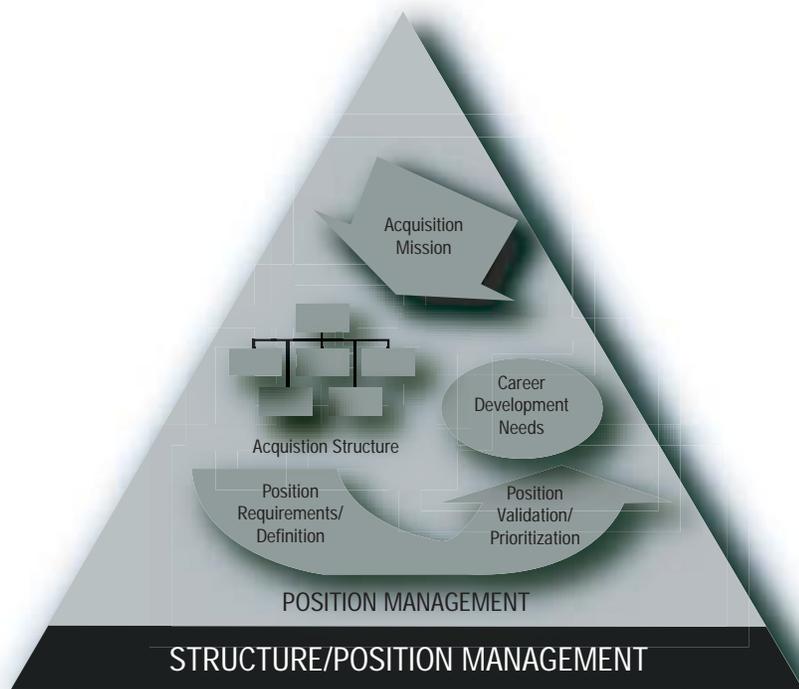


ACQUISITION CAREER DEVELOPMENT PLAN

The Acquisition Career Development Plan (ACDP) has been developed to assist AL&TWF members with focusing on the skills, knowledge, and competencies needed to be competitive. The plan is composed of four processes: Structure/Position Management, the Development Model, Career Management Model, and the Competency Model.

