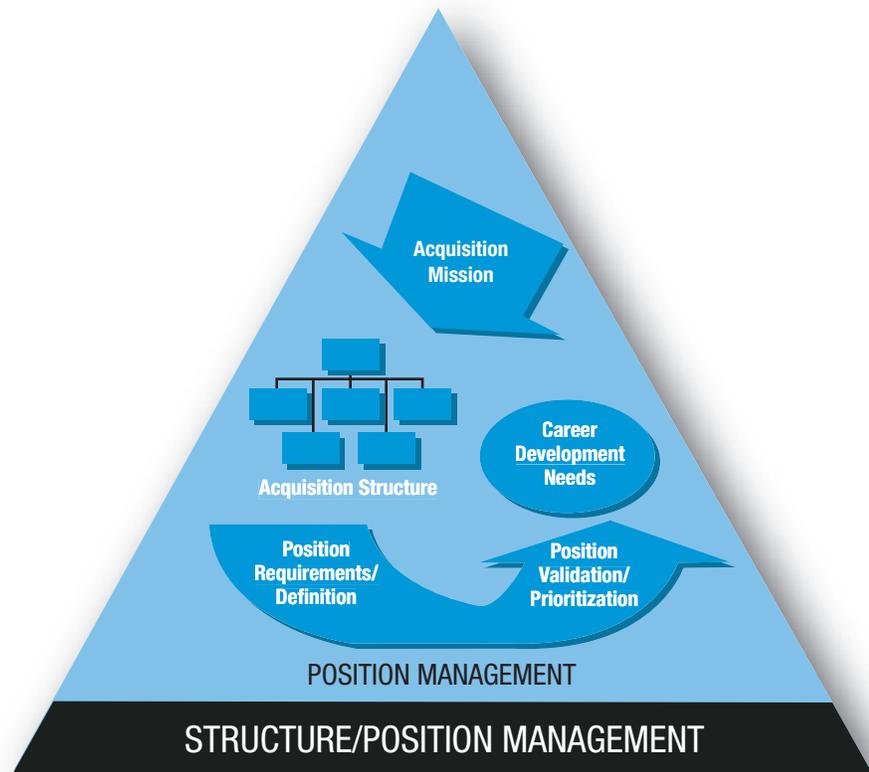

Planning for Career Development

ASC's ACDP is a tool designed to provide AL&T Workforce members the method and means to track the skills, knowledge and characteristics they need to be competitive for senior acquisition positions. Its framework was developed to help AL&T Workforce members create their own career progression maps to guide them from a level of functional expertise to a level of strategic leadership. It provides AL&T Workforce members with the information and tools necessary to achieve success at all levels. The ACDP makes use of four processes for AL&T Workforce members to identify and define their career goals and successfully develop and implement a plan to achieve them.

