

2014 HANDBOOK

Civilian Project/Product Manager



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INTRODUCTION

Is your goal to hold a senior leader position in the Army Acquisition Workforce — a position that allows you to directly affect the Army Acquisition Corps mission? If the answer is “yes,” set your sights on an assignment as a Centralized Selection List (CSL) Product/Project Manager (PM) or Product Director (PD).

Individuals selected for a PM/PD position are recognized as being members of an elite professional group instrumental in our mission to develop the critical systems and services that enable our Army to succeed in any mission. Competition for these positions is keen, and only the best qualified candidates are selected.

PM/PD positions are among the most challenging in the acquisition workforce and, without a doubt, require hard work and personal sacrifices on the part of those who occupy them. However, former PMs testify that the sacrifices are mitigated by the challenging work, the feeling of accomplishment and the career-enhancing opportunities. A successful tour as a PM/PD “brands” you as a proven leader ready for additional senior acquisition leadership positions.

This Career Management Handbook is intended to provide you with a set of tools and critical information to assist your goal of becoming a PM/PD. This handbook begins with outlining important basic career development information intended to get you started on the right path from day one of your acquisition career, and guides you through the application and selection process. It then outlines various post-selection activities such as required training and preparation for your new assignment, and follows up with post-utilization options.

SUPPORT

United States Army Acquisition Support Center (USAASC)

USAASC Mission – Support the Army acquisition community at all levels by shaping and developing world-class professionals and providing superior support to assigned Program Executive Officers and Direct Reporting Program Managers in an environment of continuous performance improvement.

USAASC Vision – Provide seamless support to the Army Acquisition Community.

The vision defines our desired future state. Seamless infers that through superior leadership, professionalism, quality, competence, and commitment to a culture of continuous performance improvement, HQ USAASC is proactive to anticipate the needs and expectations of the Army Acquisition Community and understand what value means to our customers (timely service, no awkward transitions, interruptions, or indications of disparity to name a few). As the leader for providing advocacy, command-level resource management, human resources, and force structure support to the Army Acquisition Community, our charge is to rethink the way HQ USAASC does business, identify industry best practices, and develop innovative solutions to meet mission requirements. USAASC is a Direct Reporting Unit (DRU) supporting the Army’s acquisition mission through superior personnel development systems and management support capabilities, enabling the most effective and efficient equipping of the Nation’s forces while maintaining an internal culture of constant organizational improvement. Our core functions and competencies include providing:

- Institutional management of the Army Acquisition Corps (AAC) and the Army Acquisition Workforce, including career management and workforce development.

- Customer service and support to the Program Executive Offices (PEOs) in the areas of human resources, resource management (manpower and budget), program structure, and acquisition information management.
- Subject matter expertise and analytical support regarding acquisition issues and initiatives to the Assistant Secretary of the Army (Acquisition, Logistics and Technology) and various DoD elements.
- Communicate USAASC's vision and mission within the acquisition community and the U.S. Army.

USAASC serves as the Army Director of Acquisition Career Management (DACM) Office responsible for anything acquisition career-related, and supports our 38,000-member military and civilian Army Acquisition Workforce.

In addition, the DRU provides oversight for the execution of the force protection mission by the PEOs, subject matter expertise and analytical support to various DoD elements, and acquisition career management support to the acquisition workforce. In addition to the seven core Army values, we operate under six organizational principals that represent the highest priorities and deeply held driving forces grounded in our values:

- Build open and honest relationships with communication
- Pursue growth and learning
- Customer success
- Culture of ownership
- People first, mission always
- Openness to change and innovation

The United States Army Human Resources Command (HRC)

HRC executes career management, sustainment, distribution, and transition of military personnel in order to optimize Army personnel readiness, enable leader development, and strengthen an agile and versatile Army that can prevent, shape, and win. Additionally, the Acquisition Management Branch (AMB) within HRC is responsible for ensuring that acquisition civilian applications going before the annual Centralized Selection List (CSL) Program Manager Selection Board are complete and accurate.

CAREER DEVELOPMENT

DAWIA

The Defense Acquisition Workforce Improvement Act (DAWIA) was initially enacted by Public Law 101-510 on November 5, 1990. It requires the Department of Defense to establish education and training standards, requirements, and courses for the civilian and military workforce. DAWIA has been subsequently modified by amendments to the USC Title 10 Chapter 87.

Steps to Planning Your Acquisition Career

The Army acquisition workforce is composed of civilian and military professionals who support the various phases of the acquisition life cycle. The Army acquisition

population is diverse and crosses 13 functional DoD-defined Acquisition Career Fields (ACFs): Business (two tracks—Financial Management and Cost Estimating); Contracting; Engineering; Facilities Engineering; Industrial/Contract Property Management; Information Technology; Life Cycle Logistics; Production, Quality and Manufacturing; Program Management; Purchasing; Science and Technology Manager; and Test and Evaluation. Descriptions of the ACFs can be found on the [Defense Acquisition University \(DAU\) interactive catalog](#). Employees should consult with their supervisors as to whether their position has been identified as an acquisition position.

Army acquisition workforce members are responsible for understanding the requirements for becoming competitive at all levels to achieve success. Workforce members should establish short- and long-range career objectives and seek advice from their supervisor and/or mentor on how best to achieve the objectives. Workforce members should also ensure that these objectives include achieving technical competence in the primary ACF, academic credentials, broadening functional experience, and leadership training and experience.

All acquisition workforce members are required to be certified in their ACF and are required to participate in continuous learning activities throughout their careers. The certification and continuous learning requirements are addressed below, along with information on the process to follow in order to meet these requirements. While many of these “steps” may overlap, they are generally in sequential order.

