist want to progress to higher levels, especially when those opportunities require moving to new geographic locations and / or commands. This plan's intent is to provide those who desire to progress, a way to achieve their career goals. The long-term viability of the career program requires a trained, educated, and developed workforce. This plan looks to answer those requirements by providing the framework for how the career program will train, educate, and develop the future leaders of the CP50 workforce.

B. Career Program Overview:

The CP50 workforce works alongside uniformed military personnel managers, providing the same level and type of human resources (HR) support to the fighting force as their military counterparts. They form the backbone of military HR systems from unit level to the Department of the Army.

The CP50 workforce performs the full range of military HR support across the HR lifecycle as outlined in the guidelines prescribed by the Assistant Secretary of the Army Manpower and Reserve Affairs (ASA M&RA) in the *Life Cycle Career Management for Army Civilians Roles and Responsibilities* — structure, acquire, train, sustain, develop, and transition.

1. **Enduring Principles:** In order to provide the maximum level of military HR support to the force, CP50 personnel are guided by enduring principles of HR support as outlined in Field Manual (FM) 1-0, *Human Resources Support*, April 2010:
 - a. **Integration:** The joining of all elements of HR support (tasks, functions, systems, processes, and organizations) with operations ensuring unity of purpose and effort to accomplish the mission.
 - b. **Anticipation:** The foresight to initiate appropriate HR support. Relies on professional judgment resulting from experience, knowledge, education, and intuition.

- c. **Responsiveness:** the ability to meet ever-changing requirements on short notice and to apply HR support to meet changing circumstances during current and future operations. Responsiveness is providing the right support to the right place at the right time.
- d. **Synchronization:** The ability to ensure HR support operations are effectively aligned with military actions in time, space, and purpose to produce maximum relative readiness and operational capabilities at a decisive place and time.
- e. **Timeliness:** Ensuring decision makers have the access to relevant HR information and analysis that support current and future operations. Timeliness supports a near real-time common operational picture across all echelons of HR support.
- f. **Accuracy:** The ability to report and input data and information free of error with a level of precision that provides the best possible support to commanders, Soldiers, retirees, and their family members.

These principles, developed for the operational Army, form the basis of how the CP50 workforce performs its daily mission of taking care of Soldiers, retirees, and their families.

CP50 personnel continue to play a critical role in the readiness of our Army. Their expertise assists commanders in meeting military manning requirements that support operational missions and requirements. CP50 personnel are at the forefront of identifying and meeting military personnel management requirements throughout the Army.

CP50 personnel need to realize and understand the dynamic nature of Army policies, processes, and procedures within the military HR domain. This reality requires a workforce that is educated, trained, and capable of responding to the changing environment. It also requires leaders that are capable of creative and critical thinking in order to lead the military HR enterprise.

- 2. **Functional Specialties:** CP50 encompasses two Occupational Series as shown in the table that follows.

Occupational Series	Position Title
0201	Human Resources Specialist for Military Personnel Management
0203	Human Resources Assistant for Military Personnel Management

- a. **CP50 Series 0201 Personnel:** Human Resources Specialist for Military Personnel Management. Series 0201 personnel serve mainly in the generating force of the U.S.

Army providing institutional/enterprise level support. There are limited positions in the operating force. Typical duty assignments include:

- 1) Assistant Chief of Staff (ACofS), G-1
- 2) Director of HR for Military Personnel Management
- 3) Deputy G-1/S-1
- 4) Supervisory HR Specialist for Military Personnel Management
- 5) Human Resources Officer for Military Personnel Management
- 6) Supervisory HR Assistant for Military Personnel Management
- 7) Supervisory HR Technician for Military Personnel Management
- 8) Chief, HR Section for Military Personnel Management
- 9) HR Specialist for Military Personnel Management
- 10) HR Assistant for Military Personnel Management

CP50 Series 0201 is designated a mission critical occupation (MCO).

- b. **CP50 Series 0203 Personnel:** Human Resources Assistant for Military Personnel Management. Series 0203 personnel serve at all levels of command (unit, installation and higher headquarters). The majority of positions are located within the generating force of the Army. Typical duty assignments include:

- 1) Supervisory HR Assistant for Military Personnel Management
- 2) Supervisory HR Technician for Military Personnel Management
- 3) Lead HR Assistant for Military Personnel Management
- 4) HR Specialist for Military Personnel Management
- 5) HR Assistant for Military Personnel Management
- 6) HR Technician for Military Personnel Management

- c. **CP50 Series 0299 Personnel:** Military Personnel Management students/interns are trainees on a stepped track (GS 05-07 resulting in promotion to GS-09 or GS 07-09 resulting in promotion to GS-11). These personnel rotate over a 24 month period through successive short-term training/educational assignments and rotational assignments within or between commands.

3. **Populations:** CP50 has a population of approximately 6,283 military personnel management careerists as reported in the Defense Civilian Personnel Data System (DCPDS).

a. **Population Profile:** The CP50 population profile consists of 2,155 personnel serving in Series 0201 positions and 4,128 personnel serving in Series 0203 positions.

Grade	Series 0201	Series 0203	Total
GS-04	10	361	371
GS-05		1394	1394
GS-06	1	618	619
GS-07	21	1634	1655
GS-08		77	77
GS-09	791	41	832
GS-10	1	2	3
GS-11	539	1	540
GS-12	468		468
GS-13	208		208
GS-14	90		90
GS-15	26		26
	2155	4128	6283 Grand Total

Source: DCPDS

Figure 1: CP50 Population Profile

b. **Population Distribution:** Seven commands represent almost 90% of the CP50 population.

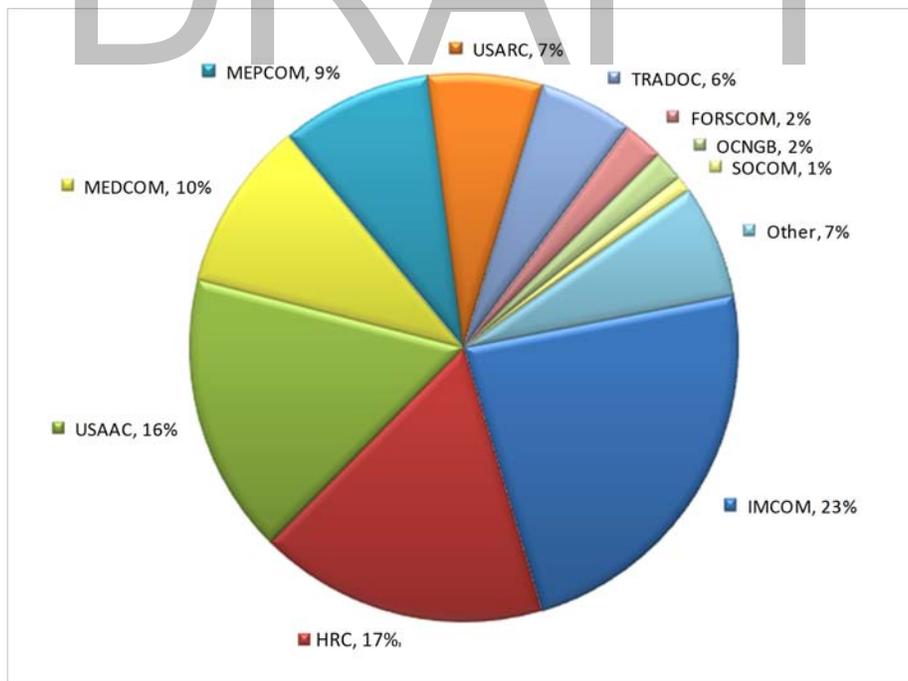


Figure 2: CP50 Population Distribution

- c. **Series 0299:** Currently there are 12 Students/Interns serving in 0299 positions throughout the Army. These individuals serve mainly at Army Commands within the generating force.
3. **Affirmative Action Statement:** Selection of employees for training programs in this plan will be made without regard to political preference, race, color, religion, national origin, sex, marital status, disability, age, or sexual orientation.
4. **Career Program Management Structure:** In accordance with the *Life Cycle Career Management for Army Civilians Roles and Responsibilities*, the CP50 management is accomplished by a Functional Chief (FC), a Functional Chief Representative (FCR) a Career Program Manager and a Career Program Board of Directors (BOD).
- a. **Functional Chief (FC)/Functional Chief Representative (FCR)**
- 1) **Functional Chief:** The Director of Military Personnel Management (DMPM), Army G-1 serves as the FC for CP50. The FC is the senior career program official and exercises enterprise level responsibility for ensuring the readiness of the career program in support of Army missions. Specific responsibilities include:
- a) Establish and maintain communications with commanders within their functional area of responsibility to gather mission priorities and develop annual strategic plans that are responsive to the changing needs of the Army.
 - b) Appoint a Functional Chief Representative (FCR) to execute the enterprise level responsibilities of the career program.
- 2) **Functional Chief Representative (FCR):** The FCR is a senior civilian, designated by the Functional Chief to serve as his/her principal advisor in matters pertaining to career program management. Supported by a Career Program Manager, the FCR performs specific duties to include:
- a) Assist the FC in the preparation of CP instructions and procedures.
 - b) Serve as a member of the CP50 Board of Directors (BOD).
 - c) Chair CP planning board and select functional participants for planning board.
 - d) Support and monitor affirmative employment program (AEP) progress.

- e) Engage and collaborate with commands and supervisors to ensure the CP50 maintains a well-qualified, motivated and well-balanced civilian workforce, capable of supporting Army missions.
- f) Facilitate the identification of requirements based training and development needs by engaging Command Career Program Managers (CCPMs), supervisors, and senior leaders, in articulating the capabilities needed to meet current and future missions.
- g) Maintain, update, and otherwise modify CP50 Plans, including career maps, previously approved by Assistant G-1 for Civilian Personnel (AG-1 CP).
- h) Establish ACTEDS requirements and develop ACTEDS training plans, (including Master Intern Training Plan).
- i) Coordinate with Army G-3/5/7 and obtain AG-1 CP approval before publication of ACTEDS training plans.
- j) Participate in projecting annual ACTEDS centrally funded intern needs to support the programming and budgeting of ACTEDS intern central resources.
- k) Review and evaluate annual requests for ACTEDS centrally funded intern resources and submit to AG-1 CP for resourcing.
- l) Competitively select and/or review command recommended nominations for training assignments.
- m) Assist commanders with identification of appropriate strategies for the development of their employees.
- n) Ensure adherence to all applicable federal statutory and regulatory requirements in the establishment of specific education and training standards as appropriate. (i.e. Army Acquisition workforce is governed by the 1990 Defense Acquisition Workforce Improvement Act (DAWIA).
- o) Develop annual competitive professional development training requirements IAW published guidance and submit to Army G-37 Civilian Training and Leader Development Division (TRV)) for validation and resourcing within the Training Program Evaluation Group (PEG).
- p) Establish civilian employee career maps from entry to the most senior position within CP50.

- q) Update career maps and training plans annually to reflect training requirements for CP50.
 - r) Assist Commands in determining civilian training requirements and capabilities. Assist with closing competency gaps CP50 careerists, inclusive of appropriated fund, non-appropriated fund, wage grade, and local national employees funded with Operation and Maintenance Army (OMA) dollars.
 - s) Develop and coordinate appropriate implementing strategies for the conduct of civilian training based on Army G-3/5/7 training policies and guidance.
 - t) Ensure Army-wide competitive selections and observe merit principles, as specified in 5 U.S.C. § 2301, in selecting employees for training. Maintain records of selection procedures and results for a minimum of six (6) years, three (3) months.
 - u) Nominate and review CP50 recommendations for centrally funded training that fosters broad-based employee representation and ensures all qualified candidates are considered for training.
 - v) Monitor and evaluate the quality and effectiveness of Civilian training programs
 - w) Adhere to training guidance published by Department of Army (DA) and the Army Civilian Training Catalog.
 - x) Adhere to current Army G-37 TRV budget guidance for the execution of DA centrally funded civilian training.
- a. **Command Career Program Manager (CCPM):** As outlined in AR 690-950, paragraph 1-18, CCPMs serve in the capacity of counterpart to the FCR at subordinate command levels. Specific CCPM duties include:
- 1) Advise their commands on CP50 career management within their commands, providing regulatory, administrative, and procedural requirements to subordinate CCPM organizations.
 - 2) Analyze ACTEDS centrally funded intern and competitive professional development requirements within their commands to support the development of CP50 budget requests. Recommend annual ACTEDS centrally funded intern resource needs and monitor program execution.