Four Integrated Career Processes

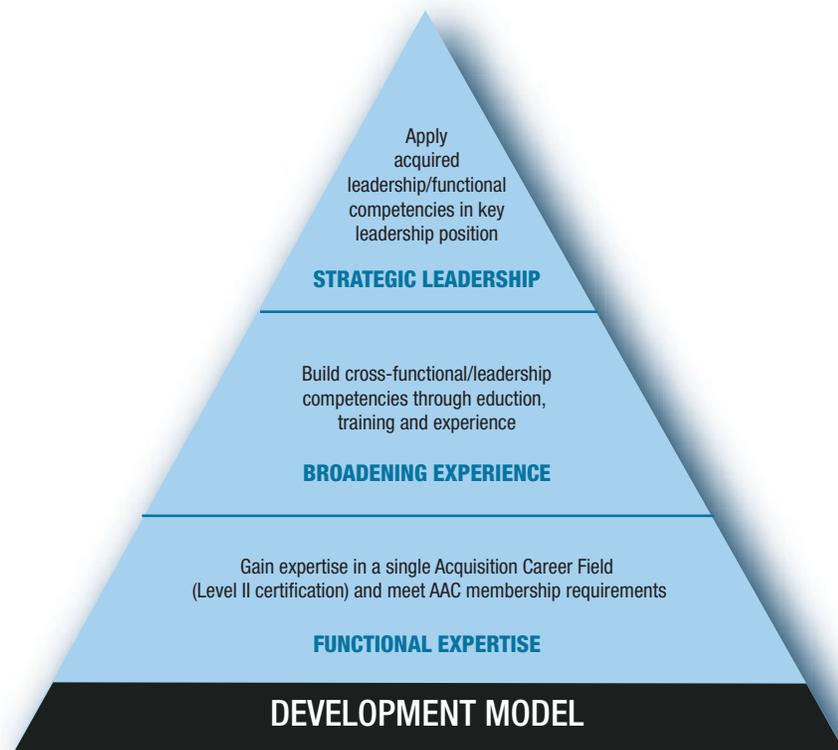
Structure/Position Management

This process will ensure that every acquisition position/billet will be identified as acquisition Office of the Secretary of Defense (OSD) implementation guidance for AL&T Workforce positions (Packard Definition). This process will ensure that position requirements within the acquisition community are designed to meet the overall acquisition mission while simultaneously meeting the career development needs of the individual.



Development Model

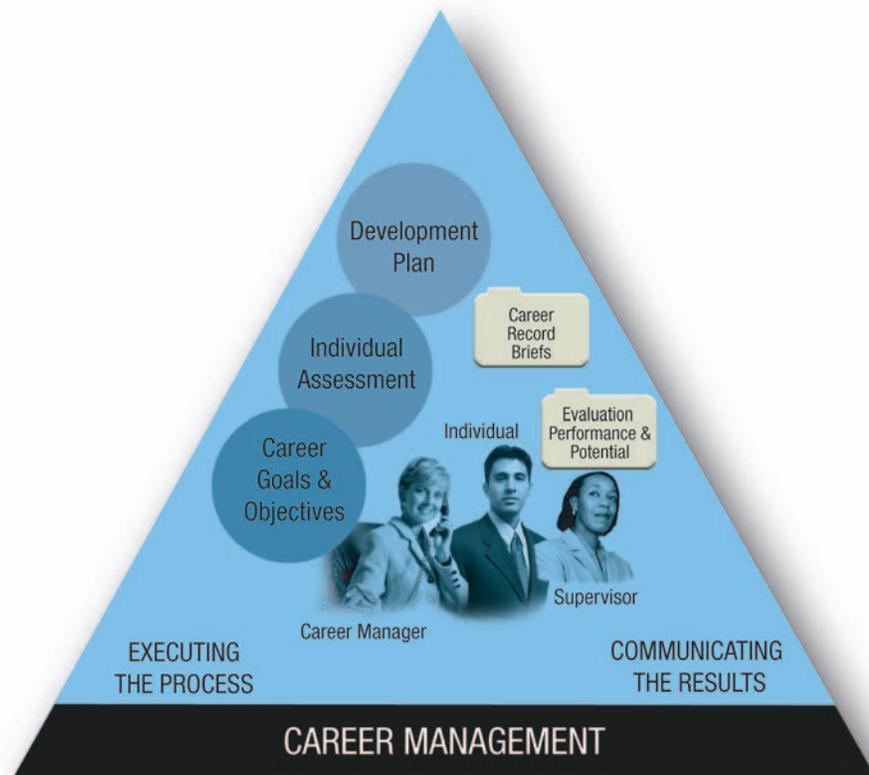
The basic acquisition career path is depicted as three progressive developmental steps that facilitate increased career advancement. These areas are Functional Expertise, Broadening Experience and Strategic Leadership. To advance from one level to the next, the individual is required to meet set requirements and/or create an IDP that will build the necessary leadership and management competencies in preparation for the next level.



Career Management Process

The IDP is a five-year plan agreed to by you and your supervisor to achieve career goals and objectives through education, training and experience opportunities. Preparation and maintenance of the IDP is a joint venture between you and your supervisor with advice and assistance from the acquisition career manager. The IDP is a critical document for identifying and tracking your career objectives. When preparing the IDP, the AAC's philosophy of maintaining a balance of education, training and experience should be used as a guide. An approved IDP must be obtained and provided before applying for any course or program offered by the Defense Acquisition University (DAU) or any course offered in the AETE/ATAP Catalog. The IDP should include

