



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
ACQUISITION LOGISTICS AND TECHNOLOGY
103 ARMY PENTAGON
WASHINGTON DC 20310-0103

SFAE-HR

SEP 27 2005

MEMORANDUM FOR CHAIR AND MEMBERS, SENIOR SERVICE COLLEGE
APPLICATION REVIEW BOARD

SUBJECT: Memorandum of Instruction (MOI)

Authority. This selection board is convened to review all nominations for Senior Service College (SSC) for Academic Year 2006-2007. The SSC Program offers a unique opportunity for members of the Army Acquisition Corps (AAC) to gain advanced leadership training and experience specifically designed to prepare selected individuals for senior leadership and staff positions throughout the acquisition community.

Purpose of the Board. The selection board will review all AAC member applications, and establish an Order of Merit List (OML) of AAC candidates who meet Army and AAC criteria to attend SSC, using the criteria as indicated in this memorandum. Return all non-recommended applicants to the board administrator.

Membership. You were selected to serve on this board because the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA (ALT)) has confidence in your ability to recognize those individuals who can best represent the ASA (ALT) at SSC. Bear in mind the serious nature of board duty and your obligation to ensure these proceedings remain above reproach at all times. You must ensure that all eligible and nominated individuals are considered without prejudice or partiality. You will adhere to written administrative instructions regarding board procedures, and use these instructions in choosing individuals whose outstanding qualifications merit selection to SSC. All board proceedings and discussions must be kept close-hold until candidates are notified of the selection. This is your charter.

Considered Population. Candidates nominated for consideration to SSC must meet the below listed criteria to constitute the esteemed population for this selection board.

Method of Selection. Among other considerations, the board will rate each applicant based upon an assessment of the applicant's potential to successfully complete the SSC course of study. Assessment factors to be considered will include:

1. A review of the supervisor or manager's objective for nominating the applicant to attend SSC in relationship to the needs of the Army
2. Applicant's record of career development, to include acquisition education, training and experience as evidence of likelihood of successful participation and completion of SSC
3. Applicant's length and breadth of experience in a variety of challenging acquisition assignments
4. Applicant's potential to take on ever increasing levels of responsibility at the highest levels of authority

Selection Criteria. At a minimum, the board will use the following criteria in ranking the applicants:

- a. Previous achievements as defined in the applicant's Statement of History and Acquisition Career Record Brief
- b. Applicant's career development plan as outlined in the Individual Development Plan
- c. Applicant's potential to successfully complete the desired program, and the favorable impact it may have on the Army and the AAC
- d. Must be in grade GS14/15 or equivalent
- e. Must be a member of the AAC
- f. Must be assigned to a Critical Acquisition Position
- g. Must be certified at level III in at least one acquisition career field and should be certified at level III in more than one acquisition career field
- h. Must possess an undergraduate degree and should possess a graduate degree
- i. Priority is given to graduates of the Defense Acquisition University Program Management Office Course PMT 352 or equivalent, such as that granted by the Navel Postgraduate School curriculum 816, Systems Acquisition Management
- j. Priority is given to Program, Project, or Product Managers who have successfully completed their tour of duty

k. The board OML will identify a cutoff point below which an applicant will not be considered for requested opportunity

Equal Opportunity. The success of today's Army comes from the total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. To this end, equal opportunity for all personnel is the only acceptable standard. This principle applies to every aspect of career development and is especially important in the selection process. The backgrounds, ideas and insights of men and women, all racial and ethnic groups, and persons with disabilities are a source of strength and diversity of our Nation and our workforce. The board must strictly avoid consideration of any factors other than merit and ability as specified in this memorandum of instruction.

Requirements (Scoring Methodology)

a. Your emphasis shall be on selecting the best-qualified individuals to represent the ASA (ALT) at SSC. You will use the criteria as outlined to assist you in determining a 1-N list of the best-qualified nominees for attendance at SSC

b. Your goal is to select those acquisition workforce individuals whose performance and contributions set them apart from their peers in accomplishments

c. The DACM may accept all or part of the Order of Merit List

Scoring Methodology

There are six (6) factors, patterned after the Senior Executive Service selection methodology. The factors are:

- 1) Technical Breadth (TECH)
- 2) Complementary Assignment (COMP)
- 3) Corporate Breadth (CORP)
- 4) Demonstrated Leadership (LSHP)
- 5) Education (EDUC)
- 6) Endorsements (ENDR)

Against each factor, a representative symbol for scoring will be placed. The symbols are:

- + = Superior
- √ = Acceptable
- = Unacceptable

The objective is to meet four (4) or more +'s in the overall assessment.

Factors

Factor 1: Technical breadth (TECH) – Level III certification in multiple acquisition career fields.