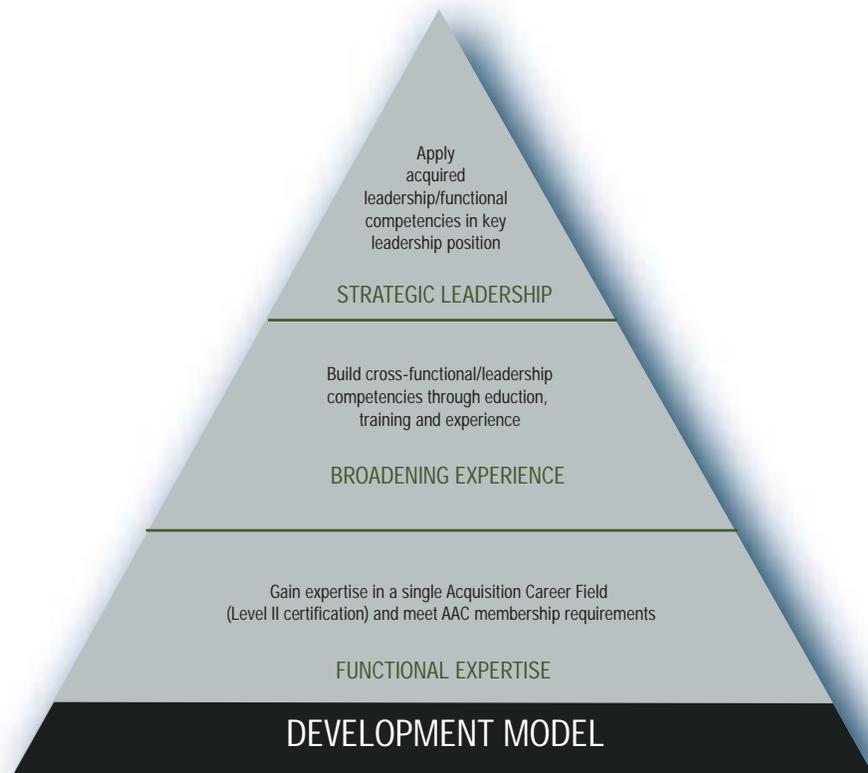
Structure/Position Management

This process ensures that every position or billet that is identified as acquisition will be tracked and defined. The acquisition mission shapes the organizational structure and positions that drive the education, training, and experience needs of the workforce. Ultimately, all career development requirements are based on the organization's need to support the acquisition mission. The process begins with the organization's mission and structure, is carried through the position management process, and culminates in the identification of position requirements that drive competency-based individual development needs.



The Development Model

The model describes three progressive developmental levels that enable you to move forward throughout your career. It has been designed to meet the developmental needs of the acquisition community by identifying the broad qualification requirements that will enhance your ability to be competitive at various stages of your career. It also forms the basis of a path that you should follow to develop these qualifications as well as your functional and leadership competencies. It is important to note that leadership development takes place at all levels of the model. The three career levels in the Development Model are Functional Expertise, Broadening Experience, and Strategic Leadership. Due to the difference in accession timelines for military and civilian workforce members, steps involved in career progress may vary.

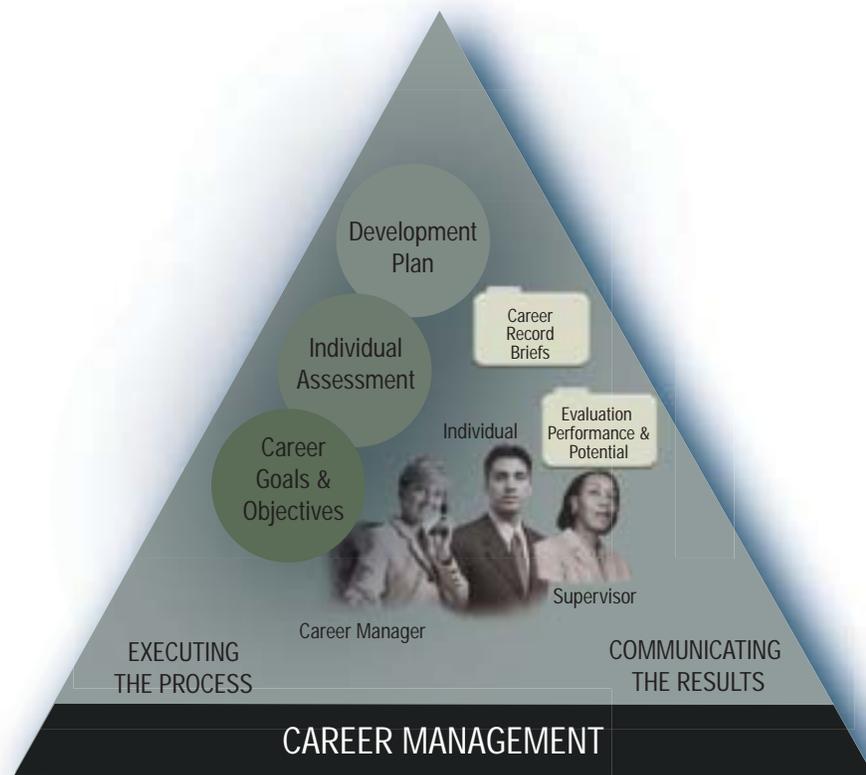


- **Functional Expertise (Base of Development Model).** As an acquisition professional, you must first master the foundation and complexity of your primary ACF. This is accomplished by achieving Level III certification and acquiring a thorough understanding of the technical aspects of your career field. (Additional information on certification is found under the “AAC Statutory/Regulatory Requirements” section of this handbook.) You should then work to acquire the minimum requirements for AAC membership.
- **Broadening Experience (Middle of Development Model).** At this intermediate level, you should develop multifunctional knowledge and awareness and, at a minimum, strive to obtain Level II certification in an additional ACF. Additionally, you should seek assignments in a variety of positions of increased responsibility. This experience will build the functional and leadership competencies required for success in future leadership positions.
- **Strategic Leadership (Peak of the Development Model).** Once assigned to a position at the senior leadership level, success will be dependent on the acquired leadership skills and multifunctional knowledge that you bring to the position. Building career progression around the successful mastering of each level ensures all CAPs will be filled by the best-qualified acquisition personnel.