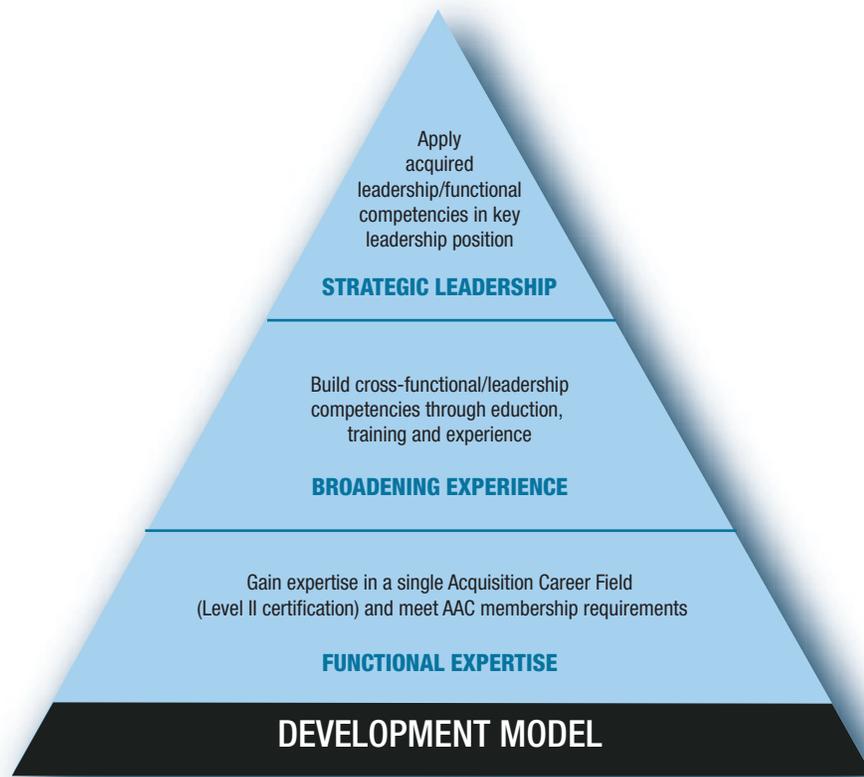
how the newly obtained knowledge will be utilized and should outline the new assignment or duties that will be assumed upon completion of the educational or training opportunity. The IDP may be found on the AAC home page at <https://rda.rdaisa.army.mil/cappmis/index.htm>.



The Senior Rater Potential Evaluation (SRPE) and the Senior Rater Profile Report (SRPR) complement the civilian AL&T Workforce member's annual performance appraisal and is used to rate leadership potential. This area is not to be taken lightly as it provides an overview of where the rater thinks strong abilities are and where the ratee has the potential to serve. The senior rater comments are of high importance in board selection. This area also indicates further training, education and experience opportunities that might be required for ratees to achieve success in their careers. The SRPE is required for all workforce members in the grade of GS-13 and above or the equivalent payband and is used extensively for acquisition selection boards. As the SRPE progresses from a pilot program to a requirement for all AL&T Workforce personnel in the near future, it will be automated and available on-line. Instructions for the SRPE can be found under Policy/Procedures at <http://asc.army.mil/info/policies/>.

Competency Model

To ensure the acquisition community communicates in a consistent manner across all Army ACFs and organizations, a competency model is now available. This process provides a defined common language. The common language is composed of 27 Leadership Competencies developed by the Office of Personnel Management (OPM). Using the ACDP, you can assess and document your current education, training and experience in terms of achieved competencies. You can also identify your strengths and weaknesses and determine where improvement is needed for career progression. The management of acquisition positions, personnel and files will be based on these competencies (competencies will be utilized in position descriptions, performance appraisals, evaluations, individual development plans and assessments). The ACDP uses this contribution-based compensation and appraisal system (CCAS) and other methods that apply the common language to leverage centrally managed acquisition personnel files to assist workforce members in achieving career goals.



Leadership Competencies

Functional Expertise

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.

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.

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.

Customer Service:

Balances interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets client needs; achieves quality end products; is committed to continuous improvement of services.

Problem Solving:

Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

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.

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.

Written Communication:

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

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.

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.

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.

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 corporate responsibility and commitment to public service.

Influencing/Negotiating:

Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates “win-win” situations.

Broadening Experience

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.

Service Motivation:

Creates and sustains an organizational culture that 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.

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.

Cultural Awareness:

Initiates and manages cultural change within the organization to impact organizational effectiveness. Values cultural diversity and other individual differences in the workforce. Ensures that the organization builds on these differences and that employees are treated in a fair and equitable manner.

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.

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.

Financial Management:

Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels.

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.

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.

Strategic Leadership

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.

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.

Human Resources Management:

Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised and rewarded; takes corrective action.

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 near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.

When considering the opportunities identified in this catalog, it is essential that the acquisition professional achieve an appropriate balance of emphasis among training, education and experience. Planning for maximum utilization of these activities following each event is critical and will enhance the employee's value to the ASC and the soldier he/she supports. **Meet the challenge.**