

Handbook 2007



SEIZE YOUR OPPORTUNITIES

**Competitive Development Group/
Army Acquisition Fellowship (CDG/AAF)**

UNITED STATES ARMY
USAASC

ACQUISITION SUPPORT CENTER

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The Purpose of this Handbook

This handbook is designed to provide comprehensive guidance to individuals interested in applying to the CDG/AAF Program, CDG/AAF Fellows and their supervisors. The handbook provides detailed information beginning with the application process through completion of and graduation from the program. The Handbook is updated periodically to provide current points of contact (POCs) and Web site information for maximum assistance to CDG/AAF applicants and Fellows. Suggestions or recommendations for improvement of this Handbook are welcomed and should be submitted to the United States Army Acquisition Support Center (USAASC) CDG/AAF Program Manager.

Background

Established in 1997, the Fellowship is intended to attract an elite group of acquisition professionals looking to advance their careers in the Program Management and Army Senior Staff arenas. Individuals are sought from a broad cross-section of Acquisition Career Fields (ACF) and offered an opportunity to expand their acquisition experience into one or more additional ACFs, organizations or command elements. Although a promotion is not guaranteed as part of the CDG/AAF Program, Fellows appear to have a competitive advantage when applying for vacant positions. For year groups 97 through 04, approximately 83 of the 126 CDG/AAF graduates (66 percent) have been promoted to GS-14 or equivalent personnel demonstration broadband-level positions. The majority of these were promoted during the first and second year of their program participation.

The Army Acquisition Executive (AAE) and the Deputy Director, Acquisition Career Management (DDACM) are fully committed to the growth and success of the CDG/AAF Program. As such, the Fellowship is constantly evolving to ensure the continued selection of high-quality personnel. The CDG/AAF Program benefits not only the futures of those selected but the future of the U.S. Army as well.

What is the CDG/AAF Program?

The CDG/AAF Program is a 3-year Acquisition Program Management Senior Leader Position (PMSLP) developmental program that offers board-selected applicants expanded training, leadership, experiential and other career development opportunities. It is designed to develop future Army acquisition leaders. For the purposes of this policy, PMSLPs include Product, Project and Program Managers (PM) (inclusive of positions designated as Assistant, Deputy and Director) and the staff professionals that support these positions.

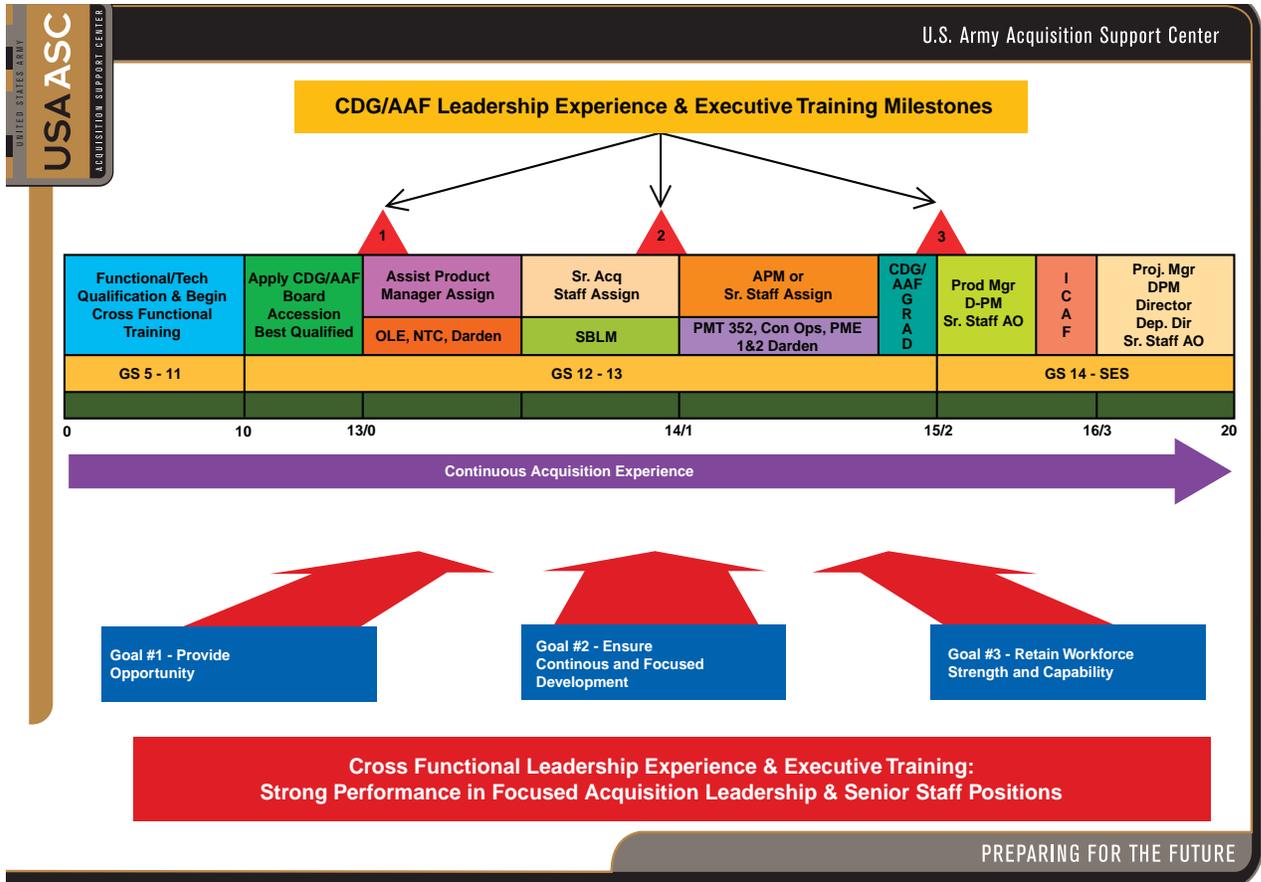
Army Acquisition Fellows

CDG/AAF members, referred to as Army Acquisition Fellows, are the best-qualified applicants selected through a competitive selection board process. They are assigned to a centrally-funded position on the USAASC Table of Distribution and Allowances (TDA) for a 3-year period. In addition, Fellows are provided centrally managed education, experience and training opportunities designed to provide career and leadership development assignments in a structured, highly visible program.