Keep in mind that acquisition career planning and documentation is the workforce member’s responsibility.

Prepare an Acquisition Career Record Brief (ACRB)

The ACRB is an automated, authenticated record of your education, training, and acquisition assignment history; it was created to mirror the military Officer Record Brief (ORB). Many of the fields in the ACRB are populated automatically when you are assigned to your acquisition position. It is your official acquisition record, and it is your responsibility to update and maintain it accurately. The ACRB can be accessed from [CAPPMIS](#). Select CAPPMIS on the navigation bar, and then select the ACRB tab. CAPPMIS is an integrated set of tools to help serve and manage your acquisition career. It provides access to three important components: the Acquisition Career Record Brief (ACRB), the Individual Development Plan (IDP) and the ATRRS Internet Training Application System (AITAS).

Review Certification Requirements

The Defense Acquisition Workforce Improvement Act (DAWIA) requires that employees meet the acquisition certification requirements (education, training and experience) associated with the acquisition position they encumber within 24 months of assignment. Certification levels are generally based on the grade (or pay band equivalent) of the position as follows: Level I – GS-05 through GS-08; Level II – GS-09 through GS-12; Level III – GS-13 and above. Certification requirements can be found in the [Defense Acquisition University \(DAU\) Interactive Catalog](#) (click on the “Certification & Core + Development Guides” button). Your first priority is to become certified in the ACF and level required by your current acquisition position. The ACF and level required for your acquisition position are shown on your ACRB under Section I (Current Position Data).

Prepare an Individual Development Plan (IDP)

Army acquisition workforce members are required to maintain a five-year IDP. Based on the assignment to your initial acquisition position, your IDP is automatically populated with the courses required for your DAWIA certification. Beyond the certification requirements, preparation of the IDP is a joint venture between you and your supervisor. The IDP permits you and your supervisor to identify and track acquisition career objectives in the areas of education, training and experiential opportunities. Objectives should reflect overall broad career goals and specific developmental activities intended to accomplish them. The developmental objectives should be attainable in a reasonable time frame and do not have to be purely acquisition-related. They can include items such as functional training, leadership, education, professional activities, and assignment experience that can lead toward the overall achievement of broad career goals. The IDP should be reviewed in conjunction with the normal appraisal cycles (initial review, mid-point review, and final rating period). The IDP can be accessed from [CAPP MIS](#). Select CAPP MIS on the navigation bar, and then select the IDP tab. Note for Total Employee Development (TED) users: Employee course requests, IDP goals and IDP objectives are entered first into [TED](#). TED IDP entries will then flow immediately into CAPP MIS.

Submit your IDP for Approval

Once you have annotated all of your acquisition career goals and have ensured any education, training or experience that is required to achieve certification is also annotated, you may submit your IDP to your supervisor for approval. This approval process is done electronically; therefore, you must ensure your current supervisor's name and correct email address are listed in your IDP. If your current supervisor is not listed in your IDP, please advise your supervisor to log on to the IDP site and add you to his/her employee listing. (Supervisor: log in at [CAPP MIS](#) on the navigation bar, then select the IDP tab. Click on "Supervisor" and then on the "Add Employee(s)" button). Your supervisor will receive a system-generated email notification when you submit your IDP for review and approval. Once your supervisor has approved or denied your request, you will receive email notification. Note for TED users: TED class requests, supervisor approvals and other IDP changes will post to the CAPP MIS IDP automatically.

Apply for Defense Acquisition University (DAU) Training

After your IDP is approved by your supervisor, you may apply for DAU courses [here](#). The Army Training Requirements and Resources System (ATRRS) Internet Training Application System (AITAS) is the web-based application system that provides dates, locations, and availability for all DAU training. AITAS works in conjunction with the IDP and allows Army acquisition workforce members to submit their training applications electronically for both distance learning and resident courses. It is important to remember that the IDP is for planning purposes only; it is not the vehicle to register for DAU training. However, you cannot register for any DAU training unless the course is identified on your IDP. Note to TED users: Notify your TED administrator when you have completed a DAU class, so that TED records can be updated.

Apply for Certification

DAWIA certification is not automatically granted. After completion of the appropriate training, education and experience required by your acquisition position, you must apply for certification through the USAASC Army DACM Office's automated Certification Management System (CMS). The CMS can be accessed from [CAPP MIS](#). Select CAPP MIS on the navigation bar, and then select the CMS tab. After the certifying official reviews your application, you will be notified by email of the approval or denial. If approved, the certification will be added to Section X of your ACRB. If your application is denied, a

justification will be provided with further instructions, if applicable. Becoming certified in your acquisition position is mandatory. Once you are placed into your acquisition position, you have a 24-month grace period to earn your certification. Failure to meet the statutory acquisition career field certification within the grace period may result in various personnel actions, such as reassignment, reduction in grade or pay band, loss of consideration for promotion, or separation from Federal service (see [Director, Army Acquisition Career Management Memorandum 8](#)). Your command can request a waiver, using DD Form 2905, to give you extra time if mandatory classes are filled or you cannot make certain training schedules required for certification.