The Career Management Model

This model illustrates the process that allows you to take control of the “what, when, and how” of your career development. Career management is accomplished by providing you with education, training, and experience opportunities and by making the best possible match between you and your acquisition position throughout your career. The Career Management process consists of four steps you should use continuously throughout your career:

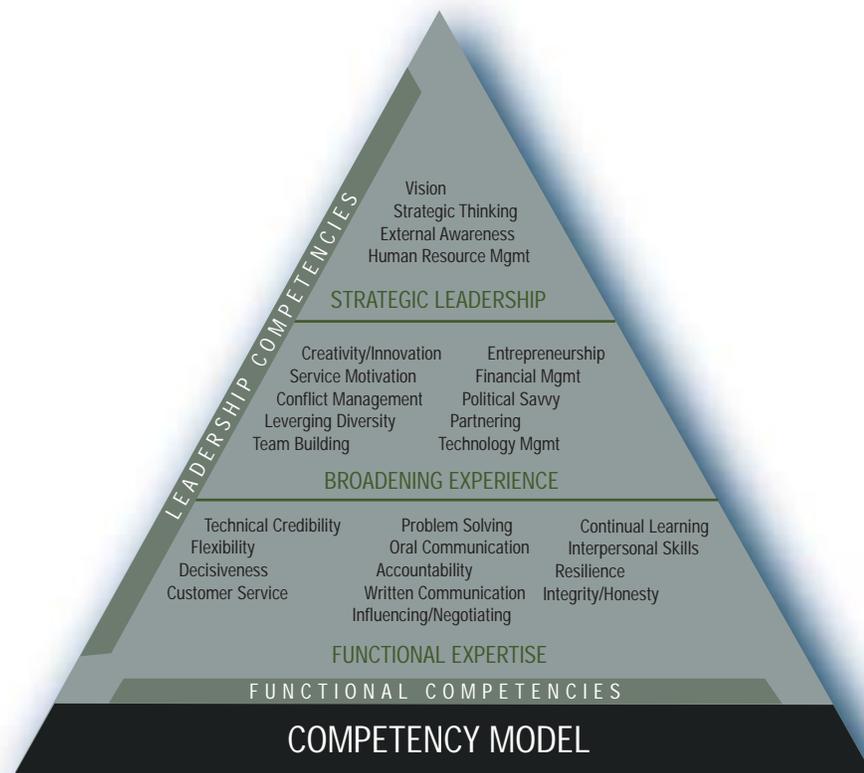
1. Define your career goals and objectives. This requires knowledge of the acquisition community’s mission and how it drives the requirements of the positions to which you aspire.
2. Obtain an individual assessment of your strengths and weaknesses (self-assessment, peer assessment, supervisor assessment, etc.) in terms of both functional and leadership competencies. This assessment will allow you to identify competencies in which you are strong and those that need improvement through education, training, and experience. You may then seek positions and/or education and training that give you the opportunity to capitalize on your strengths while working to improve the areas in which you are not as strong.



3. Work with your supervisor to document your education, training, and experience needs on your Individual Development Plan (IDP). Additional information on the IDP may be found under the “Document Requirements for the AL&TWF” section of this handbook.
4. Communicate your results. While proceeding through the acquisition career management process, you must document each and every step in your Career Management Information File (CMIF). Files for military and civilian workforce members are discussed in detail under the “Document Requirements for the AL&TWF” section of this handbook.