Developmental Assignments and Training

Developmental assignments are selected from the acquisition community worldwide and represent various and multiple developmental opportunities in program management offices (PMOs), program executive offices (PEOs), systems acquisition offices, as well as senior staff offices (i.e., policy, headquarters and/or department level). Fellows also have the opportunity to attend a variety of mid- to senior-level leadership courses and conferences, complete the Congressional Briefing Conference on Capitol Hill and participate in Operational Experience Training at the National Training Center (NTC) at Fort Irwin, CA. Specific information on developmental assignments and training is provided later in this Handbook.

Below is a diagram outlining a typical career path for someone in the acquisition career field.



WHO CAN APPLY AND HOW?

Application Process

A CDG/AAF Program applicant must be a current Department of the Army (DA) employee in a Career or Career Conditional status position, occupy a GS-13 or equivalent broadband/pay band level position, have attained AAC membership status or meet AAC membership eligibility requirements and be certified at Level III in at least one acquisition career field at the time of program application. (See www.dau.mil/catalog, Appendices B and F for certification and Army Acquisition Corps education standards.) Contact your Acquisition Career Manager (ACM) for information on the certification process.

Announcements soliciting applications to the program are published annually and remain open for 60 days on the U.S. Army Human Resources Command (HRC) Web site at <https://www.hrc.army.mil/site/active/index2.asp>.

In an effort to streamline the application process, USAASC has standardized the application packets, consistent with all Acquisition Key Billet selection boards. Program applicants need only submit the documents listed below. Additional information will not be considered. The application forms and instructions are located on the USAASC Web site at <http://asc.army.mil/programs/cdg>.

Interested individuals are cautioned to read the instructions carefully and to follow them exactly as indicated. Although an application for the Fellowship may have been submitted in a previous year, a complete new package is required for each year application is made.

Interested individuals are strongly encouraged to contact their representative ACM or Regional Director (RD) early in the application process for assistance in completing the application package to avoid rejection of an incomplete package. Information about POCs and Web links are found in Appendix A.

The following materials make up a complete package:

- ✦ Signed Acquisition Career Record Brief (ACRB)
- ✦ Command Endorsement
- ✦ Senior Rater Potential Evaluation (SRPE)
- ✦ Three Most Recent Performance Appraisals and Associated Support Forms
- ✦ Resumé
- ✦ Signed Mobility Statement
- ✦ Data Self-Certification Form
- ✦ Most Recent (non-award) Standard Form 50
- ✦ Career Track Preference Sheet
- ✦ Organizational Return Rights and Command Endorsement Agreement (see Appendix G)

Applicants who are not current AAC members can obtain ACRB update support by contacting their representative ACM. AAC membership must be obtained prior to submission of the CDG/AAF application.

The SRPE is a valuable tool used by the senior rater to identify the applicant's potential ability. Applicants are reminded that both the ACRB and SRPE must be current and signed to be considered as part of the CDG/AAF Program application package.

The mobility statement must be signed before entry into the CDG/AAF Program. To date, all geographical moves have been voluntary.

All CDG/AAF Program applicants are required to sign the CDG/AAF Program Mobility Agreement and obtain command endorsement at the General Officer (GO) or Senior Executive Service (SES) level. This endorsement will be in the form of an agreement between the applicant, the applicant's current supervisor, Commander or organization's Senior Executive and the cognizant Human Resource Office Representative, and will identify administrative return rights afforded to the applicant.

Assignment Process

At orientation, each Fellow will be asked to identify his or her preferences for developmental assignments. USAASC convenes a Slating Board to determine the developmental assignments for all three years of the program. Fellows are then aligned to centrally-funded positions on USAASC's TDA. Each Fellow is notified of his or her developmental assignments immediately following the Slating Board and assignments are posted on the CDG/AAF Web site at <http://asc.army.mil/programs/cdg/default.cfm>. Typically, initial developmental assignments begin in January. Questions about or issues concerning the selection, notification and/or assignment processes should be addressed to the USAASC CDG/AAF Program Manager.

Personnel Support

All Fellows are centrally serviced by the Fort Belvoir Civilian Personnel Advisory Center (CPAC) and the Army North Central Civilian Personnel Operations Center in Rock Island, IL.

No less than one month prior to the scheduled Entry on Duty (EOD) date, each Fellow must provide the USAASC POC with an address for submission of Leave and Earnings Statement, Federal and State tax, Direct Deposit forms, Thrift Savings Plan, allotments and other information (see Appendix A). In addition, at orientation, Fellows shall submit the following to the USAASC Personnel Management representative:

- ◆ Resumé.
- ◆ SF50 (Nature of Personnel Action), reflecting the last within grade increase.
- ◆ Verification of their first duty station for locality purposes.
- ◆ Name, phone number and e-mail address for their POC at their servicing CPAC or personnel office.

All Requests for Personnel Action (RPA), regardless of the Fellow's current assignment, will be generated by USAASC. SF-50s will be issued only by USAASC.

Remote developmental assignments longer than 180 days, necessitating a geographic move for the Fellow, require an RPA. Temporary Duty (TDY) (less than 180 days) does not require an RPA. A change of assignment at the same duty station does not require an RPA. Each Fellow is responsible for contacting his or her ACM, as well as the USAASC Human Resources Management Division, when an RPA becomes necessary in order to provide the information necessary to complete the action.

Time Cards and Attendance

Each Fellow is responsible for obtaining supervisor signature and ensuring biweekly time cards are emailed or faxed to the USAASC Timekeeper no later than COB on the first Monday of each pay period. Supervisors are responsible for approving any leave requested by the Fellow. Copies of signed leave requests must be submitted with the time cards.

Alternate work schedules or changes to work schedules must be approved by the Fellow's assignment supervisor. Each Fellow must notify the USAASC Timekeeper of work schedules and work schedule changes.

Any questions or issues concerning time cards and attendance should be addressed to the USAASC Timekeeper.

Credit Cards and Security

Each Fellow is responsible for completing the Acquisition Support Office (ASO) EOD form when in-processing to USAASC. The information on this form will be used to transfer any credit card and security clearance responsibilities to the appropriate USAASC account.

Each Fellow is responsible for delivering the ASO EOD form and security memo from the Fellow's former security office to the USAASC POC. The memo must state what type of security clearance the member currently possesses and when it was last updated.

Initial transfer issues are handled by the primary POC.

Fellows whose EOD is later than the initial year group inductees due to school commitments, temporary promotions or other reasons, or whose change in position requires an update of their clearance or a verification memorandum, are responsible for providing their ASO EOD form and security memo to the alternate POC at least 60 days prior to the EOD date.