Continuous Learning Points (CLPs)

The Department of Defense (DoD) policy on continuous learning for the Army acquisition workforce requires each workforce member earn 40 CLPs every year as a goal and 80 CLPs being mandatory within two years. View the DoD policy [here](#). Continuous learning ensures that workforce members remain current and relevant throughout their acquisition careers. The automated IDP is used to annotate activities that count toward continuous learning and can be found at the [CAPPMIS site](#). For DAU courses, including Continuous Learning Modules, your CLPs will be automatically entered into your ACRB/IDP via the training update process, using the ATRRS. It may take up to two weeks after completion of the course before the data is transferred to the ACRB/IDP. For all other coursework, you must enter the course in your IDP, annotate completion, and request corresponding CLPs be awarded by your supervisor. Note to TED users: TED users do not need to manually add course completions to CAPPMIS. The CLPs for all TED class completions will automatically post to CAPPMIS when the record is moved to “history.” (In some cases, completion of a TED course survey is required before the record will be moved.) Non-training events can be input directly into TED history and will post to CAPPMIS after supervisor approval of the CLPs. The U.S. Army CLP policy provides for a two-year window in which to achieve the required 80 CLPs. This two-year cycle begins on 1 October of an even year and ends on 30 September two-years later. For example, a new Army Acquisition Workforce CLP cycle will begin on 1 October 2014 and will end on 30 September 2016.

CAREER-BROADENING ACTIVITIES

The mark of your proficiency in your acquisition career field is attainment of the level of certification required of your position. And if your position requires that you only achieve Level II certification, you are encouraged to work toward attaining Level III certification in your acquisition career field as a continuous learning effort. The following information is provided to assist you with your acquisition career development plan.

Core Plus

The Core Plus program provides a “roadmap” for acquisition workforce members to attain functional competencies within their ACF beyond the minimum certification standards required for their position as well as provide CLPs to ensure you remain current and relevant. The Core Plus Development Guides can be found in the [DAU Catalog](#) (click on the “Certification & Core + Development Guides” button). The Core Plus Development Guide is intended to assist employees and their supervisors in preparing an IDP by identifying training, education, and experience beyond certification requirements that may be beneficial to career development or performance in a particular type of assignment. Core Plus activities may also be applied toward the CLP requirement.

Army Acquisition Corps (AAC)

All Army acquisition workforce employees, regardless of grade level, should be aware of the AAC eligibility requirements. Special attention should be given to the education requirements of the AAC. Employees who do not meet the degree or business hour requirements should place special emphasis on completing them. AAC requirements can be found in the [Army Supplement to the DoD Desk Guide for AT&L Workforce Career Management](#). GS-13 (or broadband equivalent) employees who meet AAC requirements should apply. The automated application can be found [here](#). Select CAPPMS on the navigation bar, and then select the AAC MS tab.

Key Leadership Positions (KLPs)

The Under Secretary of Defense for Acquisition, Technology and Logistics released a memorandum on November 8, 2013 identifying guidance on the establishment of Key Leadership Positions (KLPs) throughout the department. As a result, the Army provided implementing policy on March 21, 2014 identifying PMs that manage ACAT I/1A and ACAT II programs as mandatory KLPs. In addition, ACAT I/1A DPMs, PEOs, and DPEOs are identified as KLPs. Five main factors identified as essential fundamental KLP requirements are: education; experience; cross-functional competencies; tenure; and currency. Additional specific functional requirements for those in the Program Management acquisition career can be found in the Appendix entitled Program Management, Specific Functional Requirements for Key Leadership Positions (Attributes and Demonstrated Experience Beyond Level III Certification).

Knowledge Skills and Abilities (KSAs)

While PM/PD positions are not designated Senior Executive Service positions, the tenants of same may prove valuable as you develop your portfolio of knowledge skills and abilities.

- Executive Leadership consists of demonstrated competencies in leading change, leading people, managing results, building coalitions, business acumen, and an enterprise-wide perspective. The DoD leader competency framework provides the governing model. Refer to DoD Instruction 1430.16, "Growing Civilian Leaders."
- Program Execution is the leadership and management of a defense acquisition program covering every aspect of the acquisition process, such as integration, engineering, program control, test and evaluation, deployment, configuration management, production and manufacturing, quality assurance, and logistics support.
- Technical Management is the organization, governance, and effective application of current technology, acquisition practices, design, and security considerations in building, acquiring and maintaining large complex systems.
- Business Management is the oversight of controlling, leading, monitoring, organizing, and planning for the business success of a program. This includes achieving best value for the government.

Acquisition Tuition Assistance Program (ATAP)

The ATAP is designed for Army civilian and Military Occupational Specialty (MOS) 51C Noncommissioned Officer (NCO) Acquisition, Logistics and Technology (AL&T) workforce members who wish to complete a bachelor's degree at an accredited college or university or fulfill the business hour requirement for AAC membership. All applicants must have met their position certification requirements prior to submitting an application. Master's degree funding is also available to those AL&T workforce members at General Service (GS) Level 11 (or broadband/pay band equivalent) and above who are currently certified at their required level (at least Level 2) and interested in pursuing a graduate study.

Acquisition Education and Training (AET) Opportunities

The United States Army Acquisition Support Center (USAASC) Army DACM Office provides a robust offering of tuition assistance, leadership development, and experiential developmental opportunities to our Acquisition civilian and military workforce. The purpose of AET is to build, enhance, and sustain the knowledge base and leadership acumen of our workforce. The AET Catalog also outlines many of the opportunities available to meet the standards established by the policy. The catalog is divided into three major categories: Educational and Academic Opportunities; Leadership and Developmental Opportunities; and the Civilian Education System (CES).