The Competency Model

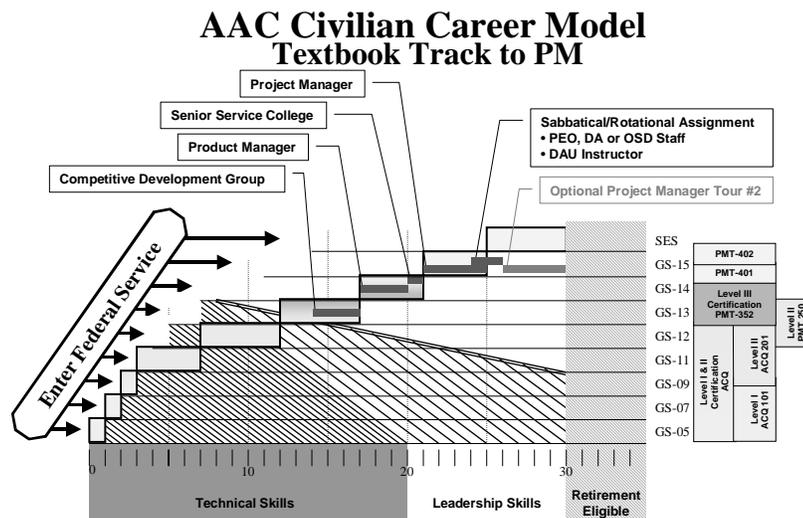
A key component in integrating all of the processes that make up the ACDP are the 27 leadership competencies and the ACF functional competencies necessary for success in acquisition positions. Leadership competencies coupled with functional competencies comprise the common language of the ACDP. They communicate standard career development information across all ACFs and organizations. The Competency Model uses the 27 leadership competencies developed by the Office of Personnel Management (OPM), essential for successful performance of federal sector leaders, including Acquisition Workforce leaders. These competencies are based on extensive research of the attributes of successful executives in both the private and public sectors. By applying the ACDP, you can identify your strengths and weaknesses and determine where improvement is needed for career progression. See the list of Executive Core Qualifications and Corresponding Competencies at the end of this section, page 60.



The AAC Civilian Career Model Textbook Track to PM

This “textbook” model should be used by AL&TWF members wishing to pursue a PM track. The PM model may be found below. This model depicts a notional ideal textbook progression for an Army Acquisition Corps civilian leader. While it is unlikely that any applicant’s career will perfectly match this chart, many elements of this progression should be exhibited in the career progression of the successful PM applicant.

The small dark green/black and gray bars indicate centrally selected career events such as the Competitive Development Group, Product and Project Manager, and Senior Service College. The absence of one or more of the centrally selected events is never construed as a negative in a civilian’s career. However, their presence is considered a plus for selection to additional centrally selected positions because the presence of centrally selected events in a career indicates that the individual has been formally identified as having recognized potential for success.



- Shaded bars denote notional a typical career path (colors match acquisition training requirements)
- Individual careers will vary based on personal circumstances and decisions
- Individuals may plateau and remain in same grade for any period of time at any point in the career
- Green and gray bars indicate typical career points for various centrally selected assignments.
- There is no prerequisite relationship between the centrally selected assignments illustrated.

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Steps To Planning Your Civilian Acquisition Career

The following will provide you with general information, points of contact, policies, procedures, and terminology that are important to your acquisition career development. While many of the steps overlap, they are generally sequentially ordered. (See detailed discussion of these steps and Web links in the handbook.)

1. **Determine if you are in an Army Acquisition, Logistics & Technology Workforce (AL&TWF) position.** If you are uncertain, your supervisor should be able to tell you if your position is acquisition. Recruitment announcements, position descriptions and position requirements documents should also indicate that a position is acquisition. Commands identify acquisition positions using the USD (ALT) approved refined Packard definition for identifying the AL&TWF.