- 3) Assist commanders in obtaining necessary resources to administer and support ACTEDS CP50 requirements throughout the command. Monitor the performance of ACTEDS training conducted by the command.
 - 4) Monitor Equal Employment Opportunity (EEO) progress within the CP50 and perform the necessary follow-ups to ensure full support of EEO goals.
 - 5) Advise and assist the FCR in matters of related to CP50 career management.
- b. **CP50 Board Directors (BOD):** The CP50 BOD is responsible for career program management by providing senior leadership input and oversight of CP50 workforce planning, training needs, and future requirements. The BOD meets semi-annually at a time and place established by the CP50 FCR. The CP50 CPPB is composed of the following:
- 1) CP50 FC
 - 2) CP50 FCR (Board Chair)
 - 3) Senior CP50 representatives from the following commands:
 - a) U.S. Army Human Resources Command (HRC)
 - b) U.S. Army Installation Management Command (IMCOM)
 - c) U.S. Army Training and Doctrine Command (TRADOC)
 - d) Military Entrance Processing Command (MEPCOM)
 - e) U.S. Army Medical Command (MEDCOM)
 - 4) CP50 representatives from other commands (as determined by the FCR).

The CP50 BOD responsibilities include:

- 1) Forecasting and planning for CP50 staffing needs.
- 2) Identifying future training requirements / needs.
- 3) Reviewing proposals to change CP50 policy, career management, or ACTEDS Plan provisions.
- 4) Ensuring relevancy of job-related skills and competencies used in evaluating individuals for referral.

- 5) Ensuring the ACTEDS training requirements are prioritized in accordance with career program workforce training needs.
- 6) Recommending modifications to the ACTEDS training plans, career maps/ladders, and other elements of the ACTEDS Plan.

Contact information for the management structure follows.

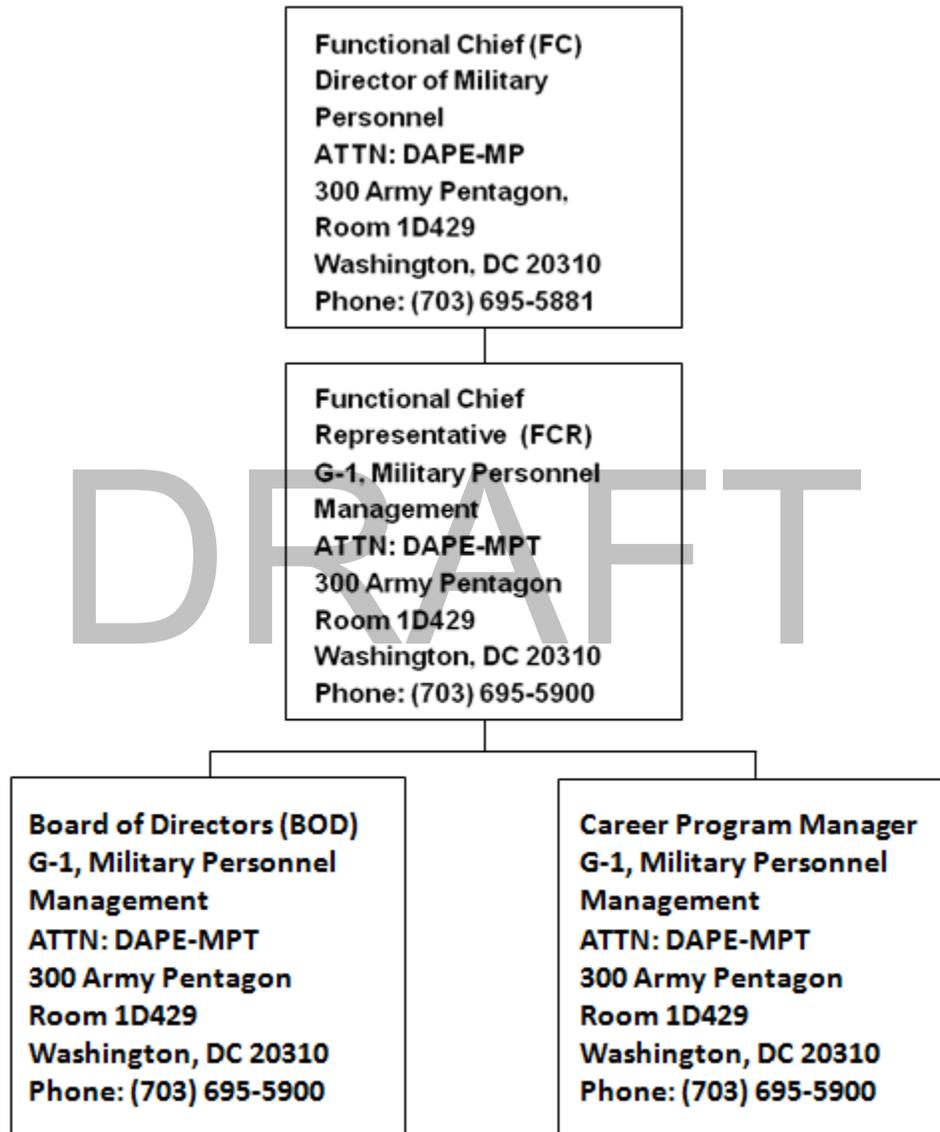


Figure 3: CP50 Management Structure

- 5. **Mobility:** Mobility involves a change in duty position and/or change in permanent duty station for the purposes of career development, promotion opportunity or mission effectiveness.

- a. **Functional Mobility:** The CP50 career program offers functional mobility at the GS 07-09 from Series 0203 into Series 0201. The current structure of CP50 provides for functional mobility at this level between the two series and internally within each series. Although CP50 careerists may be able to achieve their career goals within a single specialized area, multi-dimensional and multi-disciplined experiences are an essential factor in individual professional development. CP50 emphasizes multi-disciplinary experiences, particularly for those personnel aspiring to progress to managerial and executive positions. The military HR domain requires leaders who are well versed in all area of military HR support. Functional mobility can be achieved through either progressive or lateral job assignments and should focus on developing required competencies for the next higher grade.
- b. **Geographic Mobility:** CP50 personnel may have to change geographic locations in order to obtain the diverse experiences required by GS-15 or Senior Executive Service level positions. Supervisors should encourage careerists to exercise their mobility opportunities so that CP50 personnel can develop professional and functional competencies consistent with their career goals and the needs of the Army. Certain commands have a large number and variety of military HR job opportunities, enabling career progression through geographic mobility within the same command.
- c. **Continued Service Agreement:** Training/Developmental Assignments exceeding 120 days requires the completion of a "[Continued Service Agreement](#)". The obligated service period in the Department of the Army may not be less than three times the period of the training (i.e. a six (6) month training course requires a minimum continued service agreement of 18 months at the completion of training).

SECTION III: OBJECTIVES

A. Short-Term Objectives: The short term objectives of this plan are to:

1. Provide CP50 careerists and their supervisors with a single-source reference to assist in their professional development, training and education required for progressive positions and responsibilities.
2. Make use of existing training and education opportunities.

B. Long-Term Objectives: The long term objectives of this plan are to:

1. Develop a viable intern program designed to inject new talent into the CP50 workforce.

2. Develop a program for training with industry (TWI) so as to learn best practices and develop strategic partnerships.
3. Leverage the Adjutant General (AG) School as a partner in training, education, development and proponent management of the CP50 workforce.
4. Increase partnership with professional organizations to increase potential applicant pools and maintain a pulse on current and emerging best practices.
5. Develop strategies to grow high quality CP50 careerists in preparation for decision making responsibilities at the senior grades and for optimizing CP50 participation in Senior Enterprise Talent Management (SETM).
6. Develop workforce plans that address:
 - a) Future workforce requirements to support military HR mission needs.
 - b) Anticipated military HR competencies and competency gaps.
 - c) Strategies for meeting current and future training, education and development requirements.
7. Partner with an HR certification authority to certify military HR practitioners.

SECTION IV: CAREER LADDER and CAREER MAPS

A. Career Ladder:

The CP50 career ladder provides for career progression from Series 0203 into Series 0201 at the GS 04-12 level so as to afford CP50 careerists in either series every opportunity to advance to higher levels of expertise and responsibility based on desire and potential.

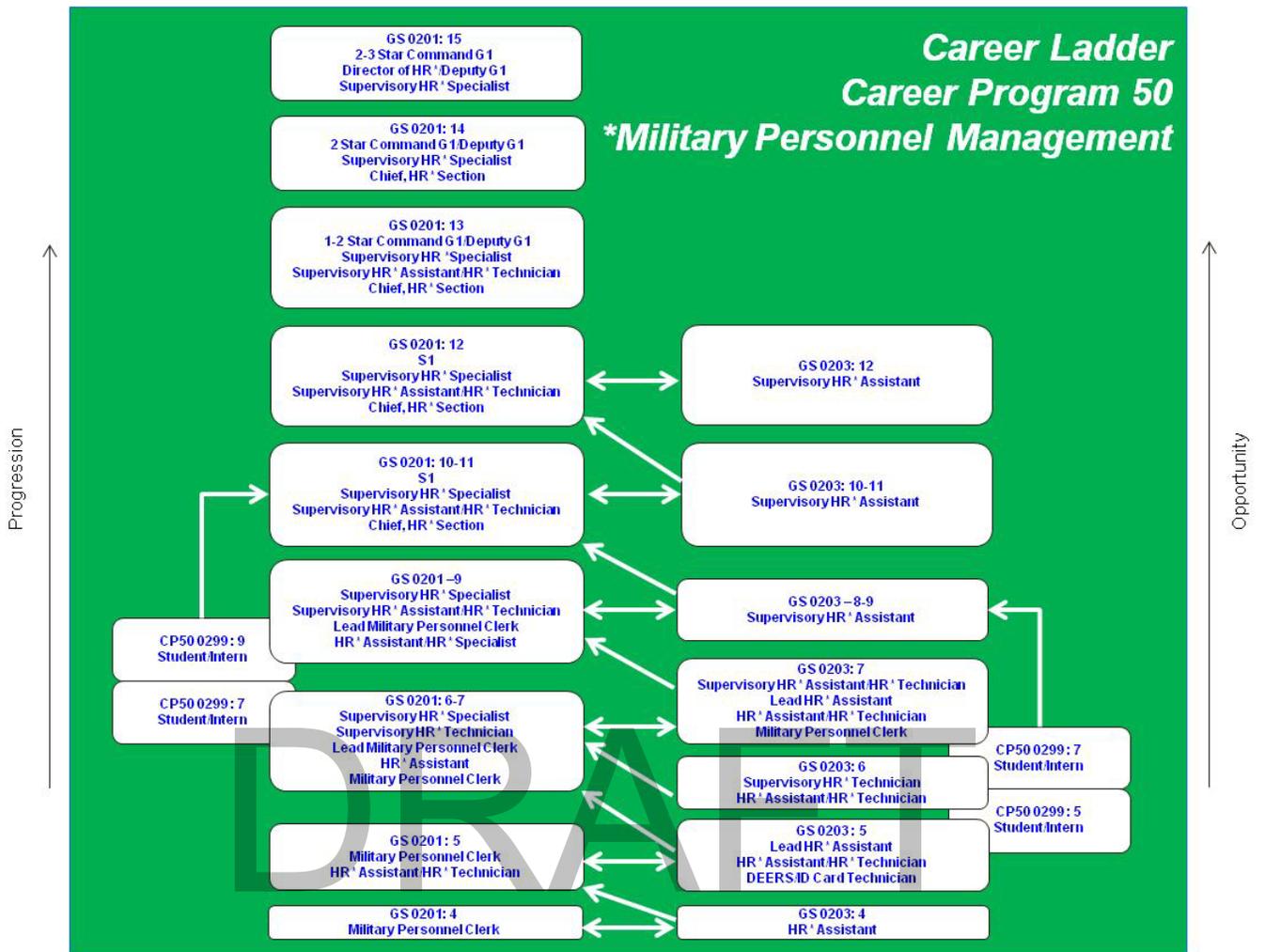


Figure 4: CP50 Career Ladder

B. Career Maps:

The career ladder is supported by a career map for each series (see Annex E):

1. **Series 0201 Human Resources Specialist for Military Personnel Management (Mission Critical Occupation).**
2. **Series 0203 Human Resources Assistant for Military Personnel Management.**

These career maps document a sequential, developmental path for career progression. They address experiential learning on the job, institutional training and educational opportunities for strengthening leadership skills, functional competencies and professional qualifications.