Administrative issues or problems occurring after the EOD date are handled by the alternate POC.

Reporting Requirements

Upon reporting to a developmental assignment in the National Capital Region (NCR) at any time during the CDG/AAF Program, Fellows are required to attend a meeting with the DDACM within the first 2 weeks of the assignment. Each Fellow is responsible for scheduling the meeting with the DDACM secretary or executive officer, notifying the representative ACM of the scheduled date and preparing a biographical sketch (see Appendix B) for presentation to the DDACM. POC information is found in Appendix A and on the USAASC Web site.

Fellows are required to provide a monthly feedback report (form example provided in Appendix C) to the CDG/AAF Program Manager, with copies concurrently furnished to the representative ACM and RD. Reports are due via e-mail no later than the close of business on the first Monday following the end of the reporting month. At a minimum, the report must identify:

- ◆ The position currently held with the supervisor's contact information.
- ◆ Brief description of functions currently being performed and note of any accomplishments during the reporting period.
- ◆ Training completed during the reporting period and planned training courses and dates.
- ◆ Any issues or problems experienced during the reporting period or anticipated for future reporting periods.

Registration Maintenance

Fellows are also responsible for maintaining their registration(s) in applicable civilian career programs and databases (e.g., the Army Civilian Career Evaluation System, AKO, etc.). Any changes in registration information should be included in the monthly feedback report.

Fellows are required to prepare and submit a Locator Card to the assigned ACMs, the RD and the designated Timekeeper. Locator Cards are required to be updated within 2 weeks of new assignments.

Travel Arrangements

All travel arrangements are to be coordinated with the USAASC POC immediately upon receipt of confirmation for attendance to a course.

All USAASC employees are required to use the Defense Travel System (DTS) to prepare travel authorizations. All travel orders and travel vouchers must be prepared in DTS. To self-register for DTS within USAASC, you will need your Common Access Card (CAC), Government Travel Card, and your bank routing information. Online training for DTS is available at <http://www.defensetravel.osd.mil/dts/site/index.jsp>.

National Security Personnel System (NSPS)

In-processing into the CDG/AAF Program places the Fellow in the NSPS Standard Career Group, Pay Schedule YA, Pay Band 2. The YA-2 pay band encompasses the level of work that is normally assigned to the GS-12 and GS-13 grade levels and equivalent demonstration pay bands. Assignment supervisors are responsible for assigning specific duties, providing any guidance and counseling during the evaluation period, and preparing an initial evaluation of the Fellow's performance based on the objectives of their NSPS performance plan.

NSPS objectives will consist of an acquisition objective, a CDG/AAF program objective and within 30 days of the assignment, each Fellow must prepare assignment specific objectives with his/her new assignment supervisor. Objectives are developed with the assignment supervisor and entered onto the NSPS Performance Appraisal Application via My Biz and My Workplace for Supervisors. . A copy of the approved performance plan will be furnished to the CDG/AAF Program Manager and representative ACM/RD.

The CDG/AAF Fellows will access My Biz via CPOL for access (<http://cpol.army.mil>) using either their AKO user ID and password or using their CAC by entering the PIN at the prompt. Supervisors will use the same access methods to enter into My Workplace to get into the NSPS Performance Appraisal Application tool. This will give them access to set up the performance plans for their CDG/AAF Fellows, document the interim review conversation, review self-assessment and enter their assessment of the CDG/AAF Fellows' performance and ratings at the end of the year. Army CPOL website (<http://cpol.army.mil>) has a tutorial that is helpful in preparing the job objectives and in understanding NSPS initiatives. (Step-by-step guides and how-to videos for instructions on the various things you will need to do within this application. The complete list is at: http://www.chra.army.mil/NSPS-training/how-to_videos.htm)

Each Fellow is responsible for ensuring that he or she meets with their assignment supervisor for an initial development of NSPS objectives and a mid-point counseling session. CDG/AAF Fellows must have been under an approved performance plan for 90 days in order to be rated. At the end of the rating period, and after final results have been published, each Fellow should ensure that they meet once again with the assignment supervisor to discuss the results. Each Fellow is assigned to an Acquisition Career Manager reporting to one of the three RDs (Northern, Southern and Western Region). RDs are responsible for discussing each Fellow's evaluation with the assignment Supervisor immediately preceding the end of the rating cycle and upon receipt of the pay pool panel final results, and represent the Fellows on the HQ USAASC Pay Pool Panel.

Throughout the program, Fellows are expected to perform at the highest level achievable while proactively completing the education, training and experience activities outlined in the approved IDP. There is

no formula for promotion based on assignments. Success in the program is based on a willingness to work outside of your “comfort zone” in different positions, organizations and commands. Other elements of success include good communication skills, a willingness to “go the extra mile,” immersing yourself in the experience and learning all you can about the organizations you are assigned to as well as others’ positions, and your potential for success as reflected in the initial, interim and final. Remember, you are responsible for your own career.

Leadership and Certification Training

Minimum training requirements for successful completion of the CDG/AAF Program include:

- ◆ Civilian Education System (CES) (or equivalent).
- ◆ Intermediate Qualification Course (IQC).
- ◆ NTC.
- ◆ Congressional Operations.
- ◆ Two Executive Leadership Courses.
- ◆ Defense Acquisition University's (DAU) PMT-352. (PM Career Track)

Other training and education opportunities will be provided throughout the course of the program. Requests for waiver or equivalency of any of these courses are to be submitted to the RD and coordinated with the CDG/AAF Manager, and will be considered on a case-by-case basis. Determination for acceptance of waivers is final and at the sole discretion of the DDACM.

A minimum of two required certification training activities are to be included in each Fellow's IDP. Following that, each Fellow will continue to complete certification and leadership training requirements detailed in the IDP. Note: the capstone course for any Level III certification being achieved during the program must be completed prior to graduation from the program.

Developmental Assignments

Fellows will be placed in a career path – either Program Management or Program Manager Staff Action Officer. Fellows selecting Program Management remain in that career path for the duration of the program, while those selecting Program Manager Staff Action Officer may choose to transfer to Program Management at any time during the program. Requests to change career paths must be submitted to the representative ACM at least 3 months prior to the completion of a developmental assignment. Final approval of career path changes is the responsibility of the CDG/AAF Program Manager.