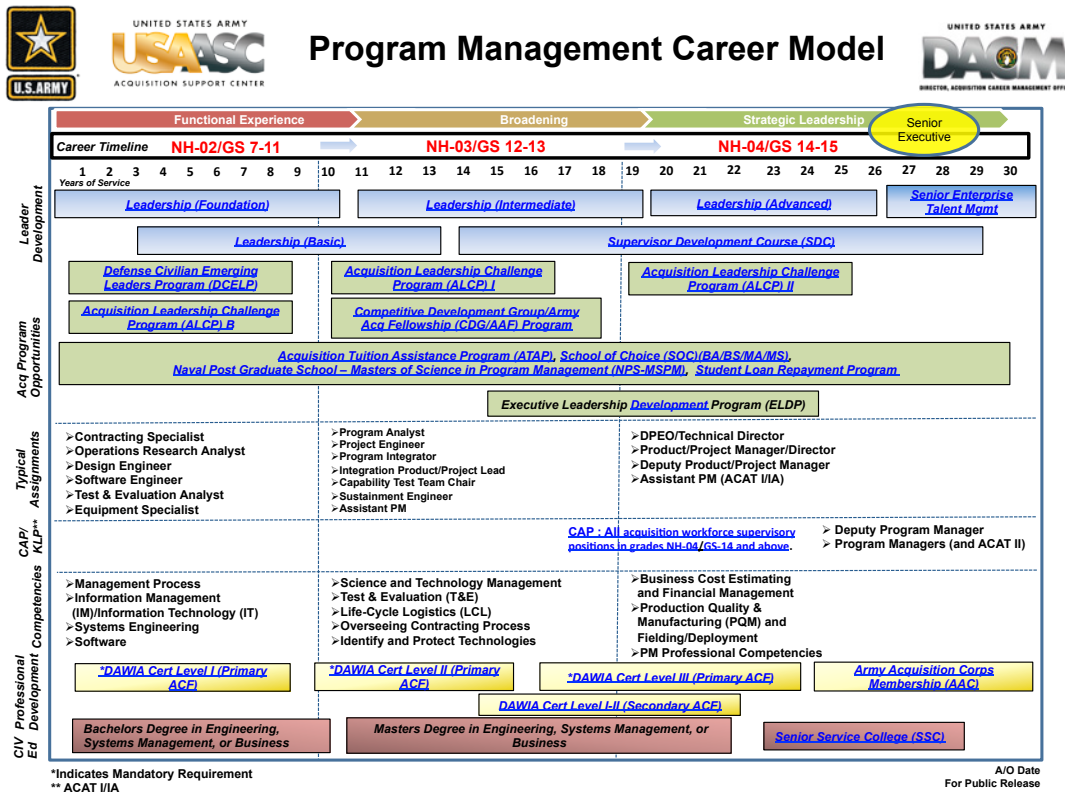
Acquisition Program Transition Workshops (APTWs)

APTWs are a means to quickly establish an effective working relationship between government and industry program offices immediately after contract award and encourage maximum use of the Workshops. USD (AT&L) recommends that program managers of all ACAT ID/IAM and special interest programs plan to conduct APTWs within the first few weeks following contract award. In practice, APTWs have now become a potential post-contract-award event, as needed by the government program manager, for each of the DoD acquisition milestones or other significant program events. Reference the [Acquisition Program Transition Workshops Guide](#).

Refer to the Civilian Program Management (PM) Career Model

Use the model and these steps as a tool to assist you in planning your career with a focus on a path to achieve a PM/PD position. Please understand that this model provides some guidelines and is not the only path to achieve your career development goals. Many times, especially within the PM ACF, you may have entered your acquisition career in another acquisition functional area or ACF and then transition into the PM ACF mid-career. This is depicted in the PM model with the identification of typical assignments earlier in your acquisition career. Another piece of advice is to work with your supervisor, a mentor or an Acquisition Career Management Advocate (ACMA) to discuss your career development goals. ACMAs are senior civilian AAC members, located within organizations with a high concentration of Army Acquisition Workforce employees, and are responsible for ensuring the senior level leadership is focused on acquisition workforce requirements and working to ensure the workforce stays on track.

Figure 1 - Program Management Career Model



Perhaps the most important suggestion comes down to three words: “Diversity of success.” Any workforce member who strives to obtain a CSL PM position must have a submission packet demonstrating the highest levels of success across a variety of key organizational and positional experiences. Surveys of past CSL board members and previous CSL PMs have highlighted the importance of having a diversified portfolio of positions held throughout differing commands and locations.

A recent DACM memorandum, Subject: Guidance for Army Acquisition Corps (AAC) Application Packets for CSL Command/Key Billet Selection Boards, 11 October 2013, addressed this topic. In this memo, the DACM highlights four particular areas to focus on when applying for CSL positions.

- 1. Diversity of experience/responsibility as well as education.** Per the DACM Memo, “Civilian records should demonstrate progression in experience, responsibility and education.” PMs tend to have a similar experiential framework upon examination—various key developmental-type positions in multiple career fields while at different locations and organizations. In addition, advanced degrees, dual certifications (multiple acquisition career fields) and completion of Civilian Education System (CES) or the approved equivalent legacy training matches up well to the Professional Military Education of their military counterparts.
- 2. Solid history of performance and potential.** Applicants need to have a solid history of above center-of-mass Senior Rater Potential Evaluations (SRPE) from varied senior raters. In addition, you must have a documented history of suc-

successful performance reviews. The combination of these will show the diversity in your past success while highlighting your potential.

3. **Seek advice on your submission from mentors or previous civilian CSL PMs.** The DACM suggests seeking the “advice and counsel of a mentor or former selection board member when preparing their application package.” Having someone who has been where you desire to be review your packet should provide you further insight into making your packet stronger.
4. **Know your audience—make your resume and supplemental information clear and concise.** When applying to a DA Board, more is not always better. The DACM suggests making sure your resume is “sufficient, clear, and concise... to effectively demonstrate the requisite skills, responsibilities, potential and experience required for selection.” You also need to ensure that your Acquisition Career Record Brief (ACRB) matches your resume with regard to training, awards, education, assignment history and certifications.