CP50 career map information is also located in Army Career Tracker (ACT) at <https://actnow.army.mil>. ACT is the web-based tool that gives CP50 careerists (and their

supervisors) the capability to electronically set and track career milestones. My Planner in ACT provides career map information to enable individual career planning.

SECTION V: CAREER PROGRAM FUNCTIONAL COMPETENCIES

A. Core Competencies:

The authoritative source for CP50 competency development is FM 1-0, *Human Resources Support*, April 2010. The core competencies for CP50 are those that are generally common to both Series 0201 and Series 0203. CP50 core competencies are:

1. Man The Force:

Applies knowledge, skills, and abilities of the Army's military personnel systems to man their organizations. Develops policies and procedures consistent with higher headquarters/agencies to ensure the right people are in the right place at the right time.

2. Provide HR Services:

Administers services that directly impact a Soldier's status, assignment, qualifications, financial status, career progression, and quality of life. HR services include the functions of essential Personnel Services (EPS) (i.e. Awards and Decorations, Military Pay, Evaluations, Personnel Actions, Promotions, Transfers, Discharges, etc.) and Casualty Operations.

3. Coordinate Personnel Support:

Coordinates for and/or administers support activities that contribute to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and by providing recreational, social, and other support services for Soldiers, DoD civilians, and other personnel who deploy with the force. Personnel support encompasses the following functions: Morale, Welfare, and Recreation (MWR), Command Interest Programs, and Band Operations.

4. HR Planning and Operations:

Develops military HR support plans to support operational planning at all levels. Applies knowledge of HR doctrine and force structure to develop plans for HR operations. Applies the Military Decision Making Process (MDMP) during the planning process.

5. Lead the Enterprise:

Develops plans, policies, and procedures to lead the enterprise in performing its military HR support mission. Applies understanding of the Army Enterprise to include the Planning,

Programming, Budgeting, and Execution System (PPBES), Strategic HR planning, Program Management, and Personnel Force Structure.

B. Competency Management System (CMS):

The Assistant G-1 for Civilian Personnel (AG-1 CP) (<http://www.cpol.army.mil/>) oversees competency development for the Army. The Competency Management System (CMS), under the auspices of the AG-1 CP, is the central repository for validated competencies. CMS supports Army career management, workforce planning and Defense Enterprise Civilian Competency Management Framework implementation.

In addition to the core competencies above, the CP50 competencies at Annex A provide the baseline for further CMS development and review.

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ANNEX A: CP50 Competencies

(Baseline for further CMS Development and Review)

A. Personnel Readiness Management:

Translates personnel strength data as an element of combat power. Analyzes personnel readiness data and then uses the results to inform decisions and recommend courses of action. Interprets and implements Army policies on personnel readiness.

B. Personnel Accountability:

Administers personnel accountability activities in their organizations. Prepares policies and procedures for subordinate units on personnel accountability. Implements HR automated systems used to store and process personnel accountability information. Verifies accuracy of personnel accountability reports.

C. Strength Reporting:

Administers strength reporting activities in their organizations. Determines reporting requirements for assigned units and identifies critical data elements that comprise a strength report and their relative importance to decision-makers

D. Personnel Information Management:

Administers Personnel Information Management systems within their organization. Verifies accuracy of data inputs and demonstrates knowledge of how, where, and why personnel information is stored and how to retrieve it in usable format.

E. Human Resources Plans and Operations:

Plans HR operations using the Military Decision-Making Process (MDMP) and is capable of defining the responsibilities and capabilities of HR organizations and staff sections at all levels. Interprets and implements higher level HR policies and procedures

F. Essential Personnel Services:

Applies Army policies and procedures to support Commands and Soldiers. Includes, but not limited to, promotions, evaluations, awards and decorations, military pay, personnel records maintenance, Soldier applications, transitioning from the Army, suspension of favorable personnel actions, leaves and passes, ID card/tag processing, citizenship processing, etc. Develops policies and procedures consistent with higher level commands/agencies.

G. Casualty Operations:

Implements Army policies and procedures to record, report, verify, and process casualty information from unit level to Casualty and Mortuary Affairs Operation's Center (CMAOC), notify appropriate individuals, and provide casualty assistance to the next of kin (NOK).

H. Command Interest Programs:

Coordinates with internal and external agencies for the execution of Command interest programs within their organizations. Plans and implements programs as designated by the commander.

I. Personnel Force Structure:

Applies Army procedures to create, modify, and document personnel requirements. Develops personnel requirements for the organizations in order to meet mission requirements.

J. Planning, Programming, Budgeting, and Execution System (PPBES):

Applies understanding of the Defense Planning, Programming, Budgeting and Executions System (PPBES) to determine and sufficiently articulate, define, and defend HR resources requirements.

K. Strategic Human Resources Planning:

Plans HR support for the Army Enterprise. Develops policies and procedures consistent with legislation and higher directives. Interprets public policy and law for HR implications. Applies understanding of the Army's organizational structures and responsibilities to solve complex HR issues.

L. Program Management:

Designs, implements, and manages HR projects/programs within their organization. Determines resources requirements needed and develops metrics to measure against set standards.

Source: FM 1-0, *Human Resources Support*, April 2010

Annex B: Master Training Plan

A. General:

The CP50 Master Training Plan (MTP) describes the requirements and opportunities for training and development of the CP50 workforce. The end-state of the CP50 MTP is the development of a workforce with the requisite, skills, training, and experience required to perform at all levels of military personnel management.

B. MTP Overview – Series 0203

CP50 Series 0203: Human Resources Assistant for Military Personnel Management				
GS-2/3/4/5	GS-6	GS-7	GS-8	GS-9
		PHR Certification		
				Training w/Industry
				CP50 Managers Course
Intern Program				
Basic Course (BC) - DL & Resident				
Action Officer Development Course (AODC) - DL				
Foundation Course (FC) - DL for all new Army Civilians				
Communities of Practice available at each level				

C. CP50 Series 0203 Detail (By Grade)

Series 0203: GS 2/3/4/5						
Core Competencies	Functional Competencies	Leadership Competencies	Leader Development	Professional Development	Training	Assignments
Man the Force	Personnel Readiness Management	Interpersonal Skills	Foundation Course	Deployments		Lead HR Assistant
Provide HR Services	Personnel Accountability	Oral Communications	Basic Course			HR Assistant
Coordinate Personnel Support	Strength Reporting	Integrity/Honesty	Action Officer Development Course			HR Technician
	Personnel Information Management	Written Communications				
	Essential Personnel Services	Continual Learning	-			
	Casualty Operations	Public Service Motivation				
		Accountability				
		Problem Solving				

Series 0203: GS 6						
Core Competencies	Functional Competencies	Leadership Competencies	Leader Development	Professional Development	Training	Assignments
Man the Force	Personnel Readiness Management	Interpersonal Skills	Foundation Course	Deployments		Supervisory HR Assistant
Provide HR Services	Personnel Accountability	Oral Communications	Basic Course	Developmental Positions		Lead HR Assistant
Coordinate Personnel Support	Strength Reporting	Integrity/Honesty	Action Officer Development Course			HR Assistant
	Personnel Information Management	Written Communications				
	Essential Personnel Services	Continual Learning	-			
	Casualty Operations	Public Service Motivation				
	Command Interest Programs	Accountability				
		Critical Thinking				
		External Awareness				
		HR Management				
		Influencing & Negotiating				
		Problem Solving				

Series 0203: GS 7

Core Competencies	Functional Competencies	Leadership Competencies	Leader Development	Professional Development	Training	Assignments
Man the Force	Personnel Readiness Management	Interpersonal Skills	Foundation Course	Deployments		Supervisory HR Assistant
Provide HR Services	Personnel Accountability	Oral Communications	Basic Course	Developmental Positions		Supervisory HR Technician
Coordinate Personnel Support	Strength Reporting	Integrity/Honesty	Action Officer Development Course	PHR Certification Prep Course		Lead HR Assistant
HR Planning and Operations	Personnel Information Management	Written Communications	Supervisory Development Course	HR in the Federal Context		HR Specialist
	HR Plans and Operations	Continual Learning				HR Assistant
	Essential Personnel Services	Public Service Motivation				HR Technician
	Casualty Operations	Accountability				Student/Intern
	Command Interest Programs	Critical Thinking				
		External Awareness				
		HR Management				
		Influencing and Negotiating				
		Problem Solving				
Associates Degree Desirable\PHR Certification						

Series 0203: GS 8

Core Competencies	Functional Competencies	Leadership Competencies	Leader Development	Professional Development	Training	Assignments
Man the Force	Personnel Readiness Management	Interpersonal Skills	Foundation Course	Deployments		Supervisory HR Assistant
Provide HR Services	Personnel Accountability	Oral Communications	Basic Course	Developmental Positions		Supervisory HR Technician
Coordinate Personnel Support	Strength Reporting	Integrity/Honesty	Action Officer Development Course	PHR Certification Prep Course		Lead HR Assistant
HR Planning and Operations	Personnel Information Management	Written Communications	Supervisory Development Course	HR in the Federal Context		HR Specialist
	HR Plans and Operations	Continual Learning				HR Assistant
	Essential Personnel Services	Public Service Motivation				
	Casualty Operations	Accountability				
	Command Interest Programs	Critical Thinking				
		External Awareness				
		HR Management				
		Influencing and Negotiating				
		Problem Solving				

Associates Degree Desirable\PHR Certification

Series 0203: GS 9

Core Competencies	Functional Competencies	Leadership Competencies	Leader Development	Professional Development	Training	Assignments
Man the Force	Personnel Readiness Management	Interpersonal Skills	Foundation Course	Deployments	CP50 Managers Course	Supervisory HR Assistant
Provide HR Services	Personnel Accountability	Oral Communications	Basic Course	Developmental Positions	Training with Industry	Supervisory HR Technician
Coordinate Personnel Support	Strength Reporting	Integrity/Honesty	Action Officer Development Course	PHR Certification Prep Course		HR Specialist
HR Planning and Operations	Personnel Information Management	Written Communications	Supervisory Development Course	HR in the Federal Context		Student/Intern
	HR Plans and Operations	Continual Learning				
	Essential Personnel Services	Public Service Motivation				
	Casualty Operations	Accountability				
	Command Interest Programs	Critical Thinking				
		External Awareness				
		HR Management				
		Influencing and Negotiating				
		Problem Solving				