Fellows shall be detailed to developmental assignment profiles within the acquisition community based on individual education, experience and training needs, as well as the current or anticipated needs of the Army. To the maximum extent feasible, USAASC will endeavor to provide each Fellow with at least one assignment into an Assistant Program/Product Manager (APM) and one assignment into a PM Staff Action Officer (AO) position. All Fellows are required to complete one assignment within the office of the Assistant Secretary of the Army, Acquisition Logistics and Technology (ASAALT) or Army Materiel Command (AMC) for a minimum period of 179 days.

Priority for slating assignments will be established generally as follows. Assignment variation may occur based on member's education, training and/or experience.

PM Staff Action Officer Track:

First assignment, PMO Staff

Second assignment, ASAALT/AMC Staff

Final assignment, PMO/APM

PM Track with PMO Experience:

APM
ASAALT/AMC Staff
APM

PM Track without PMO Experience:

PMO
ASAALT/AMC Staff
APM

Developmental assignments are limited to one year unless otherwise authorized by USAASC. However, each Fellow is required to complete a minimum 6-month HQ, DA or Office of the Secretary of Defense (OSD) developmental assignment within the first two years of the program.

It is the intent of the CDG/AAF Program to provide participants with diverse experiences based on the developmental assignments that have been approved and stated in the IDP while simultaneously providing talented resources to various programs with valid mission needs. However, circumstances may arise that necessitate a change in assignments or duration of assignments. Each Fellow is responsible for submitting requests for changes in writing to their representative ACM and the CDG/AAF Program Manager citing the purpose and rationale. Additionally, there may be extenuating circumstances that would require USAASC to initiate a change in assignments. All changes will be reviewed on a case-by-case basis. Agreements made between Fellows regarding changes to assignments or duration of assignments will not be honored unless and until the proper procedures have been followed.

Fellows requiring temporary quarters for the duration of a developmental assignment are responsible for making their own arrangements. Fellows rotating through the NCR will be provided with a list of suitable housing locations which will be posted on the CDG/AAF Web site or which may be obtained by contacting the CDG/AAF Program Manager (see also Appendix H).

Within 30 days following departure from a developmental assignment, Fellows are required to complete and submit a CDG/AAF Opportunities Evaluation Form to the CDG/AAF Program Manager (Appendix D).

Mentoring

Each Fellow should make maximum effort to establish, develop and maintain a mentoring relationship with at least one person within the Army acquisition community, whether in the Fellow's career field or in another Acquisition Career Field. A list of CDG/AAF graduates who have volunteered to serve as mentors is available from the CDG/AAF Program Manager. The benefits of establishing this type of relationship are crucial to becoming an effective leader. Having been selected to the CDG/AAF Program means leadership potential has been recognized. Participating in a mentoring relationship will further enhance the development of your overall communication, teamwork and leadership skills. Contact the CDG/AAF Program Manager for additional information and/or assistance in identifying a potential mentor.

Project/Product Manager and Acquisition Key Billet Selection Boards

Since Fellows are considered to be a feeder group for future leadership positions within the AAC, and the PM positions are considered key leadership positions within the AAC, Fellows assigned to the PM track are required to submit application(s) for consideration by the Army's COL/GS-15 and/or LTC/GS-14 Project/Product Manager and Acquisition Key Billet selection boards in the second and third years of their

CDG/AAF Program. Fellows assigned to the PM Staff AO track are encouraged to apply. The only exceptions to this policy are: 1) if the Fellow is on a central board select list for acquisition Product or Project Manager and is waiting to proceed to his/her position assignment; or 2) if the Fellow has an approved deferral in place as outlined in the CDG/AAF Program Mobility Agreement. Exception for reasons not identified here may be submitted for consideration to the RD, coordinated with the CDG/AAF Program Manager and approved by the DDACM. Failure to apply to the announcement for the COL/GS-15 and/or LTC/GS-14 Project/Product Manager Acquisition Key Billet selection boards will result in removal from the CDG/AAF Program pursuant to the Organizational Return Rights and Command Endorsement Agreement or executed CDG/AAF Program Mobility Agreement. The COL/GS-15 and/or The LTC/GS-14 Project/Product Manager and Acquisition Key Billet selection board announcements are posted annually to the HRC homepage and USAASC Web site. Announcements soliciting applications to the PM Board are published during June-July of each year on the HRC Web site at <http://www.perscomonline.army.mil/OPfam51/ambmain.htm>. Announcements remain open for 60 days.

Failure to apply to the PM Board without approval to defer application from the DDACM in writing, prior to the PM announcement closing date, may result in removal from the CDG/AAF Program and the AAC.

Graduation from the Program

Graduation from the CDG/AAF Program is contingent on successful completion of all requirements identified within this policy and as included in each Fellow's approved IDP. Fellows who receive promotions during the program term will be considered to have met program graduation requirements as long as they have completed required training courses within the original 3-year program period and submitted application(s) to the COL/GS-15 and/or LTC/GS-14 Project/Product Manager Acquisition Key Billet selection board as required above.

Fellows are encouraged to begin seeking permanent placement positions during the third year of the program. RDs will assist members in identifying potential positions within the graduating Fellow's desired geographical, functional and/or command preference areas. If no permanent position is achieved by graduation date, the Organizational Return Rights and Command Endorsement Agreement or Program Mobility Agreement will be invoked.

In the event a Fellow is unable to complete the CDG/AAF Program within three years due to health, extreme personal, family or financial hardship or other exigent conditions, the Fellow may request withdrawal from the program for compassionate reasons from DDACM. Reinstatement into the program after an approved withdrawal may only be accomplished through submission of a new application for consideration in the competitive selection process.