2. **Be aware of how your Acquisition Career Field fits into the workforce.** The AL&TWF is made up of individuals who perform work throughout the life cycle of a weapon/information system; i.e., cradle to grave. The Army participates in 11 functional career fields in the AL&TWF: Program Management; Contracting; Industrial/Contract Property Management; Purchasing and Procurement Technician; Production, Quality and Manufacturing; Business, Cost Estimating and Financial Management; Life Cycle Logistics; Information Technology; Systems Planning, Research, Development and Engineering; Science and Technology Manager (S & T Manager); Test and Evaluation; and Facilities Engineering. A list of Acquisition Career Field Representatives for each career field may be found at <http://asc.rdaisa.army.mil/>. Click on the Organization/POC button. The career field assigned to your position can be found in Section I of your Acquisition Career Record Brief [ACRB], under the “Category” block. See paragraph 4 below for information on ACRBs.
3. **Contact your Acquisition Career Manager (ACM).** Once placed in an acquisition position, your first step should be to contact your ACM who will be able to advise and assist you in planning your career development. Your status and location determine which ACM you should contact. The list of ACMs and contact information may be found at <http://asc.rdaisa.army.mil/>. Click on “Your Organization/POC” button. Note: PERSCOM ACMs support military Army Acquisition Corps members; AAC members; and members of the Competitive Development Group. PERSCOM ACMs may also be found at <https://www.perscomonline.army.mil/opfam51/ambmain.htm>. Regional ACMs support GS-13s and below who are not AAC members.
4. **Prepare an Acquisition Career Record Brief (ACRB).** The first thing your ACM will have you do is establish an ACRB in the CAPPMS database. The ACRB is an automated, authenticated record of your education, training, and acquisition assignment history. It is your official acquisition record and your responsibility to initiate changes and keep it updated.
5. **Refer to the Development Model in the Acquisition Career Development Plan (ACDP).** This model provides the framework with which to conduct career planning. Request that your ACM and/or supervisor assist you in determining where you are on the model and in planning your career progression strategy. You may also wish to obtain advice from your Acquisition Career Management Advocate (ACMA). ACMAs are senior civilian AAC members located within organizations with a high concentration of AL&TWF employees. (A list of ACMAs may be found at <http://asc.rdaisa.army.mil/> under the Organization/POC button.)
6. **Prepare an Individual Development Plan (IDP).** The IDP is a required document for all members of the AL&TWF. It is a 5-year plan that outlines your education, training, and experience goals. Determine and define your career goals and objectives in concrete terms; i.e., where you are in your career and where you want to be both in the short-term and the long-term. Work with your supervisor and agree on a plan that is consistent with your goals. Document the desired education, training or experience on your IDP and have your supervisor approve. Subsequent modifications must also be coordinated with and approved by your supervisor.

7. **Become Certified in your Acquisition Career Field.** (Lower tier of the ACDP Development Model.) Your first priority is to become certified in your position. (See certification levels under the ACF Position Certification Requirements of this Handbook. The certification level required for your position is listed on your ACRB under Section I, the “AAC Certification Level Required” block.) The mark of proficiency in your acquisition career field is attainment of Level III certification in your ACF. The requirements by acquisition career field may be found in the Defense Acquisition University (DAU) Catalog, <http://www.dau.mil>. If you do not understand any of the requirements, you may contact your ACM for clarification.

There are a number of ways to obtain the training necessary to meet the certification training standards:

- Attend DAU resident/on-site courses.
 - Take DAU distance learning (Web-based) courses via the Internet.
 - Obtain credit for equivalency courses.
 - Obtain credit through the DOD Fulfillment Program
8. **Commence Career-Broadening Activities.** (Middle tier of the ACDP Development Model.) Once you have become Level III certified in your career field, you should commence career-broadening activities. (Priority should be given to meeting the education requirement for AAC membership.)
 - Apply for learning opportunities offered in the AETE Catalog. These opportunities range from leadership development courses to degree completion/master’s degree programs.
 - Ask your ACM about courses coming to your area through the Regional Acquisition, Education, Training, and Experience Program.
 - Become certified at least Level II in one or more other career fields.
 - Seek out developmental/on-the-job training opportunities that will provide broadening/cross-training experience.
 - Look into the availability of rotational/developmental assignments in other organizations, such as those offered by the Training with Industry-Regional Developmental Acquisition Program.
 9. **Obtain an individual assessment of your strengths and weaknesses in terms of leadership competencies.** An assessment instrument, the Acquisition Leadership Effectiveness Inventory (ALEI), may be found at <http://alei.doddacm.com>. The ALEI will assist you in planning your leadership development needs, particularly as you become proficient in your acquisition career field (Level I, II, III) and start your broadening experience.