Associates Degree Desirable\PHR Certification

D. MTP Overview – Series 0201 (Mission Critical Occupation)

CP50 Series 0201 Human Resources Specialist for Military Personnel Management					
GS 7/8/9	GS-10/11	GS-12	GS-13	GS-14	GS-15
Degree Completion					
PHR Certification					
			SPHR Certification		
Training w/Industry					
BDE S1 Course					
CP50 Managers Course					
Defense Sr Leader Development Program					
Essentials of HR Development (Graduate Certificate)					
Intern Program					Harvard Exec Ed
OPM Leadership and Development Training					
Managers Development Course – DL					
DoD Executive Leadership Development Program					
				Senior Service College	
Advanced Course (BC) – DL & Resident					
Basic Course (BC) – DL & Resident					
Intermediate Course (IC) – DL & Resident					
					Sr Mgr Crse/Nat Sec
DOD Executive Leadership Development Program (DELDP)					
Supervisors Development Course (SDC) – DL					
Action Officer Development Course (AODC) – DL					
Foundation Course (FC) – DL for all new Army Civilians					
Communities of Practice available at each level					

E. CP50 Series 0201 Detail (By Grade)

Series 0201: GS 9 and below						
Core Competencies	Functional Competencies	Leadership Competencies	Leader Development	Professional Development	Training	Assignments
Man the Force	Personnel Readiness Management	Interpersonal Skills	Foundation Course	Deployments	CP50 Manager's Course	Supervisory HR Specialist
Provide HR Services	Personnel Accountability	Oral Communications	Basic Course	PHR Certification Prep Course	Training with Industry	Supervisory HR Assistant
Coordinate Personnel Support	Strength Reporting	Integrity/Honesty	Action Officer Development Course	HR in the Federal Context	BDE S1 Course	Supervisory HR Technician
HR Planning and Operations	Personnel Information Management	Written Communications	Managers Development Course	Intern Program		Lead Military Personnel Clerk

	HR Plans and Operations	Continual Learning	OPM Leadership and Development Training	Developmental Assignment		HR Specialist
	Essential Personnel Services	Public Service Motivation	DoD Civilian Emerging Leader Program			HR Assistant
	Casualty Operations	Accountability				Intern/Trainee
	Command Interest Programs	Critical Thinking				
		External Awareness				
		Financial Management				
		HR Management				
		Influencing and Negotiating				
		Problem Solving				
Associates Degree Desirable\PHR Certification						

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Series 0201: GS 10-11

Core Competencies	Functional Competencies	Leadership Competencies	Leader Development	Professional Development	Training	Assignments
Man the Force	Personnel Readiness Management	Interpersonal Skills	Foundation Course	Deployments	Training with Industry	S1
Provide HR Services	Personnel Accountability	Oral Communications	Basic Course	PHR Certification Prep Course	CP50 Manager's Course	Supervisory HR Specialist
Coordinate Personnel Support	Strength Reporting	Integrity/Honesty	Action Officer Development Course	HR in the Federal Context	BDE S1 Course	Supervisory HR Assistant
HR Planning and Operations	Personnel Information Management	Written Communications	Managers Development Course	Intern Program	Degree Completion	Supervisory HR Technician
	HR Plans and Operations	Continual Learning	OPM Leadership and Development Training	Developmental Assignment		Chief, HR Section
	Essential Personnel Services	Public Service Motivation	DoD Civilian Emerging Leader Program			
	Casualty Operations	Accountability				
	Command Interest Programs	Critical Thinking				
	Personnel Force Structure	External Awareness				
		Financial Management				
		HR Management				
		Influencing and Negotiating				
		Problem Solving				
		Strategic Thinking				
		Technology Management				
Bachelors Degree Desirable\PHR Certification						

Series 0201: GS 12

Core Competencies	Functional Competencies	Leadership Competencies	Leader Development	Professional Development	Training	Assignments
Man the Force	Personnel Readiness Management	Interpersonal Skills	Foundation Course	Deployments	Training with Industry	S1
Provide HR Services	Personnel Accountability	Oral Communications	Basic Course	PHR Certification Prep Course	CP50 Manager's Course	Supervisory HR Specialist
Coordinate Personnel Support	Strength Reporting	Integrity/Honesty	Action Officer Development Course	HR in the Federal Context	BDE S1 Course	Supervisory HR Assistant
HR Planning and Operations	Personnel Information Management	Written Communications	Supervisory Development Course	Army Congressional Fellowship	Degree Completion	Supervisory HR Technician
	HR Plans and Operations	Continual Learning	Intermediate Course	Developmental Assignment	Essentials in HR Development	Chief, HR Section
	Essential Personnel Services	Public Service Motivation	Managers Development Course			
	Casualty Operations	Accountability	OPM Leadership and Development Training			
	Command Interest Programs	Critical Thinking	DoD Civilian Emerging Leader Program			
	Personnel Force Structure	External Awareness	DoD Executive Leadership Development Program			
		Financial Management				
		HR Management				
		Influencing and Negotiating				
		Problem Solving				
		Strategic Thinking				
		Technology Management				
		Vision				

Bachelors Degree Desirable\PHR Certification

Series 0201: GS 13

Core Competencies	Functional Competencies	Leadership Competencies	Leader Development	Professional Development	Training	Assignments
Man the Force	Personnel Readiness Management	Interpersonal Skills	Foundation Course	Deployments	Training with Industry	1-2 Star Command G1
Provide HR Services	Personnel Accountability	Oral Communications	Basic Course	SPHR Certification Prep Course	CP50 Manager's Course	Deputy G1
Coordinate Personnel Support	Strength Reporting	Integrity/Honesty	Action Officer Development Course	HR in the Federal Context	BDE S1 Course	Supervisory HR Specialist
HR Planning and Operations	Personnel Information Management	Written Communications	Supervisory Development Course	Army Congressional Fellowship	Degree Completion	Supervisory HR Assistant
Lead the Enterprise	HR Plans and Operations	Continual Learning	Intermediate Course	Strategic Workforce Planning for Senior Leaders	Essentials in HR Development	Chief, HR Section
	Essential Personnel Services	Public Service Motivation	Advance Course			Director of HR
	Casualty Operations	Accountability	Managers Development Course	Developmental Assignment		
	Command Interest Programs	Critical Thinking	OPM Leadership and Development Training			
	Personnel Force Structure	External Awareness	DoD Executive Leadership Development Program			
	Planning, Programming, Budgeting, and Execution System	Financial Management				
	Strategic HR Plans and Operations	HR Management				
		Influencing and Negotiating				
		Problem Solving				
		Strategic Thinking				
		Technology Management				
		Vision				
Masters Degree Desirable\PHR Certification						

Series 0201: GS 14

Core Competencies	Functional Competencies	Leadership Competencies	Leader Development	Professional Development	Training	Assignments
Man the Force	Personnel Readiness Management	Interpersonal Skills	Foundation Course	SPHR Certification Prep Course	Training with Industry	2 Star Command G1
Provide HR Services	Personnel Accountability	Oral Communications	Basic Course	Strategic Workforce Planning for Senior Leaders	BDE S1 Course	Deputy G1
Coordinate Personnel Support	Strength Reporting	Integrity/Honesty	Action Officer Development Course	OPM Leadership for a Democratic Society	Degree Completion	Director of HR
HR Planning and Operations	Personnel Information Management	Written Communications	Supervisory Development Course		Essentials in HR Development	Supervisory HR Specialist
Lead the Enterprise	HR Plans and Operations	Continual Learning	Intermediate Course			Director of HR
	Essential Personnel Services	Public Service Motivation	Advance Course			Chief, HR Section
	Casualty Operations	Accountability	Managers Development Course			
	Command Interest Programs	Critical Thinking	OPM Leadership and Development Training			
	Personnel Force Structure	External Awareness	DoD Executive Leadership Development Program			
	Planning, Programming, Budgeting, and Execution System	Financial Management	Defense Senior Leader Development Program			
	Strategic HR Plans and Operations	HR Management	Senior Service College			
		Influencing and Negotiating				
		Problem Solving				
		Strategic Thinking				
		Technology Management				
		Vision				
Masters Degree Desirable\PHR Certification						

0201: GS 15

Core Competencies	Functional Competencies	Leadership Competencies	Leader Development	Professional Development	Training	Assignments
Man the Force	Personnel Readiness Management	Interpersonal Skills	Foundation Course	SPHR Certification Prep Course	Training with Industry	2-3 Star Command G1
Provide HR Services	Personnel Accountability	Oral Communications	Basic Course	Strategic Workforce Planning for Senior Leaders	Degree Completion	Director of HR
Coordinate Personnel Support	Strength Reporting	Integrity/Honesty	Action Officer Development Course	OPM Leadership for a Democratic Society	Essentials in HR Development	Deputy G1
HR Planning and Operations	Personnel Information Management	Written Communications	Supervisory Development Course	Senior Manager Course in National Security	Post Graduate Course Work	Supervisory HR Specialist
Lead the Enterprise	HR Plans and Operations	Continual Learning	Intermediate Course		Harvard Executive Education	Human Resources Officer
	Essential Personnel Services	Public Service Motivation	Advance Course			
	Casualty Operations	Accountability	Managers Development Course			
	Command Interest Programs	Critical Thinking	OPM Leadership and Development Training			
	Personnel Force Structure	External Awareness	DoD Executive Leadership Development Program			
	Planning, Programming, Budgeting, and Execution System	Financial Management	Defense Senior Leader Development Program			
	Strategic HR Plans and Operations	HR Management	Senior Service College			
		Influencing and Negotiating				
		Problem Solving				
		Strategic Thinking				
		Technology Management				
		Vision				
Masters Degree Desirable\PHR Certification						

Annex C: Master Intern Training Plan (MITP)

A. General:

This Master Intern Training Plan (MITP) describes the requirements for training and development of CP50 Interns. While not prescriptive for command sponsored programs, CCPMs are encouraged to use this model for locally managed intern training and to request centralized funding for resident training courses in accordance with ACTEDS Training Catalog guidance.

The end-state of the CP50 intern program is an individual with the requisite, skills, training, and experience required to perform military HR at the GS 09 level (Series 0203) and GS 11 level (Series 0201). The CP50 MITP has four phases designed to train, educate, and professionally develop interns in the military personnel management profession.

B. PHASE I: Learning the HR Profession (Adjutant General School, Fort Jackson, SC)

1. Intern is assigned to the U.S. Army Adjutant General (AG) School for a six (6) month period. When not actively enrolled in training, interns will support the training department of the AG School.
2. Attendance at the AG School's Basic Officer Leadership Course – Branch (BOLC-B): 12 week course. Intern will participate in all HR technical training, non-tactical core training, and the Command Post and Field Training Exercises. Interns will not participate in tactical core training (i.e. basic rifle marksmanship, land navigation, convoy training, and etc.)
3. Completion of the following Civilian Education System (CES) courses: Foundation Course, Action Officers Development Course, Supervisory Development Course, and the distributed learning (DL) portion of the CES Basic Course
4. Scheduled for the resident portion of the Basic Course (time dependent, interns may or may not attend the resident portion of the CES Basic Course during this time).

C. PHASE II: Basic Essential Personnel Services / Customer Service (Location TBD)

1. Intern is assigned to the Installation Management Command to work in a Military Personnel Division (MPD) within and installation's Garrison Command for six (6) month period.
2. Basic rotations within the MPD ensure interns receives developmental experience and include personnel records' updates, military evaluations, promotions, military awards and decorations, identification documents, reassignments, and transition services.

D. PHASE III: Implementation of Army Policy (Human Resources Command, Fort Knox, KY)

1. Intern is assigned to the Human Resources Command (HRC) at Fort Knox, KY for a six (6) month period.
2. Basic rotations at HRC ensure interns receive a breadth of experience within different core HR areas to include officer and enlisted assignments, personnel distribution, casualty operations, military HR information systems, personnel records management, promotions, evaluations, and awards and decorations.

E. PHASE IV: Developing Army Policy (Directorate of Military Personnel Management (DMPM), Army G-1, Pentagon, Arlington, VA)

1. Intern is assigned to the DMPM, Army G-1 for a six (6) month period.
2. Basic rotations at HRC ensure interns receive a breadth of experience within different core HR areas to include training requirements determination, personnel distribution and readiness, enlisted and officer policy, and CP50 career management.