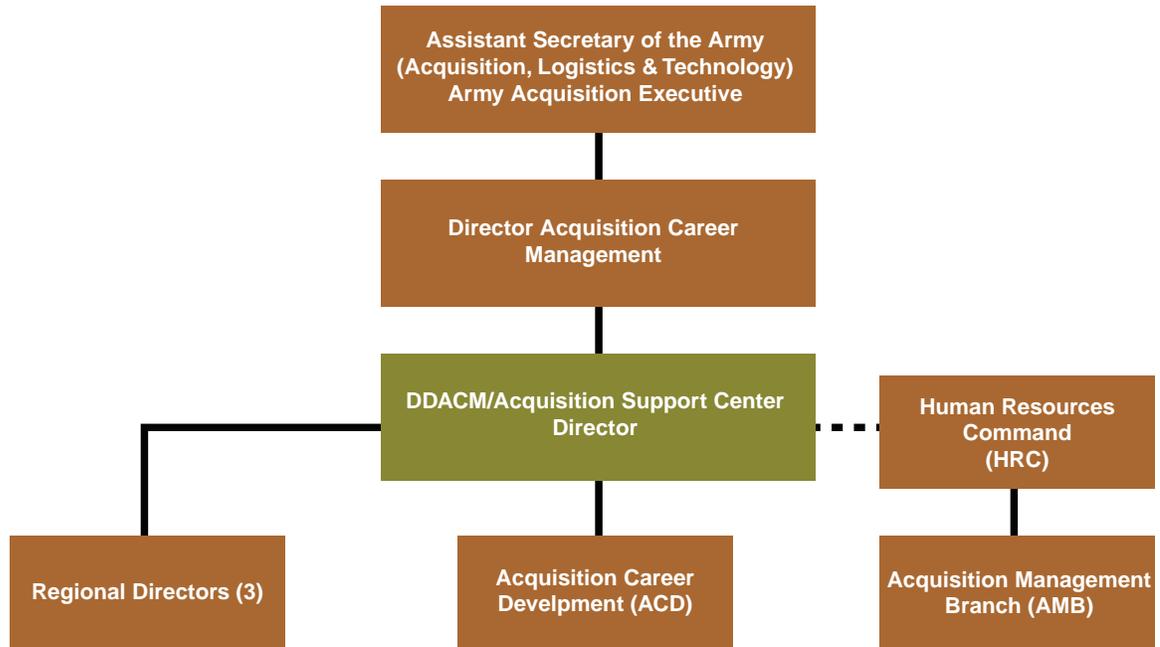
Your Annual Responsibilities at a Glance

Program Year (PY)	Goals	Leadership Training	Developmental Assignments	Other Training	Lessons Learned Conference
PY1	<ul style="list-style-type: none"> ✓ Goals specified, including networking for permanent positions ✓ PM Board application 	<ul style="list-style-type: none"> ✓ PMT 250 and 352* ✓ Congressional Operations Course ✓ National Training Center ✓ Sustaining Base Leadership and Management (or equivalent) 	<ul style="list-style-type: none"> ✓ Commence first assignment between October and January ✓ HQ, DA or OSD assignment 	<ul style="list-style-type: none"> ✓ Additional Army or civilian leadership courses subject to availability of funding ✓ Program Management for Executives is not available to Fellows ✓ Other executive leadership courses are available through Acquisition, Education, Training and Experience (AETE) 	<ul style="list-style-type: none"> ✓ Scheduled usually between April and July, or 6 months into initial developmental assignment ✓ Purpose is to present questions, issues, concerns and solutions on topics such as IDP, training, developmental assignments, etc.
PY2	<ul style="list-style-type: none"> ✓ Adjust goals and IDP as necessary 	<ul style="list-style-type: none"> ✓ Continued DAU training toward certification ✓ Level III capstone course in chosen ACF 	<ul style="list-style-type: none"> ✓ HQ, DA or OSD assignment if not yet completed ✓ Commence second assignment* 	<ul style="list-style-type: none"> ✓ See PY1 	
PY3	<ul style="list-style-type: none"> ✓ Network for permanent placement or promotion ✓ Update preferences and biographies 	<ul style="list-style-type: none"> ✓ Additional leadership training opportunities subject to availability of funds 	<ul style="list-style-type: none"> ✓ Commence third assignment* 	<ul style="list-style-type: none"> ✓ Complete/update biographical sketch 	

* If not yet selected for promotion or PM position

* PMT 352 is a requirement for those in the PM Track

Organization Chart



- | | |
|---|---|
| <ul style="list-style-type: none"> Primary DACM Representative in Regions Senior Leadership Interface Acquisition Career Experience Program Certification Processing CDG/AAF Program AAC Career Management Policies Continuous Learning Points (CLP) Program Policy and Procedures Development Centrally manage board selections | <ul style="list-style-type: none"> ACRB Management IDP Assistance Regional AETE Training Acquisition Tuition Assistance Program Five Year Rotational Review of CAP Incumbents Professional Development Seminars/Site Visits Customer Assistance for CAPPMIS Issues Board Scrub and Preparation AAC and CAP Issues Centrally manage senior acquisition positions |
|---|---|

Army Acquisition Executive (AAE)

The ASA(ALT) serves as the AAE and as such is the Senior Procurement Executive and Science Advisor to the Secretary of the Army. The AAE is also the senior research and development official for the Department of the Army. Other ASA(ALT) responsibilities include appointing, managing and evaluating PEOs and PMs; managing the Army Acquisition Corps (AAC); and overseeing research, development, test, evaluation and acquisition programs.

Director, Acquisition Career Management (DACM)

The heads of the Military Departments, acting through their Component Acquisition Executives, designate a single POC, typically called the DACM, with authority to manage the integrated execution and oversight of the Acquisition, Logistics and Technology (AL&T) Workforce education, training and career development. The DACM's implementation strategy includes high quality education, training and other career broadening programs to enhance the workforce member's technical competencies and leadership skills.

Deputy Director, Acquisition Career Management (DDACM)

The DDACM serves as the Deputy to the DACM and as the Director of the Acquisition Support Center (USAASC). As the proponent of the CDG/AAF Program, the DDACM has directed the USAASC Staff to develop the Program and provide program management oversight. The DDACM provides overall CDG/AAF program oversight. The DDACM is the convening authority for the CDG/AAF Program Selection Board, and, as such, has final approval authority over the board results and their release.

The DDACM approves USAASC funds for the cost of salaries, performance-based salary increases, performance-based bonuses, pay and allowances, travel, training, Permanent Change of Station (PCS), personnel actions and other program costs of incurred by Fellows. The DDACM also provides travel funds for board members to participate on the CDG/AAF Program Selection Board.

Based on the Selection Board findings and available Program support resources, an applicant alternate list will be created. The DDACM approves selection of and Program offer to an alternate candidate.

At the recommendation of the RD, and in coordination with the CDG/AAF Program Manager, the DDACM accepts or declines each Fellow's requests for training course waivers or equivalencies and exceptions to the LTC/GS-14 and/or COL/GS-15 Project/Product Manager and Acquisition Key Billet selection board application requirement.

The DDACM has final approval on recommendations from the RDs in coordination with the CDG/AAF Manager to remove Fellows from the Program and invoke the Organizational Return Rights and Command Endorsement Agreement.