Seek An Assignment In A Program Management Office (PMO)

This is a must for anyone aspiring to be a CSL PM. Level III certification for PM requires four years in program management with cost, schedule and performance responsibilities.

- At least two years in a program office or similar organization (dedicated matrix support to a PM, PEO, DCMA program integrator, or supervisor of shipbuilding). These two years may run concurrent with the preceding four-year requirement.
OR
- Level III DAWIA certification in another acquisition functional area.
- Two years in program management with cost, schedule and performance responsibilities.
- Two years in a program office or similar organization (dedicated matrix support to a PM, PEO, DCMA program integrator, or supervisor of shipbuilding). These two years may run concurrent with the preceding Level III or two-year requirements.

Additionally, Acquisition Category (ACAT) I and II PM positions require eight and six years, respectively, of acquisition experience and Level III PM certification within 18 months. For ACAT I PMs, four of the eight years must have been in a PM or similar organization.

Seek assignments/positions that will allow you to acquire and demonstrate leadership skills as early in your career as possible.

Additionally, seek out positions that will provide experience in other acquisition career fields for career broadening as well as positions that will allow you to acquire and demonstrate leadership skills as early in your career as possible. While these positions do not need to be supervisory, they should at least include experience as a Team Leader, an Assistant PM, IPT Leads, Process Managers, Product Directors, or other type of leadership experiences not mentioned. This experience will develop leadership skills that can be documented on a resume when applying for boards. Files that demonstrate strong leadership qualities and a wide range of experience generally tend to be more competitive than those that are stove-piped.

Obtain an individual assessment of your strengths and weaknesses in terms of acquisition and leadership competencies. An assessment will assist you in planning your leadership development needs, particularly as you become proficient in your

acquisition career field and start your broadening experience. Team effort and strong leadership qualities are essential for a successful PM tour. The Acquisition Leader Challenge Program (ALCP) is a great course that can provide you with this type of assessment. See details in the Senior Leader Training Opportunities section of this document.

Army Acquisition Program Categories

(Source: AQUipedia) An acquisition program is categorized based on the criteria in the DoDI 5000.02. This instruction contains the description and decision authority for ACAT I through ACAT III programs. The Defense Acquisition Executive (DAE) or designee will review potential ACAT I and IA materiel solutions; the Component Acquisition Executive (CAE) or the individual designated by the CAE will review potential ACAT II and ACAT III materiel solutions.

ACAT I programs are Major Defense Acquisition Programs (MDAPs). A MDAP is a program that is not a highly sensitive classified program and is designated by the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) as a MDAP; or that is estimated to require eventual expenditure for research, development, test, and evaluation (RDT&E), including all planned increments, of more than \$480 million (Fiscal Year (FY) 2014 constant dollars) or procurement, including all planned increments, of more than \$2.79 billion (FY 2014 constant dollars). ACAT I programs have two sub-categories:

1. **ACAT ID** for which the Milestone Decision Authority (MDA) is USD(AT&L). The “D” refers to the Defense Acquisition Board (DAB), which advises the USD(AT&L) at major decision points.
2. **ACAT IC** for which the MDA is the DoD component head or, if delegated, the DoD-component acquisition executive (CAE). The “C” refers to component.

The USD(AT&L) designates programs as ACAT ID or ACAT IC.

ACAT IA programs are Major Automated Information Systems (MAIS). A MAIS is a DoD acquisition program for an automated information system (AIS) that is either designated by the MDA as an MAIS or estimated to exceed:

- \$40 million (FY 2014 constant dollars), for all increments, regardless of appropriation or fund source, directly related to the AIS definition, design, development, and deployment, and incurred in any single FY; or
- \$165 million (FY 2014 constant dollars), for all expenditures, for all increments, regardless of appropriation or fund source, directly related to the AIS definition, design, development, and deployment, and incurred from the beginning of the Materiel Solution Analysis (MSA) Phase through deployment at all sites; or
- \$520 million (FY 2014 constant dollars) for all expenditures, for all increments, regardless of appropriation or fund source, directly related to the AIS definition, design, development, deployment, operations and maintenance (O&M), and incurred from the beginning of the MSA phase through sustainment for the estimated useful life of the system.

AISs do not include computer resources that are an integral part of a weapon or weapon system; used for highly sensitive classified programs (as determined by the Secretary of Defense (SECDEF)); used for other highly sensitive information technology (IT)

programs (as determined by the DoD Chief Information Officer (CIO)); or determined by the USD (AT&L) or designee to be better overseen as a non-AIS program.

ACAT IA programs have two sub-categories:

1. **ACAT IAM** for which the MDA is the USD(AT&L). The USD(AT&L) may delegate MDA authority to the DoD CIO, or other designee. The “M” (in ACAT IAM) refers to MAIS.
2. **ACAT IAC** which the MDA (USD(AT&L), DoD CIO, or other designee) has delegated to the head of the DoD component or, if delegated, the CAE. The “C” (in ACAT IAC) refers to component.

ACAT II programs are defined as those acquisition programs that do not meet the criteria for an ACAT I program, but do meet the criteria for a major system. A major system is defined as a program estimated by the DoD component head to require eventual expenditure for RDT&E of more than \$185 million in FY 2014 constant dollars, or for procurement of more than \$835 million in FY 2014 constant dollars or those designated by the DoD component head to be ACAT II. The MDA is the DoD CAE.

ACAT III programs are defined as those acquisition programs that do not meet the criteria for ACAT II. The MDA is designated by the CAE. This category includes less-than-major AISs.

ACAT IV (Navy and Marine Corps only) ACAT programs in the Navy and Marine Corps not otherwise designated as ACAT III are designated ACAT IV. There are two categories of ACAT IV programs: IVT (Test) and IVM (Monitor). ACAT IVT programs require Operational Test and Evaluation (OT&E) while ACAT IVM programs do not.