F. Permanent Assignment

1. Permanent assignment (i.e. placement) is determined at the time of acceptance into the intern program. Gaining units agree to hire/place interns 24 months in advance of permanent assignment.
2. Interns are competitively selected. The FCR approves selection of interns. FCR approval is based on an application screening process that includes consideration of the needs of the Army and the merits of the intern candidate's application. The FCR will coordinate gaining unit agreement for placement as a part of the intern selection process.
3. In addition to any Continued Service Agreements (CSAs) rendered as part of resident training courses, CP50 Interns will execute a CSA to remain in the CP50 career program for a minimum of four (4) years.

Phase	Functional Area	Duration	Location	Remarks
Phase – I: Learning the HR Profession		6 Months	Adjutant General School, Fort Jackson, SC	
	*BOLC-B	12 weeks, 1 day	Fort Jackson, SC	Intern will complete dl either before or after attendance at BOLC-B.
	CES: Foundation Course	1.5 weeks (dL)	Online	CES Required Course for Interns
	CES: Action Officers Development Course	2.0 weeks	Online	CES Required Course for Interns
	CES: Supervisory Development Course	2.0 weeks	Online	CES Required Course for Interns
	CES: Basic Course (dL portion)	40 hours	Online	Prerequisite for resident portion of CES Basic Course
Phase – II: Basic EPS / Customer Service		6 Months	INCOM Installation, MPD, Actual Location TBD	
	IMCOM, Military Personnel Division Operations	6 Months	TBD	
	Evaluations / Awards			
	Record Updates			
	Identification Documents			
	Promotions			
	Reassignments			
	Transition Services			
Phase – III: Implementation of Army Policy		6 Months	U.S. Army Human Resources Command, Fort Knox, KY	
	Officer and enlisted assignments			
	Personnel Distributions			
	Casualty Operations			
	HR Information Systems			
	Personnel Records Management			
	Evaluations			
	Awards and Decorations			
Phase – IV: Developing Army Policy		6 Months	DMPM, Army G1, The Pentagon, Arlington, VA	
	Training requirements determination			
	Personnel distribution and readiness			
	Enlisted and Officer Policy			
	CP50 career management			
	*PHR Certification Course	12 weeks	Resident (location will vary)	Total of 36 hours of in class instruction
*PHR Certification Exam	3.5 hours	Resident (location will vary)		
Completion	Placement into a permanent position.			

Figure 5: Master Intern Training Plan

Annex D: ACTEDS Training Catalog Application Submission Process

A. ACTEDS Guidance. Chapter 3 of the ACTEDS Training Catalog (<http://cpol.army.mil/library/train/catalog/>) is the authoritative source for individuals applying for training and education. Applications for training and education must adhere to the requirements established in the ACTEDS Training Catalog.

B. Application Procedures. The "ADT Checklist" at <http://cpol.army.mil/library/train/catalog/ch03cp28.html> should be followed when applying for Academic Degree Training (ADT). The "Course Checklist" at <http://cpol.army.mil/library/train/catalog/ch03cp28.html> should be followed for all other application submissions. Applicants are responsible for ensuring all required forms, endorsements, and signatures are included in the application packages they submit.

Completed application packages (original and one copy) must be submitted through the chain of command to the Career Program Office to arrive not later than (NLT) the suspense date established in the various training announcements broadcast by the Career Program Management Office. Completed applications should be sent to the CP50 Career Program Manager.

C. Approvals. Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA) is the approving authority for Academic Degree Training (ADT). The FCR approves all other competitive training opportunities. These approvals trigger funding. Applicants will not be reimbursed for enrollment in courses prior to approval dates. Applicants must allow for sufficient lead time in submitting their applications so as to ensure timely selection/approval in advance of course start dates.

D. Application Forms. Applications for short-term training (i.e. 120 days or less) may only require submission of Standard Form (SF) 182, Authorization Agreement, and Certification of Training. Applicants should contact the Career Program Office at (703) 695-5900 for additional information about required forms.

Selection for long term training (i.e. exceeding 120 days) will require completion of a Continued Service Agreement. The service obligation is three (3) times the period of training.

E. Resource Allocation Selection System (RASS). RASS is the automated financial system that manages central funding for CP50 training and education (i.e. the Intern Program, functional courses and Army professional development programs). RASS eliminates manual paper processing of training and travel documents. Applicants use RASS to initiate training arrangements upon approval of their application submission. RASS electronically generates:

1. **SF 182, Authorization Agreement and Certification of Training.**
2. **Department of Defense (DD) Form 1610, Request and Authorization for TDY Travel of DOD Personnel.**
3. **SF 1164, Claim for Reimbursement of Expenditures on Official Business.**

A RASS user guide is provided at <http://cpol.army.mil/library/train/rass/> for further information.

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Annex E: Career Maps

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Annex E: Career Maps
Series 0201 Human Resources (HR) Specialist (Military)

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.					
Career Program: Military Personnel Management Career Field: 50 Career Series: 0201 Human Resources (HR) Specialist (Military)						
Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	General Schedule GS 09 and Below Supervisory/ Nonsupervisory	General Schedule GS 10-11 Supervisory/ Nonsupervisory	General Schedule GS 12 Supervisory/ Nonsupervisory	General Schedule GS 13 Supervisory/ Nonsupervisory	General Schedule GS 14 Supervisory	General Schedule GS 15 Supervisory
Key Assignments	Commands: US Army HRC IMCOM - Various Locations USARC - Various Locations FORSCOM - Various Locations ARNG - Various Locations MEDCOM - Various Locations HQDA Staff Other Command - Various Locations Positions: Supervisory HR Specialist Supervisory HR Assistant Supervisory HR Technician Lead Military Personnel Clerk HR Specialist HR Assistant Intern/Trainee	Commands: US Army HRC USARC - Various Locations IMCOM - Various Locations FORSCOM - Various Locations MEDCOM - Various Locations HQDA Staff Joint Activities Other Commands - Various Locations Positions: S1 Supervisory HR Specialist Supervisory HR Assistant Supervisory HR Technician Chief, HR Section	Commands: US Army HRC USARC - Various Locations HQDA Staff IMCOM - Various Locations FORSCOM - Various Locations ARNG - Various Locations INSCOM - Various Locations TRADOC - Various Locations Joint Activities Other GO Commands - Various Locations Positions: S1 Supervisory HR Specialist Supervisory HR Assistant Supervisory HR Technician Chief, HR Section	Commands: US Army HRC IMCOM - Various Locations HQDA Staff Joint Activities ARNG MEDCOM - Various Locations FORSCOM - Various Locations USARC - Various Locations Other GO Commands - Various Locations Positions: 1-2 Star Command G1 Deputy G1 Supervisory HR Specialist Supervisory HR Assistant Chief, HR Section Director of HR	Commands: US Army HRC IMCOM - Various Locations HQDA Staff Joint Activities GO level Commands - Various Locations Positions: 2 Star Command G1 Deputy G1 Director of HR Supervisory HR Specialist Director of HR Chief, HR Section	Commands: HQDA Staff US Army HRC ARNG Bureau USARC Other GO Commands - Various Locations Positions: 2-3 Star Command G1 Director of HR Deputy G1 Supervisory HR Specialist Human Resources Officer

Annex E: Career Maps
Series 0201 Human Resources (HR) Specialist (Military)

Series Description	General Schedule GS 09 and Below Supervisory/ Nonsupervisory	General Schedule GS 10-11 Supervisory/ Nonsupervisory	General Schedule GS 12 Supervisory/ Nonsupervisory	General Schedule GS 13 Supervisory/ Nonsupervisory	General Schedule GS 14 Supervisory	General Schedule GS 15 Supervisory
Leadership Competencies	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Civilian Human Resources Training Application System	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision
Functional Competencies	Personnel Readiness Management Personnel Accountability Strength Reporting Personnel Information Management HR Plans and Operations Essential Personnel Services Casualty Operations Command Interest Programs	Personnel Readiness Management Personnel Accountability Strength Reporting Personnel Information Management HR Plans and Operations Essential Personnel Services Casualty Operations Command Interest Programs Personnel Force Structure	Personnel Readiness Management Personnel Accountability Strength Reporting Personnel Information Management HR Plans and Operations Essential Personnel Services Casualty Operations Command Interest Programs Personnel Force Structure	Personnel Readiness Management Personnel Accountability Strength Reporting Personnel Information Management HR Plans and Operations Essential Personnel Services Casualty Operations Command Interest Programs Personnel Force Structure Planning, Programming, Budgeting and Strategic HR Planning Program Management	Personnel Readiness Management Personnel Accountability Strength Reporting Personnel Information Management HR Plans and Operations Essential Personnel Services Casualty Operations Command Interest Programs Personnel Force Structure Planning, Programming, Budgeting and Strategic HR Planning Program Management	Personnel Readiness Management Personnel Accountability Strength Reporting Personnel Information Management HR Plans and Operations Essential Personnel Services Casualty Operations Command Interest Programs Personnel Force Structure Planning, Programming, Budgeting and Strategic HR Planning Program Management
Core Competencies	Man the Force Provide HR Services Coordinate Personnel Support HR Planning and Operations	Man the Force Provide HR Services Coordinate Personnel Support HR Planning and Operations	Man the Force Provide HR Services Coordinate Personnel Support HR Planning and Operations	Man the Force Provide HR Services Coordinate Personnel Support HR Planning and Operations Lead the Enterprise	Man the Force Provide HR Services Coordinate Personnel Support HR Planning and Operations Lead the Enterprise	Man the Force Provide HR Services Coordinate Personnel Support HR Planning and Operations Lead the Enterprise

Annex E: Career Maps
Series 0201 Human Resources (HR) Specialist (Military)

Series Description	General Schedule GS 09 and Below Supervisory/ Nonsupervisory	General Schedule GS 10-11 Supervisory/ Nonsupervisory	General Schedule GS 12 Supervisory/ Nonsupervisory	General Schedule GS 13 Supervisory/ Nonsupervisory	General Schedule GS 14 Supervisory	General Schedule GS 15 Supervisory
Leader Development	Foundation Course Basic Course Action Officers Development Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officers Development Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officers Development Course Supervisor Development Course Intermediate Course Manager Development Course Federal Executive Institute Courses Defense Civilian Emerging Leader Program Defense Executive Leadership Development Program	Foundation Course Basic Course Action Officers Development Course Supervisor Development Course Intermediate Course Manager Development Course Advanced Course Federal Executive Institute Courses Defense Executive Leadership Development Program	Foundation Course Basic Course Action Officers Development Course Supervisor Development Course Intermediate Course Manager Development Course Advanced Course Federal Executive Institute Courses Senior Service College Continuing Education for Senior Leaders Senior Enterprise Talent Management TDY Defense Executive Leadership Development Program Defense Senior Leader Development Program	Foundation Course Basic Course Action Officers Development Course Supervisor Development Course Intermediate Course Manager Development Course Advanced Course Federal Executive Institute Courses Senior Service College Continuing Education for Senior Leaders Senior Enterprise Talent Management TDY Defense Senior Leader Development Program

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**Annex E: Career Maps
Series 0201 Human Resources (HR) Specialist (Military)**