USAASC

The USAASC provides general CDG/AAF Program oversight through ACMs, RDs and the CDG/AAF Manager, who are all responsible for maintaining and enforcing the CDG/AAF Program policies and procedures. ACMs report to RDs and have the responsibility for individual day-to-day management of each Fellow, as it pertains to acquisition career management issues. RDs are special assistants under the authority of the DDACM and have responsibility for providing support to the CDG/AAF Program, as it

pertains to initial slating, position changes and program post placement. RDs coordinate with the CDG/AAF Manager on all decisions and recommendations affecting Fellows. The CDG/AAF Manager is responsible for program interface with the DDACM, providing recommendations on CDG/AAF Program policy management and member actions requiring DDACM decision and feedback.

A team of USAASC Proponency Specialists in the Acquisition Career Development Division provides guidance for all policy issues and serves as subject matter experts in their respective ACFs and coordinates CDG/AAF Program policy and procedural issues with the Office of the Assistant G-1 for Civilian Personnel Policy (CPP), the RDs, HRC, Chief of Acquisition Policy and other organizations, as appropriate.

The USAASC Administrative Office will provide overall administrative support to Fellows such as processing time cards, locator cards, security processing, government travel cards and Request Authorization of Training and Reimbursement forms, DD 1556.

USAASC Resource Management (RM) Division

The RM Division of USAASC executes funds for actions associated with the selection and management of Fellows, including selection boards, orientation programs, reassignments, payroll, training and travel in support of the CDG/AAF Program. All funds are authorized by the Director, USAASC. When a Fellow accepts an assignment requiring relocation, he or she is responsible for contacting the RM Division for a copy of the DNRP Handbook and identification of a POC at DNRP. The RM Division is responsible for preparing the PCS orders. Each Fellow is responsible for completing DNRP requirements.

RM is responsible for ensuring lines of accounting for long-term TDY (179 days) and that training is properly established and executed. RM will assist the CDG/AAF candidates with the fund cite coordination required between the supported agencies RM office and the USAASC RM division.

(If a Fellow is reassigned to a different geographic location, Permanent Change of Stations (PCS) and Defense National Relocation Program (DNRP) entitlements will be authorized and paid for using Office of the DDACM funds in accordance with Volume 2 of the Joint Travel Regulation for PCS and the DNRP Employee Handbook guidelines.)

USAASC Human Resource Management (HRM) Division

The HRM Division coordinates personnel actions affecting Fellows with the servicing CPAC and provides guidance on position classification, evaluation, awards and other personnel issues.

Regional Directors (RD)

The RD for ACM assists each Fellow and the assigned supervisor in ensuring that the IDP is fully implemented and that required employee counseling sessions are completed. RDs serve as the command approval authority for long-term training. The RD, as the DOD Civilian Acquisition Workforce Personnel Demonstration Project Sub Pay Pool Manager, represents regionally assigned Fellows in DOD Civilian Acquisition Workforce Personnel Demonstration Project Pay Pool Panel discussions. The RD ensures that the supervisor and the Fellow comply with the NSPS evaluation cycle. The RD also meets quarterly with Fellows assigned to the region. Fellows are responsible for scheduling this meeting with the appropriate RD. This meeting may be conducted via telephone, in person, or through the use of video teleconferencing facilities. Acquisition Career Management Advisors (ACMA) will be invited to these meetings. RDs also assist USAASC in creating IDPs and placing Fellows into appropriate developmental assignments. In conjunction with USAASC, RDs will assist with the identification of positions and recommend and assist Fellows with placement during and after the completion of the 3-year program.

ACMs

ACMs are responsible for career management for the acquisition community and centrally manage Fellows for the duration of their program and throughout their Army acquisition careers. They are initially responsible for the integration of applicants' ACRBs and other application material into the applicants' files for board review. Upon the Fellow's selection, ACMs assist USAASC in the creation of IDPs and in the placement of selected Fellows into appropriate developmental assignments. ACMs are responsible for validating each Fellow's experience, education and training, as well as entering the information into the Career Acquisition Personnel & Position Management Information System. IDPs and any other CDG/AAF Program working papers are retained in the individual Fellow's career management file maintained by the ACMs. In conjunction with the USAASC, ACMs identify positions and recommend Fellows for and provide assistance with placement after the completion of their developmental assignment(s). Although it is the responsibility of each Fellow to track announcements for potential promotion opportunities and Acquisition Military Command and Civilian Leadership Selection Boards, ACMs will notify Fellows of potential opportunities and/or Selection Board schedules. ACMs assist, at the Fellow's request, in the assembly of the application package for presentation to the Selection Board. Contact information for the ACMs can be found at <http://asc.army.mil/contact/acms.cfm>.

Gaining Organizations

The assignment organization is responsible for the day-to-day supervision and management of Fellows. The assignment organization, through the immediate supervisor, is responsible for ensuring that each Fellow is in a meaningful developmental assignment, provided with an adequate workplace and released for training and education in accordance with the approved IDP. Where the local implementation of this policy impacts the bargaining unit employees' conditions of employment, activities are reminded to comply with statutory and contractual labor relations' obligations.

Supervisors

Once placed in a position, the Fellow and his or her immediate Supervisor will discuss the approved IDP. During the first week in the position, the supervisor and Fellow should jointly establish the Fellow's NSPS assignment-specific objectives. The immediate supervisor evaluates the Fellow's performance in accordance with the governing performance management program. Customary administrative actions, such as the maintenance of time and attendance cards and NSPS initial, interim and final evaluation sessions, are the responsibility of the Fellow's supervisor. Disciplinary actions are handled by following routine personnel processes and procedures. The supervisor immediately notifies USAASC if such actions are under consideration. The supervisor reports actual or anticipated performance problems to the RD as soon as such problems are detected. The RD then informs the CDG/AAF manager of anticipated performance deficiencies so they may be rectified through training, counseling, suspension or removal from the CDG/AAF Program.

There are two times when a Fellow will receive an NSPS assessment, upon the completion of an assignment and at the end of the rating period. If the CDG/AAF Fellow had performed under an approved performance plan for 90 days and upon completion of an assignment and prior to rotation to a new assignment the losing supervisor will complete an NSPS evaluation. This rating consists of the Fellow's self-assessment followed by the supervisor narrative assessment of the Fellow's performance or contributions under NSPS along with a recommended rating of record, recommended share(s), and a recommended performance payout distribution. The supervisor's recommended rating, share(s) and payout will not be discussed with the Fellow. The end of year assessment rating consists of the Fellow's self-assessment followed by the supervisor's assessment of the Fellow's performance or contributions

under NSPS along with a recommended rating of record, recommended share(s), and a recommended performance payout distribution. The supervisor will submit this to the appropriate Regional Director for consideration by the pay pool panel. The supervisor's recommended rating, share(s) and payout will not be discussed with the Fellow.