10. **Be aware that various boards and competitive development programs will require submission of a Senior Rater Potential Evaluation (SRPE) for GS-13, GS-14, and GS-15 applicants.** The SRPE and its Senior Rater Profile Report complement your annual performance appraisals by providing an assessment of your leadership competencies and potential for advancement to higher levels of responsibility. Along with the ALEI assessment, the ratings will assist you with identifying your development needs. This should be taken into consideration when planning your IDP.
11. **Become an Acquisition Corps Eligible (CE) Member.** CE membership provides opportunities to prepare for Critical Acquisition Positions (CAP). CAPs are GS-14/equivalent DOD Civilian Acquisition Workforce Personnel Demonstration Project broadband and LTC and above positions. CEs with Level III certification in an ACF are afforded competitive and non-competitive career-enhancing opportunities. These include the opportunity to compete for the CDG program and, for GS-13 CEs with Level III certification in an ACF, the opportunity to apply for AAC membership. CE membership is open to all civilians who are not in CAP positions yet meet the qualifications.
12. **Apply for the Competitive Development Group (CDG) Program.** Level III certified AL&TWF members with CE/AAC status who are GS-12 or GS-13/equivalent DOD Civilian Acquisition Workforce Personnel Demonstration Project broadband may apply for the CDG Program. It is a three-year developmental training program that offers expanded training, leadership and other career development opportunities to high potential, board-selected personnel.
13. **Join the Army Acquisition Corps (AAC).** (Top tier of the ACDP Development Model.) The AAC is a subset of the Army AL&TWF. There are a number of ways an individual may become a member of the AAC. (See <http://asc.rdaisa.army.mil/>, and scroll down to the “Policy & Procedures” button for AAC qualifications.)
 - Meet all the qualifications for AAC membership and be selected for a CAP position (GS-14 or Pay Band IV).
 - Apply for membership at the GS-13 level with CE status and Level III certification in an ACF.
 - Complete the CDG Program. Individuals become members of the AAC once they complete the program.
 - Be certified through another form such as the U.S. Army Reserves.
 - Transfer certification to the Army from another DOD component.
14. **Apply for Acquisition Command and Project Manager positions (COL/GS-15 or equivalent broadband) and Acquisition Command and Product Manager positions (LTC/GS-14 or equivalent DOD Civilian Acquisition Workforce Personnel Demonstration Project broadband).** Best-Qualified Boards are held annually. These are announced on the PERSCOM and ASC Homepage. The PERSCOM homepage contains information on qualifications and the description of the PMs.

15. **Apply for the Senior Service College Program.** The Industrial College of the Armed Forces presents the Senior Acquisition Management Course (ACQ 401). This is the preeminent course for members of the Acquisition Corps and, as such, is an important step in your career. The University of Texas presents its equivalent, the Senior Service College Fellowship. Additional information on each course, special requirements and application instructions may be found at <http://asc.rdaisa.army.mil/>. See the “Senior Service College” in the AETE Catalog section.
16. **Participate in Continuous Learning (CL) activities.** Throughout your career you should participate in continuous learning activities. The USD(AT&L) Policy on Continuous Learning for the Acquisition Workforce requires that you complete a minimum of 40 Continuous Learning points a year or a total of 80 over a two-year period. Attainment of CL points is not limited to the traditional classroom setting but may be earned in numerous ways. Work with your supervisor to ensure attainment of CL points is considered when developing your IDP and ensure points earned are captured on your IDP, which is used to document continuous learning.

Steps To Planning Your Military Acquisition Career

The following will provide you with general information, points of contact, policies, procedures, and terminology that are important to your acquisition career development. While many of the steps will overlap, they are generally sequentially ordered.