Senior Rater Potential Evaluation (SRPE)

Be aware that various boards and competitive development programs require submission of a Senior Rater Potential Evaluation (SRPE) for GS-13, 14 and 15 applicants.

The SRPE is your Senior Rater’s assessment of your leadership potential and potential for advancement to higher levels of responsibility. The SRPE is an important document that must be included in your application package for PM boards and other competitive opportunities.

Meet all the requirements for Army Acquisition Corps (AAC) membership conveyed in Para 6.2 of the Army’s Supplement to the DoD Deskguide for ALTFW Career Management, found [here](#). The AAC is a subset of the AL&T Workforce and membership is governed by the Defense Acquisition Workforce Improvement Act (DAWIA). Applicants for PM positions must be AAC members.

Senior Level Training Opportunities

USAASC Army DACM Office Acquisition Leadership Challenge Program (ALCP):

The foundation of the [ALCP](#) is self-awareness as the key to leadership and diversity development to create an innovative culture by helping to understand each individual’s personal preferences and behaviors and how each interacts with their coworkers and how they are viewed by others. This approach includes addressing people’s unconscious biases to help them discover new approaches to doing things and emphasizing the strength and power in accepting individual differences to produce a stronger “whole.” The [ALCP](#) training will ensure that people can communicate with their supervisors through a common language and will help develop leaders who value individual

styles and behaviors, creating a leadership corps more capable of critical thinking/ problem solving, teamwork, collaboration, creativity and innovation.

DAU Senior Acquisition Course (ACQ 401): For Acquisition Level III (or equivalent) certified students selected to attend the Dwight D. Eisenhower School for National Security and Resource Strategy. The preeminent course for members of the acquisition workforce, the Senior Acquisition Course (SAC) consists of the 10-month Eisenhower School curriculum, complemented by a choice of acquisition-related focus electives, graduate-level lessons and seminars, and individual and group research and writing. A limited number of SAC students may take the Defense Acquisition University Program Manager's Course, PMT 401, in lieu of the focus elective and individual/group research and writing, as a general elective in partial fulfillment of Senior Acquisition Course and the National Security and Resource Strategy curriculum requirements. Those who complete the Senior Acquisition Course receive a Master of Science degree in National Security Resource Strategy from the Eisenhower School and a diploma signifying completion of the Senior Acquisition Course. Professionals who also take the Program Manager's Course as part of their curriculum earn PMT 401 diplomas as well.

DAU Defense Acquisition Executive Overview Workshop (ACQ 403): This innovative course provides general/flag officers and members of the Senior Executive Service with an executive-level understanding of the defense acquisition system and supporting processes. Workshop content is tailored to the needs of the executive, conducted on demand, and delivered in a one-on-one, desk-side forum.

DAU Systems Acquisition Management Course (ACQ 404): This course provides a senior level of understanding of the defense acquisition system, key processes, and current issues and initiatives that is appropriate for senior decision-makers. Distinguished speakers provide the executive participants a forum to discuss motivations, constraints, and perspectives of government and defense executives, Congress and the Government Accountability Office.

DAU Executive Refresher Course (ACQ 405): The Executive Refresher Course provides senior acquisition professionals, from all career fields with an update on DoD acquisition policy, processes, and lessons learned. The ultimate goal is for participants to synthesize classroom information and define their roles and responsibilities as acquisition leaders. Participants hone their expertise through discussions and updates led by DoD, congressional, GAO, and industry representatives. Sessions also include specific career-field updates provided by DAU instructors, in such areas as financial management, systems engineering, contracting, logistics, and test and evaluation. Learners will also participate in specific, group-led discussions on contemporary management and leadership topics, such as partnering with industry, risk and human capital management, earned value oversight, time management, and leading change.

DAU Leading in the Acquisition Environment (ACQ 450): This action-based learning course provides an overview of the competencies and skills needed to lead in an acquisition environment. Experiential activities include role playing, simulation, communication, and critical-thinking exercises; a leadership challenge; and completion of a 360° feedback instrument and executive coaching to develop action plans related to the feedback. Participants will learn to apply strategies for leading up, down, and across in an acquisition organization.

DAU Integrated Acquisition for Decision Makers (ACQ 451): This participant-driven, action-based learning course exposes DoD acquisition workforce members to the multidisciplinary acquisition perspectives, integration challenges, and influencing strategies necessary for successful integrated acquisition decision-making. Through

facilitated discussions, simulations, exercises, case studies, and exposure to decision-making tools, participants will formulate strategies that promote effective integration and collaboration for a current integration challenge. Participants will gain a wider view of the acquisition environment and their respective roles and responsibilities.

DAU Forging Stakeholder Relationships (ACQ 452): This action-based learning course introduces professionals to the methods and skills necessary to identify, assess, and promote building stakeholder relationships required for success in the acquisition environment. Experiential activities will include a pre-course stakeholder assessment as well as simulation, communication, and critical-thinking activities that will facilitate the development of tailored stakeholder action plans. At the end of the course, professionals will be able to build ownership of acquisition outcomes across the enterprise.

DAU Leader as Coach (ACQ 453): This resident course focuses on the thinking, behaviors, skills and strategies needed to accomplish a paradigm shift from managers who primarily direct and evaluate subordinates to a paradigm that encourages and rewards innovation, agility, listening, collaboration, continuous and purposeful growth, results and accountability. As a leader you will develop greater personal awareness and increase the impact of your energy and the energy of your organization. You will do this through the learning and application of the principles and behaviors of effective performance coaches.