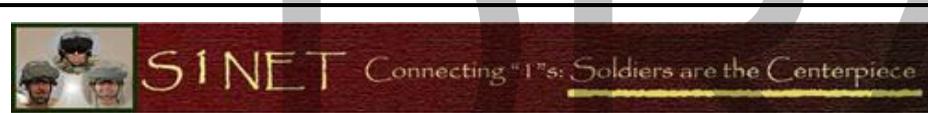
Series Description	General Schedule GS 09 and Below Supervisory/ Nonsupervisory	General Schedule GS 10-11 Supervisory/ Nonsupervisory	General Schedule GS 12 Supervisory/ Nonsupervisory	General Schedule GS 13 Supervisory/ Nonsupervisory	General Schedule GS 14 Supervisory	General Schedule GS 15 Supervisory
Professional Development	PHR Certification Prep Course HR in the Federal Context	Deployments Developmental Assignments Training with Industry PHR Certification Prep Course HR in the Federal Context	Deployments Developmental Assignments Army Congressional Fellowship Training with Industry PHR Certification Prep Course HR in the Federal Context	Deployments Developmental Assignments Army Congressional Fellowship Training with Industry SPHR Certification Prep Course Strategic Workforce Planning for Senior Leaders	Training with Industry SPHR Certification Prep Course OPM Leadership for a Democratic Society Strategic Workforce Planning for Senior Leaders	Senior Manager Course in National Security Training with Industry SPHR Certification Prep Course OPM Leadership for a Democratic Society Strategic Workforce Planning for Senior Leaders
Occupational Training	Army Courses Recommended by Supervisor/Command CP50 GS 9-13 Functional Course	Army Courses Recommended by Supervisor/Command CP50 GS 9-13 Functional Course BDE S1 Course	CP 50 GS 9-13 Functional Course BDE S1 Course	CP 50 GS 9-13 Functional Course BDE S1 Course		
Academic Training	Associates Degree (Desirable)	Bachelor's Degree (Desirable): Degree Completion Continuing Education such as: Human Capital Management	Bachelor's Degree (Desirable): Degree Completion Continuing Education such as: Human Capital Management Essentials in HR Development	Masters Degree (Desirable): John F. Kennedy School of Government Degree Completion Continuing Education such as: Human Capital Management Essentials in HR Development	Masters Degree (Desirable): John F. Kennedy School of Government Degree Completion Continuing Education such as: Human Capital Management Essentials in HR Development	Masters Degree (Desirable): John F. Kennedy School of Government Degree Completion Post Graduate Work such as: Harvard Executive Education National Security Studies
Certifications	Professional in Human Resources (PHR)	Professional in Human Resources (PHR)	Professional in Human Resources (PHR)	Senior Professional in Human Resources (SPHR)	Senior Professional in Human Resources (SPHR)	Senior Professional in Human Resources (SPHR)
Mandatory Training	Locally Administered Newcomers Orientation Antiterrorism Training Army Substance Abuse Program Army Suicide Prevention Program Combating Trafficking in Persons Program Composite Risk Management Information Assurance Training Equal Opportunity Program Ethics OPSEC Prevention of Sexual Harassment SAEDA Personally Identifiable Information Awareness Training Mandatory Training For Army Civilians					

**Annex E: Career Maps
Series 0201 Human Resources (HR) Specialist (Military)**

SELF DEVELOPMENT	
Learning Resources	GoArmy Education ACTEDS Training Catalog Army e-Learning Army Training Information Architecture Army Distributed Learning System
Career Guides/Regulations	AR 690-950 Civilian Personnel Career Management Army Civilian Corps Handbook Civilian Personnel Online DA Administrative Publications Army Civilian Service Civilian Human Resources Agency Total Army Performance Evaluation System Army Benefits Center-Civilian
Professional Organizations/Journals	Society of Human Resources Management US Army Adjutant General Corps Regimental Association (AGCRA) 1775 (Professional Journal of the AGCRA - Membership in the AGCRA required) S1 Net: HR Professional Forum (Login Required)
Miscellaneous Links	

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Annex E: Career Maps
Series 0201 Human Resources (HR) Specialist (Military)

Miscellaneous Links	
	
	
	
	
	
	
	
	

**Annex E: Career Maps
Series 0201 Human Resources (HR) Specialist (Military)
Definitions (Tab 1)**

Key Assignments	Competencies	Leader Development	Professional Development	Occupational Development	Academic Training	Certifications
<p>Positions that represent windows of opportunities for careerists to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development.</p>	<p>Identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities. Competencies are broken into three categories:</p>	<p>Training and education that focus on methods to support decision-making, quick thinking, sound judgment, and ways to accelerate the development of Army leaders by improving interpersonal and team-building skills. The goal is to leverage cognitive and instructional technologies in ways that improve critical thinking skills needed by current and future leaders. Also focuses on enhancing leadership styles, leadership skills in order to improve leader qualities as well the Core Leadership Competencies and Essential Supervisory Skills.</p>	<p>Activities and programs designed to increase knowledge and skill, through certified and consistent education in a profession. Competitive Professional Development (CPD) programs boost the individual's career, through developmental assignments, experiential learning, continuing education, workshops and seminars, and by working with experienced professionals. Competitive Professional Development programs strengthen and augment the employee's skills while building their expertise.</p>	<p>Training that combines general education classes, career-related coursework and developmental assignments/on-the-job learning. Through this combination employees can apply classroom instruction and professional behaviors to real-life situations.</p>	<p>Academic studies endorsed by the Army that provide the ability for an employee to pursue an academic degree (college, university) related to one's current career field through a competitive process.</p>	<p>Certifications and/or licenses required from a professional society or by law to validate an individual's ability and knowledge to perform one's official duties.</p>
	<p>Leadership Competencies</p>			<p>Core Training</p>		
	<p>Knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments.</p>			<p>Functional Training</p>		
	<p>Functional Competencies</p>			<p>Training that supports an employee's ability to develop required soft skills to satisfactorily perform their assigned duties.</p> <p>Training that combines general education classes, career-related coursework and developmental assignments/on-the-job training that relates specifically to employees' job series and occupational discipline.</p>		
<p>Specific knowledge and skills necessary to perform one's tasks at a high level of accomplishment, in addition to understanding any legal requirements related to one's field of expertise, and the institutional savvy necessary to attain objectives.</p>	<p>Core Competencies</p>					
<p>General knowledge, skills and capabilities, central to the success of the career program and required to perform one's task at a certain level.</p>						

**Annex E: Career Maps
Series 0201 Human Resources (HR) Specialist (Military)
Leadership Competencies (Tab 2)**

Interpersonal Skills	Oral Communications	Integrity and Honesty	Written Communications	Continual Learning	Public Service Motivation	Accountability	Critical Thinking	External Awareness	Financial Management	HR Management	Influencing and Negotiating	Problem Solving	Strategic Thinking	Technology Management	Vision
Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.	Makes clear and convincing oral presentations to individuals or groups. Listens effectively and clarifies information as needed. Facilitates an open exchange of ideas and fosters atmosphere of open communication. Presents briefings to command and staff. Speaks at conferences, stakeholder meetings and Soldier training sessions. Presents clear oral information to customers in multiple contexts, including active listening.	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high ethical standards.	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, and tables. Applies what is learned from written material to specific situations. Recognizes and uses correct English grammar, punctuation and spelling. Communicates information (e.g., facts, ideas, and messages) in a succinct, organized manner. Produces written information, which may include technical material, appropriate for the intended audience. Writes memoranda in accordance with AR 25-50. Writes a decision paper in accordance with the Military Decision Making Process (MDMP). Writes in a clear, concise, organized, convincing manner for the intended audience.	Assesses and recognizes own strengths and weaknesses. Pursues self-development.	Shows a commitment to serve the public. Ensures that actions meet public needs. Aligns organizational objectives and practices with public interests.	Uses effective controls to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Ensures that projects of specific responsibility are completed in a timely manner within budget. Monitors and evaluates plans. Focuses on results, measuring attainment of outcomes. Acts responsibly and independently without supervision. Accepts responsibility for actions and mistakes. Practices sound fiscal/resource management. Completes tasks and projects on time, within budget and in accordance with standards.	Is able to work with business information to answer questions, determine strategy, reduce risk, and maximize performance. Assesses validity of information drawn from a variety of sources and synthesizes data. Identifies trends and patterns to make appropriate decisions through collection and analysis of intelligence from a wide variety of sources. Clarifies complex issues and mitigates risk through data analysis. Triangulates and validates information from multiple sources.	Identifies and keeps current on economic, political and social trends that affect key organization policies and priorities. Understands where the organization is headed and how to make contributions. Coordinates interservice agreements, works collaboratively with committees, and promotes shared communications. Maintains situational awareness of economic, political, agency and service trends.	Understands the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies and/or administers the budget for the program area. Uses cost-benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting. Develops and implements a budget according to directives. Validates needs for budgetary requirements statistically. Collects and evaluates budgetary data, including return on investment (ROI).	Assesses current and future staffing needs based on organizational goals and budget realities. Uses merit principles, ensuring staff is appropriately selected, developed, used, appraised and rewarded. Takes corrective action. Reviews and project staffing needs. Identifies and implements performance expectations. Supervises selection and termination processes. Negotiates, justifies and coordinates training and staffing initiatives.	Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take. Persuades others to accept recommendations or cooperate or change their behavior. Negotiates contracts, Memorandum of Understanding (MOU) and other agreements among multiple agencies, organizations and institutions. Promotes Army opportunities and programs. Builds coalitions with the civilian community at state, regional and local levels.	Identifies and analyzes problems. Uses sound reasoning to arrive at conclusions. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments. Considers a wide and flexible range of alternatives and solutions to problems and challenges. Proposes multiple courses of action, looking beyond current the horizon and present limitations.	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning from a long-term perspective. Determines objectives and set priorities. Anticipates potential threats or opportunities. Identifies trends and patterns for making appropriate decisions through collection and analysis of intelligence from a wide variety of sources.	Uses efficient and cost-effective approaches for integrating technology into the workplace to improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological change on the organization. Understands and utilizes technical developments to enhance program effectiveness. Maintains situational awareness of technology. Directs and collects research to evaluate potential impact of emerging technologies. Develops requests for proposal (RFPs).	Takes a long-term view and act as a catalyst for organizational change. Builds a shared vision with others and influences others to translate vision into action. Creates key values and shared vision within the organization. Creates a mission statement that reflects long-term goals. Encourages subordinates to participate in the process of enacting vision-driven long-term planning. Develops strategies to build organizational strength. Manages branding.

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**Annex E: Career Maps
Series 0201 Human Resources (HR) Specialist (Military)
Functional Competencies (Tab 3)**

Personnel Readiness Management	Personnel Accountability	Strength Reporting	Personnel Information Management	HR Plans and Operations	Essential Personnel Services	Casualty Operations	Command Interest Programs	Personnel Force Structure	Planning, Programming, Budgeting and Execution System	Strategic HR Planning	Program Management
Definition: Translates personnel strength data as an element of combat power. Analyzes personnel readiness data and then uses the results to inform decisions and recommend courses of action. Interprets and implements Army policies on personnel readiness.	Definition: Administers personnel accountability activities in their organizations. Prepares policies and procedures for subordinate units on personnel accountability. Implements HR automated systems used to store and process personnel accountability information. Verifies accuracy of personnel accountability reports.	Definition: Administers strength reporting activities in their organizations. Determines reporting requirements for assigned units and identifies critical data elements that comprise a strength report and their relative importance to decision-makers	Definition: Administers Personnel Information Management systems within their organization. Verifies accuracy of data inputs and demonstrates knowledge of how, where, and why personnel information is stored and how to retrieve it in usable format.	Definition: Plans HR operations using the Military Decision-Making Process (MDMP). Can define the responsibilities and capabilities of HR organizations and staff sections. Interprets and implements Higher level HR policies and procedures.	Definition: Applies Army policies and procedures to support Commands and Soldiers. Includes, but not limited to, promotions, evaluations, awards and decorations, military pay, personnel records maintenance, Soldier applications, transitioning from the Army, suspension of favorable personnel actions, leaves and passes, ID card / tag processing, citizenship processing, etc. Develops policies and procedures consistent with higher level commands / agencies.	Definition: Implements Army policies and procedures to record, report, verify, and process casualty information from unit level to Casualty and Mortuary Affairs Operation's Center (CMAOC), notify appropriate individuals, and provide casualty assistance to the next of kin (NOK).	Definition: Coordinates with internal and external agencies for the execution of Command interest programs within their organizations. Plans and implements programs as designated by the commander.	Definition: Applies Army procedures to create, modify, and document personnel requirements. Develops personnel requirements for the organizations in order to meet mission requirements.	Definition: Applies understanding of the Defense Planning, Programming, Budgeting and Executions System (PPBES) to determine and sufficiently articulate, define, and defend HR resources requirements.	Definition: Plans HR support for the Army Enterprise. Develops policies and procedures consistent with legislation and higher directives. Interprets public policy and law for HR implications. Applies understanding of the Army's organizational structures and responsibilities to solve complex HR issues.	Definition: Designs, implements, and manages HR projects / programs within their organization. Determines resources requirements needed and develops metrics to measure against set standards.