1. **Contact your Acquisition Career Manager (ACM).** After joining the Army Acquisition Corps, your first step should be to contact your ACM, an Assignments Officer from the Acquisition Management Branch at PERSCOM, who will be able to advise and assist you in planning your career development. The list of ACMs and contact information may be found at <https://www.perscomonline.army.mil/opfam51/ambmain.htm>.
2. **Work with ACM to schedule Army Acquisition Qualification Course (AAQC).** Newly accessed officers should attempt to attend the mandatory AAQC before their first assignment. The AAQC will provide the foundation for newly accessed officers to perform their duties in the AL&TWF. Information can be found at <http://www.almc.army.mil/AMD/ALMC-QA/Index.asp>.
3. **Determine career objectives and select primary and secondary Areas of Concentration (AOC).** The AL&TWF is made up of officers and civilians who perform work throughout the life cycle of the system; i.e., “cradle to grave.” There are five military AOCs in the AL&TWF, as follows:
 - 51A: Systems Development (Program Management)
 - 51C: Contracting and Industrial Management (Contracting)
 - 51R: Information Technology
 - 51S: Research and Engineering (Systems Planning, RD&E)
 - 51T: Test and Evaluation

A more detailed description of these career fields maybe found in DA Pam 600-3, Chapter 47,
http://books.usapa.belvoir.army.mil/cgi-bin/bookmgr/BOOKS/P600_3/47.0.

4. **Evaluate education and long-term training opportunities.** There are many opportunities for the Acquisition Corps officer to attend ACS. However, career timelines and type of degree sought will influence which program fits your career. Contact your ACM for a detailed discussion of the opportunities for your specific goals. The AMB home page outlines the programs that are available.
5. **Refer to the Development Model in the Acquisition Career Development Plan (ACDP).** This model provides a framework with which to conduct career planning. Request that your ACM assist you in determining where you are on the model and in planning your career progression strategy.
6. **Prepare an Individual Development Plan (IDP).** The IDP is a five-year plan that outlines your education, training and experience goals. Determine and define your career goals and objectives in concrete terms; i.e., where are you in your career (on the ACDP Development Model) and where do you want to be in the short-term and the long-term. Using guidance provided by your ACM, work with your supervisor and agree upon a plan that is consistent with the model and your goals. Document the desired education, training or experience on your IDP. For detailed information on completing the IDP, go to <https://asc.rdaisa.army.mil/cappmis/idp/idpprod/login.cfm>.
7. **Become certified in your primary Area of Concentration.** The goal for proficiency in your AOC is attainment of Level III certification. The certification requirements, by acquisition career field, may also be found in Appendix C of the Defense Acquisition University (DAU) Catalog, <http://www.dau.mil>. If you do not understand any of the requirements, you may contact your ACM for clarification. There are a number of ways to obtain the training necessary to meet the certification training standards, as follows:
 - Attend DAU resident/on-site courses
 - Take DAU Distance Learning (Web-based) courses via the Internet
 - Obtain credit for equivalent courses
 - Obtain credit through the Fulfillment Program. Go to <http://asc.rdaisa.army.mil/> under Policy/Procedures for DOD Fulfillment policy and the Army Implementing Instructions for Fulfillment. (All Level III DAU courses and those offered through distance learning may not be fulfilled.) For DAU course schedules, go to <https://www.atrrs.army.mil/channels/dataondemand/>
8. **Commence Career Broadening Activities.** Once you have become proficient in your primary career field, you should commence career-broadening activities.
 - Pursue functional assignments in your secondary career field
 - Become certified at least at Level II in one or more other career fields
 - Apply for learning opportunities offered in the AETE Catalog. For information on acquisition funded courses as well as other opportunities and application instructions, go to http://asc.rdaisa.army.mil/catalog/aete_catalog.pdf