Supervisors will also submit an exit survey (Appendix E) within 3 days following the departure of the Fellow from the developmental assignment.

USAASC Home Page

The USAASC home page can be accessed at <http://asc.army.mil>. It is designed to keep AL&T work-force members informed of upcoming events and initiatives, as well as to provide updates on career development, training and education opportunities. The home page is also a link for AAC policy memorandums, *Army AL&T* Magazine articles, lists of both military and civilian acquisition positions, acquisition contacts and regional information.

DDACM POCs

DDACM	DDACM Administrative Assistant	Executive Officer
MR. CRAIG SPISAK Phone: 703-805-1013 DSN: 655-1013	PRESTON WELLS Phone: 703-805-1018 DSN: 655-1018	SHARON YOUNGER Phone: 703-805-5496 DSN: 655-5496

CDG/AAF Manager

JOAN L. SABLE Phone: 703-805-1240 DSN: 655-1240 Fax: 703-805-1256 E-mail: joan.l.sable@us.army.mil
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Regional Directors

TOM EVANS Eastern Region Customer Support Office ATTN: SFAE-AC-NCR 9900 Belvoir Road Building 213 Fort Belvoir, VA 22060-5567 Phone: 703-805-1526 DSN: 655-1526 Fax: 703-805-1530 E-mail: thomas.evans1@us.army.mil	KELLY TERRY Northern Region Customer Support Office ATTN: SFAE-AC-CEC Building 1208 E, Room G-35, Rittko Avenue Fort Monmouth, NJ 07703-5008 Phone: 732-532-1406 DSN: 992-1406 Fax: 732-532-2825 E-mail: kelly.terry@us.army.mil	SHIRLEY HORNADAY Southern Region Customer Support Office ATTN: SFAE-AC-RED-S (last name) Bldg 5206 Redstone Arsenal, AL 35898 Phone: 256-955-2764 DSN: 645-2764 Fax: 256-955-2758 E-mail: shirley.hornaday@us.army.mil
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ACMs

Please see <http://asc.army.mil>. Click on "Contacts," then "ACM."

USAASC POCs

Contact information can be found at <http://asc.army.mil/contact/ascdivisions.cfm>.

Army AL&T Magazine

The *Army AL&T Magazine* is published quarterly by the Office of the ASAALT. The purpose of this publication is to provide AL&T Workforce members with information on the latest processes, procedures, techniques and management philosophy and to disseminate other information pertinent to the professional development of the acquisition community. The magazine is distributed to Army acquisition offices and is available online at

http://204.255.139.236/clients/asc/web/dev/pubs/alt_online/toc.cfm?iID=0605.

Points of Contact (POCs)

All POCs important to your career development (e.g., RDs, ACMAs and ACMs) are available on the USAASC Web site, <http://asc.army.mil>, in the 'Contact' section.

Biographical Sketch

Name: _____

Informally known as or nickname: _____

Grade/Title (i.e. civ): _____

Date entry into AD/Fed Svc: _____

DOB/POB: _____

Marital Status: _____

Spouse's Name/# of Children: _____

Civilian Schooling (Degree, School, Course of Study, Year):

Military Schooling:

Acquisition Career Field Certifications:

Civilian Experience:

Awards, Decorations and Citations:

MONTHLY FEEDBACK FORM EXAMPLE

Current Contact Information

Sally Hardcore - CDG/AAF '03
 7591 Sort E'm Out Drive
 Cold Steel, VA 20147
 Home Phone: (703) 555-5678

Current Assignment

OASA (ALT) - Cost and Economics
 Acquisition Costing Directorate
 Weapons System Cost and Economic Analysis Division
 ATTN: SAFM-CEA-W, Suite 9001
 1421 Jefferson Davis Hwy
 Arlington, VA 22202
 Work Phone: 703-555-4321; (DSN) 410-4321
 Fax: 703-555-9876
 Can.Do@us.army.mil

Current Assigned Duties

- ◆ Attend various IPTs and Working Group meetings as an observer.
- ◆ Obtain necessary information to develop an electronic labor rate database for use by Division's cost analysts.
- ◆ Develop a procedure for obtaining current budget data.
- ◆ Assist other action officers in assignments such as cost estimates and database construction.

Completed Activities for Last 30 Days

- ◆ Attended and participated in Cost Review Board Working Group for Excalibur.
- ◆ Developed detailed POC list for Weapon System/Munitions Team, fulfilling one of the Division's Balanced Scorecard requirements.
- ◆ Assisted PM Excalibur Project Office personnel with development of their required Contractor Cost Data Report Plan.
- ◆ Participated in meeting with Defense Cost and Research Center (DCARC) personnel, developing guidelines for the Excalibur CCDR.

- ◆ Completed Division training requirements in DOD 5000 revisions and new JCIDS process.
- ◆ Represented Munitions Team at the Lethality Ammunition Capabilities Review (ACR).

Planned Activities for Next 30 Days

- ◆ Continue to refine and finalize Excalibur CCDR, in conjunction with PM Office personnel.
- ◆ Begin on-line training on Cost Estimating available through DASA-CE Web site.
- ◆ Initiate work on databases to for use by Division's cost analysts.
- ◆ Develop an SOP for analysts to follow to obtain current budget information and provide a block of instruction on any automated systems involved in the process.

Training

- ◆ Attended two professional development briefings within DASA-CE: one on the Automated Cost Database available within the Automated Cost Estimating Integrated Tools (ACEIT) estimating software; the other was a review of briefings to be delivered at the DODCAS conference.
- ◆ Nominated to attend CAIG Analyst training, 22-25 Mar 04.
- ◆ Trying to schedule ACEIT training; this software is the backbone of all the cost estimates performed for ACAT I and II programs.
- ◆ Complete on-line application package for the SBLM course beginning in Jan 05 (required training for CDG/AAFs).