Congressional Operations Seminar: The Congressional Operations Seminar is a five-day seminar conducted on Capitol Hill, in Washington, DC, that will provide civilian Acquisition, Logistics and Technology (AL&T) workforce members a better understanding of the roles and responsibilities within the U.S. Congress, the House of Representatives and the Senate as they relate to the performance management of the Defense Acquisition System and Policy. Over the course of the week, participants will hear from and be afforded the opportunity to ask questions of members of Congress, Congressional committees, state and local government officials, personal staff, lobbyists, and news media representatives. Topics may include Congress' Role in Our System of Government; the Nature of Congress; Leadership and Committee roles and responsibilities; Congress and the Defense Budget; and the Congressional Budget Process. In addition, participants will be given the opportunity to attend Congressional committee hearings and observe floor action when Congress is in session. The target audience for the Congressional Operations Seminar is the best performing AL&T workforce members who have been identified by their supervisor as having job-related duties related to understanding the congressional actions, appropriations and budget processes that affect the daily operations within their organization. [NOTE: Parent Organization funding required]

DAU Program Manager's Skills Course (PMT 400): This course provides O-5/ GS-14, Level-III PM Career Field acquisition professionals with the latest acquisition policies and proven practices in the areas of Requirements, Acquisition, Finance, and Technical Management. Additionally, students will have an opportunity to examine and discuss key program manager skills and lessons learned and develop a plan for strengthening their skills for program success.

DAU Program Managers Course (PMT 401): This course is designed to improve DoD acquisition outcomes by strengthening the analytical, critical thinking and decision-making skills of potential leaders of major defense acquisition programs and program support organizations. Applying the proven doctrine of "train as you fight," participants analyze acquisition case studies representing contemporary acquisition program challenges and dilemmas; apply a broad cross-section of knowledge of the acquisition environment and experience; and deepen their understanding of

acquisition principles and practices through peer and instructor mentoring and coaching. Speakers, team projects, media training, and management simulations round out and enrich the course. The combination of PMT 400 and 401 is a statutory requirement for all ACAT I and II PMs. Army acquisition workforce policy requires that all CSL Product Manager selectees attend PMT 401 and all Project Manager selectees attend PMT 402 prior to assuming the PM role.

DAU Executive Program Manager's Course (PMT 402): This assignment-specific course is designed to meet the learning and performance needs of newly selected PEOs, DPEOs, and ACAT I and II Program Managers and Deputy Program Managers. Skills and behaviors are developed through a concentrated, four-week period preceded by approximately 8-16 hours of advanced pre-course assignment.

USAASC Army DACM Office Naval Postgraduate School Master of Science in Program Management (NPS-MSPM): The NPS-MSPM is an eight-quarter, 24-month part-time Master's degree program. The program requires students to take two courses per quarter over a 24-month period. It is designed to provide acquisition professionals in the DoD and other federal agencies a defense-focused advanced degree in a distance learning format. Individuals who complete the program receive a MSPM graduate degree and several Defense Acquisition University (DAU) course equivalencies. While completion of the MSPM provides some of the required training for certification, individuals must complete the additional DAU training, experience and education standards required for certification in the acquisition career field.

USAASC Army DACM Office School of Choice (SOC): The School Of Choice (SOC) is a highly competitive 18-24 month full-time degree granting program that provides civilian Army acquisition workforce members GS-11 thru 15 and pay band equivalent an opportunity to keep their current acquisition position while completing a bachelor's or master's degree during duty hours. The SOC program is restricted to colleges and universities that are nationally accredited and offer degree programs in business or disciplines that directly support acquisition functions as outlined in the Defense Acquisition University catalog for acquisition certification. All applicants must meet the required certification for their current position.

Senior Level Experiential Opportunities

USAASC Army DACM Office Competitive Development Group/Army Acquisition Fellowship (CDG/AAF): The CDG Program is a three-year 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.

USAASC Army DACM Office Defense Civilian Emerging Leader Program (DCELP): The Defense Civilian Emerging Leader Program (DCELP) has provided the opportunity to emerging leaders to become extraordinary leaders for more than three years. DCELP provides leadership development training for entry-level and emerging GS-7s-GS11s in the Department of Defense and the Intelligence Community. DCELP institutes a competency-based approach in the deliberate development of our entry-level and emerging leaders with the emphasis on leading self and leading teams/projects as depicted on our DoD Civilian Leader Development Continuum. In DCELP, leadership is developed both inside and outside of the classroom. Knowledge is pursued through community-based learning, guest speakers, group projects, mentoring and simulations. The DCELP cohort experience develops a supportive

environment that enhances participants' self-awareness, substantive knowledge, and skills; promotes continuous learning, reflection, and personal change; and encourages participants' networking and team-building. DCELP maintains very high standards and acceptance to the program is competitive. Selection criteria include a demonstrated capacity for leadership, commitment to public service, and broadly defined diversity.

Excellence in Government Fellows Program: This leadership program is conducted by the Partnership for Public Service located in Washington, DC. The Partnership is a nonprofit, nonpartisan organization that works to revitalize our federal government by inspiring a new generation to serve and by transforming the way government works. The program offers hands-on leadership development for project managers and acquisition professionals. [NOTE: Parent organization funding is required.]

Federal Executive Institute – Leadership for a Democratic Society (FEI): FEI – Leadership for a Democratic Society is a unique opportunity for senior-level employees to gain insight into the diverse goals of the government and citizens they serve. FEI fosters executives who excel in 21st-century work while remaining connected to the constitutional principles forged in the 18th century. The themes of the program reflect the constitutional underpinning of the federal government and the common culture of senior federal executives. Courses are approximately four weeks in length and are held in Charlottesville, VA. These courses are open to Senior Executive Service members and GS-15s (or broadband equivalents).