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**Annex E: Career Maps
Series 0201 Human Resources (HR) Specialist (Military)
Core Competencies (Tab 4)**

Man the Force	Provide HR Services	Coordinate Personnel Support	HR Planning and Operations	Lead the Enterprise
Definition: Applies knowledge, skills, and abilities of the Army's personnel systems to man their organizations. Develops policies and procedures consistent with higher headquarters/agencies to ensure the right people are in the right place at the right time.	Definition: Administers services that directly impact a Soldier's status, assignment, qualifications, financial status, career progression, and quality of life. HR services include the functions of essential Personnel Services (EPS) and Casualty operations.	Definition: Coordinates for and/or administers support activities that contribute to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and by providing recreational, social, and other support services for Soldiers, DoD civilians, and other personnel who deploy with the force. Personnel support encompasses the following functions: Morale, Welfare, and Recreation (MWR), Command Interest Programs, and Band Operations.	Definition: Develops HR support plans to support operational planning at all levels. Applies knowledge of HR doctrine and force structure to develop plans for HR operations. Applies the Military Decision Making Process (MDMP) to develop plans.	Definition: Develops plans, policies, and procedures to lead the enterprise in performing its HR support mission. Applies understanding of the Army Enterprise to include the Planning, Programming, Budgeting, and Execution System (PPBES), Strategic HR planning, Program Management, and Personnel Force Structure.

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Annex E: Career Maps
Series 0203 Human Resources (HR) Assistant (Military)

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.				
Career Program:	Military Personnel Management				
Career Field:	50				
Career Series: 0203	Human Resources (HR) Assistant (Military)				
Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	General Schedule GS 4/5 Nonsupervisory	General Schedule GS 6 Supervisory/ Nonsupervisory	General Schedule GS 7 Supervisory/ Nonsupervisory	General Schedule GS 8 Supervisory/ Nonsupervisory	General Schedule GS 9 Supervisory/ Nonsupervisory
Key Assignments	Commands: IMCOM - Various Locations US MEPCOM - Various locations MEDCOM - Various Locations TRADOC - Various Locations Recruiting Command - Various US Army HRC Other Command - Various Locations Positions: Lead HR Assistant HR Assistant HR Technician	Commands: MEDCOM - Various Locations IMCOM - Various Locations US MEPCOM - Various locations US Army HRC TRADOC - Various Locations Other Commands - Various Locations Positions: Supervisory HR Assistant Lead HR Assistant HR Assistant	Commands: Cadet Command - Various Locations Recruiting Command - Various US Army HRC IMCOM - Various Locations MEDCOM - Various Locations USARC - Various Locations TRADOC - Various Locations FORSCOM - Various Locations Other Commands - Various Locations Positions: Supervisory HR Assistant Supervisory HR Technician Lead HR Assistant HR Specialist HR Assistant HR Technician Intern/Trainee	Commands: US Army HRC IMCOM - Various Locations TRADOC - Various Locations FORSCOM - Various Locations Positions: Supervisory HR Assistant Supervisory HR Technician Lead HR Assistant HR Specialist HR Assistant	Commands: US Army HRC IMCOM - Various Locations USARC - Various Locations FORSCOM - Various Locations ARNG - Various Locations MEDCOM - Various Locations HQDA Staff Other Command - Various Locations Positions: Supervisory HR Assistant Supervisory HR Technician HR Specialist Intern/Trainee

**Annex E: Career Maps
Series 0203 Human Resources (HR) Assistant (Military)**

Series Description	General Schedule GS 4/5 Nonsupervisory	General Schedule GS 6 Supervisory/ Nonsupervisory	General Schedule GS 7 Supervisory/ Nonsupervisory	General Schedule GS 8 Supervisory/ Nonsupervisory	General Schedule GS 9 Supervisory/ Nonsupervisory
Leadership Competencies	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Problem Solving	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness HR Management Influencing and Negotiating Problem Solving	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness HR Management Influencing and Negotiating Problem Solving	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness HR Management Influencing and Negotiating Problem Solving	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving
Functional Competencies	Personnel Readiness Management Personnel Accountability Strength Reporting Personnel Information Management Essential Personnel Services Casualty Operations	Personnel Readiness Management Personnel Accountability Strength Reporting Personnel Information Management HR Plans and Operations Essential Personnel Services Casualty Operations Command Interest Programs	Personnel Readiness Management Personnel Accountability Strength Reporting Personnel Information Management HR Plans and Operations Essential Personnel Services Casualty Operations Command Interest Programs	Personnel Readiness Management Personnel Accountability Strength Reporting Personnel Information Management HR Plans and Operations Essential Personnel Services Casualty Operations Command Interest Programs	Personnel Readiness Management Personnel Accountability Strength Reporting Personnel Information Management HR Plans and Operations Essential Personnel Services Casualty Operations Command Interest Programs
Core Competencies	Man the Force Provide HR Services Coordinate Personnel Support	Man the Force Provide HR Services Coordinate Personnel Support	Man the Force Provide HR Services Coordinate Personnel Support HR Planning and Operations	Man the Force Provide HR Services Coordinate Personnel Support HR Planning and Operations	Man the Force Provide HR Services Coordinate Personnel Support HR Planning and Operations

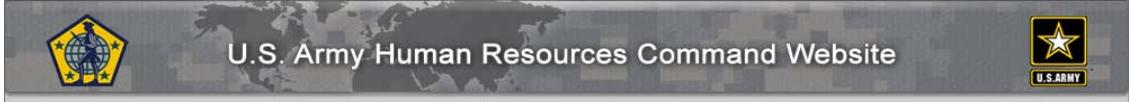
**Annex E: Career Maps
Series 0203 Human Resources (HR) Assistant (Military)**

Series Description	General Schedule GS 4/5 Nonsupervisory	General Schedule GS 6 Supervisory/ Nonsupervisory	General Schedule GS 7 Supervisory/ Nonsupervisory	General Schedule GS 8 Supervisory/ Nonsupervisory	General Schedule GS 9 Supervisory/ Nonsupervisory
Leader Development Civilian Human Resources Training Application System	Foundation Course Basic Course Action Officers Development Course	Foundation Course Basic Course Action Officers Development Course Supervisory Development Course	Foundation Course Basic Course Action Officers Development Course Supervisory Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officers Development Course Supervisory Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officers Development Course Supervisory Development Course Defense Civilian Emerging Leader Program
Professional Development	Deployments	Deployments	Deployments PHR Certification Prep Course HR in the Federal Context	Deployments PHR Certification Prep Course HR in the Federal Context	Deployments PHR Certification Prep Course HR in the Federal Context
Occupational Training	Army Courses Recommended by Supervisor/Command	Army Courses Recommended by Supervisor/Command	Army Courses Recommended by Supervisor/Command	Army Courses Recommended by Supervisor/Command	Army Courses Recommended by Supervisor/Command CP50 GS 9-13 Functional Course
Academic Training			Associates Degree (Desirable)	Associates Degree (Desirable)	Associates Degree (Desirable)
Certifications			Professional in Human Resources (PHR)	Professional in Human Resources (PHR)	Professional in Human Resources (PHR)
Mandatory Training	Locally Administered Newcomers Orientation Antiterrorism Training Army Substance Abuse Program Army Suicide Prevention Program Combating Trafficking in Persons Program Composite Risk Management Information Assurance Training Equal Opportunity Program Ethics OPSEC Prevention of Sexual Harassment SAEDA Personally Identifiable Information Awareness Training Mandatory Training For Army Civilians				

**Annex E: Career Maps
Series 0203 Human Resources (HR) Assistant (Military)**

SELF DEVELOPMENT	
Learning Resources	GoArmy Education ACTEDS Training Catalog Army e-Learning Army Training Information Architecture Army Distributed Learning System
Career Guides/Regulations	AR 690-950 Civilian Personnel Career Management Army Civilian Corps Handbook Civilian Personnel Online DA Administrative Publications Army Civilian Service Civilian Human Resources Agency Total Army Performance Evaluation System Army Benefits Center-Civilian
Professional Organizations/Journals	Society of Human Resources Management US Army Adjutant General Corps Regimental Association (AGCRA) 1775 (Professional Journal of the AGCRA - Membership in the AGCRA required) S1 Net: HR Professional Forum (Login Required)
Miscellaneous Links	

Annex E: Career Maps
Series 0203 Human Resources (HR) Assistant (Military)

Miscellaneous Links	
	
	
	
	
	
	
	
	

**Annex E: Career Maps
Series 0203 Human Resources (HR) Assistant (Military)
Definitions (Tab 1)**

Key Assignments	Competencies	Leader Development	Professional Development	Occupational Development	Academic Training	Certifications
<p>Positions that represent windows of opportunities for careerists to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development.</p>	<p>Identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities. Competencies are broken into three categories:</p> <p>Leadership Competencies Knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments.</p> <p>Functional Competencies Specific knowledge and skills necessary to perform one's tasks at a high level of accomplishment, in addition to understanding any legal requirements related to one's field of expertise, and the institutional savvy necessary to attain objectives.</p> <p>Core Competencies General knowledge, skills and capabilities, central to the success of the career program and required to perform one's task at a certain level.</p>	<p>Training and education that focus on methods to support decision-making, quick thinking, sound judgment, and ways to accelerate the development of Army leaders by improving interpersonal and team-building skills. The goal is to leverage cognitive and instructional technologies in ways that improve critical thinking skills needed by current and future leaders. Also focuses on enhancing leadership styles, leadership skills in order to improve leader qualities as well the Core Leadership Competencies and Essential Supervisory Skills.</p>	<p>Activities and programs designed to increase knowledge and skill, through certified and consistent education in a profession. Competitive Professional Development (CPD) programs boost the individual's career, through developmental assignments, experiential learning, continuing education, workshops and seminars, and by working with experienced professionals. Competitive Professional Development programs strengthen and augment the employee's skills while building their expertise.</p>	<p>Training that combines general education classes, career-related coursework and developmental assignments/on-the-job learning. Through this combination employees can apply classroom instruction and professional behaviors to real-life situations.</p> <p>Core Training Training that supports an employee's ability to develop required soft skills to satisfactorily perform their assigned duties.</p> <p>Functional Training Training that combines general education classes, career-related coursework and developmental assignments/on-the-job training that relates specifically to employees' job series and occupational discipline.</p>	<p>Academic studies endorsed by the Army that provide the ability for an employee to pursue an academic degree (college, university) related to one's current career field through a competitive process.</p>	<p>Certifications and/or licenses required from a professional society or by law to validate an individual's ability and knowledge to perform one's official duties.</p>