Multiple Certifications	+
In the Process of Completing Additional Certification	√
One Certification	-

Factor 2: Complementary Assignment (COMP) – Cross-Functional career broadening experience; Minimum two years in cross-functional field

Completed Two-Year Assignment	+
In the Process of Completing Two-Year Assignment	√
No Experience in Assignment	-

Factor 3: Corporate Breadth (CORP) – Multi-organizational level experience with the appropriate mix of staff and multiple field assignments (installation, PEO, PM, AMC MSCs, MACOM, HQDA). At least two years at three or more organizational levels

Completed Assignments	+
Two Years and Two Organizational Levels	√
No Experience in Assignment	-

Factor 4: Demonstrated Leadership (LSHP) – Strategic Level Assignments to demonstrate corporate view and breadth; Leadership positions in MACOM, HQDA, OSD, or Joint and 2 or more bases/installations or equivalent. Demonstrated success in a key senior leadership position that possesses primary strategic, budget, and people responsibility for programs and organizations. Position should provide critical experience to prepare an individual for advancement to a position of greater leadership responsibility. Position usually has management responsibility at second level of supervision. If position is at first level of supervision, number of people (governmental civilian, contractor, military) supervised and dollar value of programs managed should be taken into consideration. Positions that meet these criteria normally are jobs at second level of supervision or deputy director or a line/mission-directed organization comparable to a Center, designated unit or the second level supervisor or deputy director of a major functional/staff support activity at OSD, MACOM, etc. Minimum of four years in the leadership position(s)

Four Years in Leadership Position(s)	+
At Least Two Years in Leadership Position(s)	√
No Experience in Assignment	-

Factor 5: Education (EDUC)

Masters + Senior Development Education (e.g., FEI, PE, CPA, CIO, OLE, professional certificates)	+
Masters	√
No Masters	-

Factor 6: Endorsements (ENDR) Evaluate the endorsement(s) provided by the Program Executive Officer (PEO) or Direct Report Program Manager (DRPM) at each echelon of the nominee's chain of command, and the PEO/DRPM rank order.

Priority 1	+
Priority 2	√
Priority 3	-

Overall Assessment

The purpose of the Overall Assessment is to determine each individual's readiness to assume a key leadership position following successful completion of SSC. The overall assessment categories are defined below. The results of the six factors should be used to make the Overall Assessment. Using these results, each individual will be placed in one of the following four categories: 1) Ready; 2) Groom; 3) Needs More Experience/Development; 4) Remain in Current Assignment

We will only send forth applicants who are "Ready."

a. Ready - Ready now to assume greater responsibility in a more challenging position at the same grade or a grade higher than currently held. Ready for reassignment to a key leadership position. These individuals have broadened functionally, cross-functionally, or both, and have taken advantage of educational and training opportunities available to them. They have shown excellent leadership potential and are ready for a key senior leadership position. (Applicant scores at least 4 +'s) Select

b. Groom – Demonstrated growth potential (employee would benefit by an assignment in a related specialty or different organizational level). Ready now for new developmental opportunities. These individuals have gained technical breadth but have not yet taken full advantage of broadening opportunities. They would benefit from multi-organizational level experience at a MACOM or HQDA and/or cross-functional career broadening in a complementary field prior to attending SSC. (Applicant scores 3 +'s) Do Not Select

c. Needs more experience/development – Needs further development at current assignment, but has demonstrated growth potential and may be ready for a developmental position or greater responsibility sometime in the future. These individuals need to continue to develop technical depth or technical breadth, (Research and Development, Program Management, Logistics, etc.) prior to attending SSC. (Applicant scores 2 +'s) Do Not Select

d. Remain in Current Assignment – Stay in current assignment (required for specific expertise or announced retirement, etc.). These individuals have not demonstrated potential for or interest in a higher-level leadership position. (Applicant scores only 1 +) Do Not Select

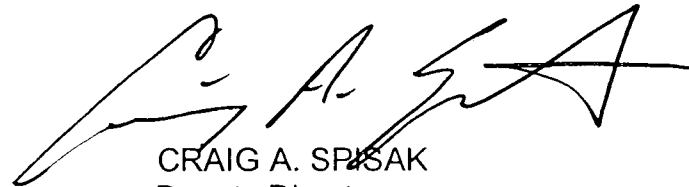
Ready	At least 4+'s
Groom	3 +'s
Needs Experience/Development	2 +'s
Remain in Current Assignment	1+

Guidance

a. Do not communicate with anyone except a recorder or the host concerning this board. An after-action-report will be provided to the DACM. You will not disclose specifics pertaining to selection or non-selection of individuals during such a discussion. You will abide by this guidance and not establish criteria other than those specified in this MOI.

b. All nominations received by the suspense date of September 28, 2005 will be considered. There will be no exceptions.

One of the DACM's Strategic Objectives is to "develop flexible acquisition leaders that possess a diverse and well-rounded background in the supporting functions and phases of acquisition who are prepared to lead any complex, multi-functional acquisition command, agency, organization, or team." Senior Service College affords the individuals you select the opportunity to achieve this objective.



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