9. **Meet AAC Corps membership requirements and apply for membership.** The AAC is a subset of the Army Acquisition Workforce. Officers should formally request AAC membership once they have met the requirements.
10. **Participate in Continuous Learning (CL) activities.** Throughout your career, you should participate in continuous learning activities. The USD(AT&L) Policy on Continuous Learning for the Acquisition Workforce requires that you complete a minimum of 40 CL points every year or a total of 80 over a two-year period. Attainment of CL points is not limited to the traditional classroom setting but may be earned in numerous ways. Work with your supervisor to ensure attainment of CL points is considered when developing your IDP and ensure points earned are captured on your IDP, which is used to document continuous learning.
11. **Be aware of the various promotion, school and command boards.** Monitor PERSCOM on the Web for updated career information and timelines. Go to the following link for details on promotion, school, and command boards.
<https://www.perscomonline.army.mil/OPfam51/ambmain.htm>.
12. **Complete Command and General Staff College.** AAC officers should attain MEL4 certification either through resident or non-resident completion of CGSC prior to primary zone consideration for selection to LTC. AAC officers compete for selection to attend resident CGSC just like the officers in all other OPMS XXI career fields.
13. **Compete for Acquisition Command and Product Manager positions (LTC).** Best-Qualified Boards are held annually. Information on available positions, eligibility, and application requirements may be found at the PERSCOM Web site, <https://www.perscomonline.army.mil/>.
14. **Compete for Senior Service College (LTC/COL).** Best-Qualified Boards are held annually. Information on available positions, eligibility, and application requirements may be found at the PERSCOM Web site: <https://www.perscomonline.army.mil/>.
15. **Compete for Acquisition Command and Project Manager positions (COL).** Best-Qualified Boards are held annually. Information on available positions, eligibility, and application requirements may be found at the PERSCOM Web site: <https://www.perscomonline.army.mil/>.

Executive Core Qualifications and Corresponding Competencies

These qualifications and competencies were developed by OPM as essential qualities for members of the Senior Executive Service. Development of these qualities should be of primary consideration in career planning.

Leading Change

Continual Learning. Grasps the essence of new information. Masters new technical and business knowledge. Recognizes own strengths and weaknesses. Pursues self-development. Seeks feedback from others and opportunities to master new knowledge.

Creativity and Innovation. Develops new insights into situations and applies innovative solutions to make organizational improvements. Creates a work environment that encourages creative thinking and innovation. Designs and implements new or cutting edge programs/processes.

External Awareness. Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands short-term and long-term plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.

Flexibility. Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

Resilience. Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

Service Motivation. Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.

Strategic Thinking. Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

Vision. Takes a long-term view and acts as a catalyst for organizational change. Builds a shared vision with others. Influences others to translate vision into action.

Leading People

Conflict Management. Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

Leveraging Diversity. Recruits, develops, and retains a diverse high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

Integrity/Honesty. Instills mutual trust and confidence; creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others, and demonstrates a sense of responsibility and commitment to public service.

Team Building. Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, and trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.

Results Driven

Accountability. Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied on to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.

Customer Service. Balancing interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end-products. Is committed to continuous improvement of services.

Decisiveness. Exercises good judgment by making sound and well-informed decisions. Perceives the impact and implications of decisions. Makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences. Is proactive and achievement oriented.

Entrepreneurship. Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks. Initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

Problem Solving. Identifies and analyzes problems. Distinguishes between relevant and irrelevant information to make logical decisions. Provides solutions to individual and organizational problems.

Technical Credibility. Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs.

Business Acumen

Financial Management. Demonstrates broad understanding of 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.

Human Resources. Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff is appropriately selected, developed, utilized, appraised, and rewarded. Takes corrective action.

Technology Management. Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision-making. Understands the impact of technological changes on the organization.

Building Coalitions/Communications

Influencing/Negotiating. Persuades others. Builds consensus through give and take. Gains cooperation from others to obtain information and accomplish goals. Facilitates “win-win” situations.

Interpersonal Skills. Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations. Is tactful, compassionate and sensitive, and treats others with respect.

Oral Communication. 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 an atmosphere of open communication.

Partnering. Develops networks and builds alliances, engages in cross-functional activities. Collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

Political Savvy. Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality. Recognizes the impact of alternative courses of action.

Written Communication. Expresses facts and ideas in writing in a clear, convincing and organized manner.