**Annex E: Career Maps
Series 0203 Human Resources (HR) Assistant (Militray)
Leadership Competencies (Tab 2)**

Interpersonal Skills	Oral Communications	Integrity and Honesty	Written Communications	Continual Learning	Public Service Motivation	Accountability	Critical Thinking	External Awareness	Financial Management	HR Management	Influencing and Negotiating	Problem Solving
Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.	Makes clear and convincing oral presentations to individuals or groups. Listens effectively and clarifies information as needed. Facilitates an open exchange of ideas and fosters atmosphere of open communication. Presents briefings to command and staff. Speaks at conferences, stakeholder meetings and Soldier training sessions. Presents clear oral information to customers in multiple contexts, including active listening.	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high ethical standards.	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, and tables. Applies what is learned from written material to specific situations. Recognizes and uses correct English grammar, punctuation and spelling. Communicates information (e.g., facts, ideas, and messages) in a succinct, organized manner. Produces written information, which may include technical material, appropriate for the intended audience. Writes memoranda in accordance with AR 25-50. Writes a decision paper in accordance with the Military Decision Making Process (MDMP). Writes in a clear, concise, organized, convincing manner for the intended audience.	Assesses and recognizes own strengths and weaknesses. Pursues self-development.	Shows a commitment to serve the public. Ensures that actions meet public needs. Aligns organizational objectives and practices with public interests.	Uses effective controls to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Ensures that projects of specific responsibility are completed in a timely manner within budget. Monitors and evaluates plans. Focuses on results, measuring attainment of outcomes. Acts responsibly and independently without supervision. Accepts responsibility for actions and mistakes. Practices sound fiscal/resource management. Completes tasks and projects on time, within budget and in accordance with standards.	Is able to work with business information to answer questions, determine strategy, reduce risk, and maximize performance. Assesses validity of information drawn from a variety of sources and synthesizes data. Identifies trends and patterns to make appropriate decisions through collection and analysis of intelligence from a wide variety of sources. Clarifies complex issues and mitigates risk through data analysis. Triangulates and validates information from multiple sources.	Identifies and keeps current on economic, political and social trends that affect key organizational policies and priorities. Understands where the organization is headed and how to make contributions. Coordinates interservice agreements, works collaboratively with committees, and promotes shared communications. Maintains situational awareness of economic, political, agency and service trends.	Understands the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies and/or administers the budget for the program area. Uses cost benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting. Develops and implements a budget according to directives. Validates needs for budgetary requirements statistically. Collects and evaluates budgetary data, including return on investment (ROI).	Assesses current and future staffing needs based on organizational goals and budget realities. Uses merit principles, ensuring staff is appropriately selected, developed, used, appraised and rewarded. Takes corrective action. Reviews and project staffing needs. Identifies and implements performance expectations. Supervises selection and termination processes. Negotiates, justifies and coordinates training and staffing initiatives.	Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take. Persuades others to accept recommendations or cooperate or change their behavior. Negotiates contracts, Memorandum of Understanding (MOU) and other agreements among multiple agencies, organizations and institutions. Promotes Army opportunities and programs. Builds coalitions with the civilian education community at state, regional and local levels.	Identifies and analyzes problems. Uses sound reasoning to arrive at conclusions. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments. Considers wide and flexible range of alternatives and solutions to problems and challenges. Proposes multiple courses of action, looking beyond current horizon and present limitations.

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**Annex E: Career Maps
Series 0203 Human Resources (HR) Assistant (Military)
Functional Competencies (Tab 3)**

<u>Personnel Readiness Management</u>	<u>Personnel Accountability</u>	<u>Strength Reporting</u>	<u>Personnel Information Management</u>	<u>HR Plans and Operations</u>	<u>Essential Personnel Services</u>	<u>Casualty Operations</u>	<u>Command Interest Programs</u>
Definition: Translates personnel strength data as an element of combat power. Analyzes personnel readiness data and then uses the results to inform decisions and recommend courses of action. Interprets and implements Army policies on personnel readiness.	Definition: Administers personnel accountability activities in their organizations. Prepares policies and procedures for subordinate units on personnel accountability. Implements HR automated systems used to store and process personnel accountability information. Verifies accuracy of personnel accountability reports.	Definition: Administers strength reporting activities in their organizations. Determines reporting requirements for assigned units and identifies critical data elements that comprise a strength report and their relative importance to decision-makers	Definition: Administers Personnel Information Management systems within their organization. Verifies accuracy of data inputs and demonstrates knowledge of how, where, and why personnel information is stored and how to retrieve it in usable format.	Definition: Plans HR operations using the Military Decision-Making Process (MDMP). Can define the responsibilities and capabilities of HR organizations and staff sections. Interprets and implements Higher level HR policies and procedures.	Definition: Applies Army policies and procedures to support Commands and Soldiers. Includes, but not limited to, promotions, evaluations, awards and decorations, military pay, personnel records maintenance, Soldier applications, transitioning from the Army, suspension of favorable personnel actions, leaves and passes, ID card / tag processing, citizenship processing, etc. Develops policies and procedures consistent with higher level commands / agencies.	Definition: Implements Army policies and procedures to record, report, verify, and process casualty information from unit level to Casualty and Mortuary Affairs Operation's Center (CMAOC), notify appropriate individuals, and provide casualty assistance to the next of kin (NOK).	Definition: Coordinates with internal and external agencies for the execution of Command interest programs within their organizations. Plans and implements programs as designated by the commander.

**Annex E: Career Maps
Series 0203 Human Resources (HR) Assistant (Military)
Core Competencies (Tab 4)**

Man the Force	Provide HR Services	Coordinate Personnel Support	HR Planning and Operations
Definition: Applies knowledge, skills, and abilities of the Army's personnel systems to man their organizations. Develops policies and procedures consistent with higher headquarters/agencies to ensure the right people are in the right place at the right time.	Definition: Administers services that directly impact a Soldier's status, assignment, qualifications, financial status, career progression, and quality of life. HR services include the functions of essential Personnel Services (EPS) and Casualty operations.	Definition Coordinates for and/or administers support activities that contribute to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and by providing recreational, social, and other support services for Soldiers, DoD civilians, and other personnel who deploy with the force. Personnel support encompasses the following functions: Morale, Welfare, and Recreation (MWR), Command Interest Programs, and Band Operations.	Definition: Develops HR support plans to support operational planning at all levels. Applies knowledge of HR doctrine and force structure to develop plans for HR operations. Applies the Military Decision Making Process (MDMP) to develop plans.

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Annex F: ACTEDS Plan Development Methodology

A. Adjutant General (AG) School Partnership. This ACTEDS Plan was developed in partnership with the AG School, Fort Jackson, South Carolina, so as at to leverage U.S. Army Training and Doctrine Command (TRADOC) knowledge and expertise in training, job analysis and military HR doctrinal development, to include proponency for Field Manual (FM) 1-0, *Human Resources Support*, April 2010.

B. CP50 Manager's Course. In support of Civilian Workforce Transformation (CWT), The AG School developed and deployed a CP50 Manager's Course, offering a military HR curriculum specifically designed to provide core technical training to CP50 careerists GS-09 through GS-13. The course is a two-week resident course at Fort Jackson that is centrally managed and funded by CP50. The CP50 Manager's Course was used to inform ACTEDS Plan development.

C. Assistant G-1 for Civilian Personnel (AG-1 CP) ACTEDS Plan Template. The AG-1 CP ACTEDS Plan Template served as the construct for development of this ACTEDS Plan. The AG School, in collaboration with CP50, produced the draft plan in accordance with (IAW) the AG-1 CP template.

D. Review. As a part of the approval process, a subject matter expert (SME) panel was designated to review and comment on the final draft. The SME panel consisted of representative Series 0201, GS-15 military HR professionals. The FCR approved the CP50 ACTEDS Plan, having considered and acted upon SME review and comment.

Annex G: Glossary of Key Terms

Academic Degree Training (ADT): Specifically authorized training or education with the stated objective of obtaining an academic degree (Title 5, US Code, Section 4107). Training provided by a college, university, or other institution that is accredited by a regional, national or international accrediting body recognized by the U.S. Department of Education and listed in its Database of Accredited Postsecondary Institutions and Programs.

Army Civilian Training, Education and Development System (ACTEDS): A requirements-based system that ensures planned development of civilian members of the force through a blending of progressive and sequential work assignments, formal training, and self-development for individuals as they progress from entry level to key positions.

Army Commands (ACOMs): An Army force, designated by the SA, performing multiple Army Service Title 10 USC functions across multiple disciplines. Responsibilities are those established by the Secretary of the Army.

Army Service Component Commands (ASCCs): An Army force, designated by the SA, comprised primarily of operational organizations serving as the Army component of a combatant command or sub unified command. If directed by the CCDR, serves as a JFLCC or JTF. Command responsibilities are those assigned to the CCDR and delegated to the ASCC and those established by the Secretary of the Army.

Army Training and Leader Development Guidance: Leader development is the deliberate, continuous, sequential, and progressive process - grounded in Army values - that develop Soldiers and Army civilians into competent and confident leaders capable of decisive action, mission accomplishment, and taking care of Soldiers and their Families. All training and leader development actions occur within the Army culture - a culture that embraces values and ethics, the Warrior Ethos, standards, and enduring principles and imperatives. For additional information on the Army Training and Leader Development Model see FM 6–22 and FM 7–0.

Career Program: Specified occupational series and functional fields grouped together on the basis of population, occupational structure, grade range, and commonality of job and qualification characteristics.

Civilian Education System (CES): A progressive and sequential leader development program that provides enhanced educational opportunities for Army Civilians throughout their careers. CES provides eight levels of Civilian development: Foundation Course (FC), Basic Course (BC), Intermediate Course (IC), Advanced Course (AC), Continuing Education for Senior Leaders (CESL), Action Officers Development Course (AODC), Supervisors Development Course (SDC), and

Managers Development Course (MDC). The method of delivery is distributed Learning (dL), resident instruction or blended learning, a mixture of both dL and resident instruction.

Command Career Program Managers (CCPM): A senior Civilian within a particular career program / field designated by their organization's commander. Direct the activities of a CP within their commands and represent their commands on CP planning boards.

Competitive Professional Development: Functionally tailored, significant developmental opportunities that occur in academic programs, Training-with-Industry (TWI) and/or strategically planned career enhancing assignments that have been documented in the respective Career Program ACTEDS plans.

Developmental Assignments: Developmental assignments provide activities a way to enhance competencies by giving employees an opportunity to perform duties in other occupational, functional, or organizational elements. This enhances employee understanding of other operations, systems, and relationships. The length of assignments may vary, but must have a well-defined learning objective and be established in conformance with all applicable civilian personnel management regulations.

Direct Reporting Units (DRUs): An Army organization comprised of one or more units with institutional or operational support functions, designated by the SA, normally to provide broad general support to the Army in a single, unique discipline not otherwise available elsewhere in the Army. DRUs report directly to a HQDA principal and/or ACOM and operate under authorities established by the Secretary of the Army.

Functional Chief: Senior program official within a career program / field who exercises enterprise level authority for developing programs and plans for their respective programs.

Functional Chief Representative: Usually a senior Civilian within the career program, designated by the FC to perform the day-to-day management of the career field.

Functional Mobility: The ability to move into another position in a different series, where the applicant is qualified.

Geographic Mobility: The ability to move into a progressive position within career field based on a physical change in geographic location.

Intern: An employee who has met all entrance requirements for an entry-level position in an established career program. The employee accepts an obligation to complete a highly structured training program and occupies a position with known potential for noncompetitive promotion to the target level. The intern may be centrally or locally funded.

Leader Development: The deliberate, continuous, sequential and progressive process, grounded in Army core values that grows Soldiers and Civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the life-long synthesis of the knowledge, skills, and experiences gained through the developmental domains of institutional training and education, operational assignments, and self-development. (FM 7-0) Leader Development for Army Civilians is directed by NDAA 2010. Participation is reportable to Congress annually.

Long-Term Training: Long-term training and education is training to which an employee is assigned on a continuous, full-time basis for more than 120 calendar days. The assignment may be at either government or non-government facilities and may include both formal training programs and strategically planned career assignments. LTT enables employees to stay abreast of changes and innovations in their occupational fields, learn new skills, or develop/improve abilities needed in current positions and meet emerging Army requirements.

Short-Term Training: Training of 120 calendar days or less is considered short-term training. Training instances may include, but are not limited to, professional workshops, seminars, and university courses. Attendance at workshops and seminars must have a demonstrated training purpose and must be documented in each respective Career Program MTP or Individual Development Plan.

Training with Industry (TWI): TWI is a non-degree producing program designed to provide training and/or skills / best business procedures and practices not available through existing military or advanced civilian schooling programs for identifiable DoD requirements. While participating in TWI, selected employees continue to collect their normal pay and allowances while assigned outside the DoD. Selected program participants are required to sign a Continued Service Agreement and complete an obligated service period of not less than three times the length of the program.