Positions Applied For

SR396-339966-55 Assistant Program Manager, Knock-you-out Missile Program, Huntsville, AL
SR3960034-88500, Program Manager, Mother of all Bombs Program, Huntsville, AL

COMPETITIVE DEVELOPMENT GROUP/ ARMY ACQUISITION FELLOWSHIP
(CDG/AAF) OPPORTUNITIES EVALUATION FORM

To ensure that we continue to offer quality education, training and experience opportunities, please provide your evaluation of the developmental assignment that you have just completed. Please be candid.

NAME: _____

CDG/AAF YEAR GROUP: _____ ORGANIZATION: _____

DAYTIME PHONE DSN: _____ COMMERCIAL: _____

E-MAIL: _____

START DATE: _____

END DATE: _____

1. Why did you choose this particular assignment? (Please circle below.)

- a. Location of assignment _____
- b. Associated with job performance _____
- c. Opportunity for training/professional development _____
- d. Career enhancement _____
- e. Other _____

2. What is your overall rating of the assignment?

- Relevant _____
- Timely _____
- Informative _____

3. How well did this assignment meet your learning expectations?

- Very _____
- Somewhat _____
- Not at All _____

4. What aspect of this assignment was most useful to you?

5. What aspect of this assignment was least useful to you?

6. To what extent will your experience in this developmental assignment improve your effectiveness?

- Very _____
- Somewhat _____
- Not at All _____

COMPETITIVE DEVELOPMENT GROUP/
 ARMY ACQUISITION FELLOWSHIP (CDG/AAF) OPPORTUNITIES
 SUPERVISOR'S EXIT SURVEY

To ensure that we continue to offer quality education, training and experience opportunities, please complete this evaluation of the developmental assignment. Please be candid.

Supervisor's Name: _____

Fellow's Name: _____

Organization: _____

Daytime Phone DSN: _____ Commercial: _____

E-mail: _____

Start Date: _____ End Date: _____

1. What did you expect the Fellow to accomplish in your organization?

2. Did the Fellow accomplish the above expectations?

3. Do you think this assignment enhanced the Fellow's professional development?

a) If YES, why?

b) If NO, why?

4. Do you have additional developmental assignments in your organization that will strengthen the professional development of the CDG/AAF member?

5. How well did the CDG/AAF member meet the needs of the organization?

Very well

Somewhat

Not at All

6. Would you recommend this Fellow to other organizations?

a) If YES, why?

b) If NO, why?

7. Would you offer this developmental assignment and/or others again in the future?

a) If YES, why?

b) If NO, why?

Please provide any additional comments below:

This exit survey should be returned to the respective Regional Director within 30 days of the departure of the Fellow from the developmental assignment.

Definitions

AAC - Army Acquisition Corps: The AAC is a subset of the AL&T Workforce. It is composed of individuals who have been accepted into the AAC in accordance with the DAWIA Chapter 87, 10 USC Section 1732 Eligibility Requirements and DOD 5000.52-M, Appendix M, Section L, dated November 1995.

AABC - Army Acquisition Basic Course: Designed to provide a broad spectrum of knowledge pertaining to the materiel acquisition process. It covers national policies and objectives that shape the acquisition process and the implementation of these policies and objectives by the U.S. Army. Emphasis is placed on providing mid-level managers with a broad and comprehensive education so they can effectively manage any aspect of the materiel acquisition process.

Action Officer Development Course - A nonresident course that prepares individuals for the requirements of staff work with training similar to that offered to military who attend the Combined Arms and Services Staff School (CAS3).

AL&T Workforce - Acquisition Logistics and Technology Workforce: The personnel component of the acquisition system. The AL&T Workforce includes permanent civilian employees and military members who occupy acquisition positions, who are members of the AAC or who are in acquisition development positions.

ACF - Acquisition Career Field: One or more occupations that require similar knowledge and skills. There are 11 acquisition career fields.

ACM - Acquisition Career Manager: The individual who provides career development guidance to AL&T Workforce members throughout the regions.

ACD - Acquisition Career Development

ACRB - Acquisition Career Record Brief: Formerly the Acquisition Civilian Record Brief. The ACRB is the authenticated record of an individual's education, training and acquisition assignment history.

USAASC - U.S. Army Acquisition Support Center: The former Acquisition Career Management Office (ACMO) and Army Acquisition Executive Support Agency (AAESA) have been consolidated to form the U.S. Army Acquisition Support Center (USAASC). The USAASC is the acquisition, contracting and logistics personnel proponent.

CAP - Critical Acquisition Position: Those senior acquisition positions carrying significant importance are required to be filled by individuals in the grade GS/GM-14 or O-5 and above.

CDG/AAF - Competitive Development Group/Army Acquisition Fellowship: The CDG/AAF is a team of high-potential acquisition professionals chosen to participate in a 3-year program of specialized cross-functional training, education and advanced developmental assignments in the various acquisition fields.

DAWIA - *Defense Acquisition Workforce Improvement Act*: The DAWIA is a law enacted to improve the overall effectiveness and professionalism of military and civilian personnel charged with the management and administration of defense acquisition programs. DAWIA legislation and Desk Guide can be found on the USAASC Web site at <http://asc.army.mil>.

DACM - Director, Acquisition Career Management: The official appointed to assist a Component acquisition executive in the performance of his or her duties as they relate to the training, education and career development of the acquisition workforce of that Component.

DDACM - Deputy Director, Acquisition Career Management: The deputy to the DACM is responsible for managing the integrated execution and oversight of the AT&L Workforce Education, Training and Career Development Program within the Component.

IQC - Intermediate Qualification Course: Develops pool of future acquisition leaders trained in innovative leadership and acquisition topics and capable of leading/commanding in any acquisition organization. The course is intended to develop an enhanced understanding of the customer and his support needs, industrial operations and its defense interface, and the civilian workforce by exposing students to real-world customer needs and PEO/PM Operations through a series of speakers and staff rides. The course will leverage Senior Service College Fellowship instructors, expertise and mentorship. This course serves as a follow-on to the advanced course under development at the Army Management Staff College (see Sustaining Base Leadership and Management below).

PMT 352 - Program Management Office Course: Designed to train Level II qualified students to be effective PM Level III leaders by providing analysis, synthesis and evaluative skills needed in a program office.

SRPE - Senior Rater Potential Evaluation: A process whereby senior raters evaluate GS-13, GS-14 and GS-15 acquisition employees on their potential to successfully perform in positions of increased responsibility.

SBLM - Sustaining Base Leadership and Management Program: Currently being revised by the Army Management Staff College under the Civilian Education System. Current information can be found at <http://amscportal.belvoir.army.mil>.