Senior Service College Programs

USAASC Army DACM Office DAU-Senior Service College Fellowship Program: The DAU-SSCF Program is a 10-month leadership/educational opportunity conducted under the auspices of the Defense Acquisition University (DAU) at Huntsville, AL; Warren, MI; and Aberdeen Proving Ground, MD. The purpose of the DAU-SSCF Program is to provide leadership and acquisition training to prepare senior-level civilians for senior leadership roles such as Product and Project Managers, Program Executive Officers and other key acquisition leadership positions. On March 2013, the DAU-SSCF program was granted Military Education Level I (MEL-1) equivalency. USAASC will fund the tuition cost of the program at each location for each Army acquisition civilian participant. Applicants who are not local to one of the three sites must request funding for travel and per diem from their command or organization. Non-Army participants will be responsible for the cost of tuition and any per diem and travel costs. Post Utilization Statement/Command Endorsement Memorandum is required in order to be selected for the DAU-SSCF program. Reference the [DAU-SSCF Program Policy/Procedures](#).

Institute for Advanced Technology-Army Acquisition Corps Fellowship Program: The IAT-AACF has a principal mission as an Army University Affiliated Research Center to conduct long-term, basic, and applied research in technologies that support the electric gun program. Students attending the fellowship have full access to this and other related Army programs at the university and at Fort Hood, TX. This fellowship has a trilateral focus in which fellows study the relationships between national security policy and process, critical technologies applicable to the military, and national industrial policy and base. The national security policy and process module is a combination of directed and elective study using curriculum within the LBJ School of Public Affairs, the McCombs School of Business, the University of Texas School of Government, and the George Bush School of Public Service (Texas A&M University). Within the technologies module, the fellows are introduced to current, critical technology projects that have potential transference to DoD. The industrial base module exposes the fellows to the relationship between government and the defense industry. Industrial base issues

are significantly enhanced through linkage with Austin- and Texas-based corporations such as AIS, Freescale Semiconductor, Dell, Clockwork Solutions, and BAE Systems.

Dwight D. Eisenhower School for National Security and Resource Strategy: The Eisenhower School (formally known as The Industrial College of the Armed Forces) is the only educational institution in the nation that emphasizes the management of national resources to support national security strategy. This is the preeminent course for members of the Acquisition Corps and, as such, is an important step in advancing your career. ICAF serves as the course provider for the Senior Acquisition Course (ACQ 401) directed by the Defense Acquisition Workforce Improvement Act. In this capacity, ICAF acts as a consortium college of the Defense Acquisition University (DAU). Information on this board can be found online [here](#).

U.S. Army War College Resident Program: The AWC is a resident program that prepares selected military officers and civilians for leadership responsibilities in a strategic security environment during peacetime and wartime. AWC studies the role of land power, as part of a joint or combined force, in support of U.S. national military strategy. The curriculum emphasizes theory, concepts, systems, and the national security decision-making process. It teaches through numerous case studies, exercises, and war games. The student seminar group is the fundamental learning vehicle at the school.

National War College: The NWC program focuses on the completion of a master's degree in national security policy and strategy. In addition, this curriculum includes principles and concepts in national security and operations that students can apply as they progress in their chosen professions. (Note: Military students will have fulfilled the educational requirement for designation as a Joint Specialty Officer.)

Talent Management: Product Director - Pilot

The USAASC Army DACM Office is instituting an enterprise-level Acquisition Talent Management Program to identify, grow and develop our future strategic leaders thus creating a pool of AAW Professionals – “The Right People with the Right Skills in the Right Job at the Right Time.” This Product Director pilot program is being developed as a critical element of the overarching Talent Management campaign. More details will be communicated as they become available in an updated version of this document.

PM PROCESSES

Designation of Centralized Selections List (CSL) PM Positions

A USAASC Army DACM Office review process designates an acquisition program for intensive centralized management by a PM. The annual review looks at the CSL PM positions and makes recommendations (such as establishing, disestablishing, downgrading and merging acquisition programs and commands) to the DACM and the Army Acquisition Executive (AAE) for final approval of the list of positions. The CSL is the end product of the DACM/AAE Review process. The CSL identifies positions in the category of “Best Qualified” (BQ) (GS-14/15/equivalent personnel demonstration broadband and LTC/COL) or “military only” (Colonel or Lieutenant Colonel) for fill by the Army Acquisition Corps (AAC) Centralized Selection List—Command/Key Billet Boards. A “BQ” indicates that both officers and civilians may compete for and be slated to the position.

CSL PM Announcement

There are two centralized PM boards held during the year. The Product Manager Board (Lieutenant Colonel/GS-14 and equivalent personnel demonstration broadband) is usually held in September. The Project Manager (Colonel/GS-15 and equivalent personnel demonstration broadband) is usually held in December. Army Acquisition PM positions will be selected and slated by fiscal year, in the same manner as all other Army Competitive Category command positions.

Announcements and application instructions are posted on the [U.S. Army Human Resources Command \(HRC\) home page](#).

Establishing CSL PM Applicants/Nominees

Eligible civilians interested in competing for these CSL PM positions must submit an application in accordance with announcement instructions posted on the [HRC Web site](#) no later than 2359 hours on the closing dates, using the USAASC Army DACM Office Army Acquisition Professional Development System (AAPDS) within the Career Acquisition Personnel and Position Management Information System (CAPPMS):

Figure 2 – Civilian PM/PD Required Application Documentation

Documentation	Civilian
Experience	<ul style="list-style-type: none">• Resume• Acquisition Career Record Brief (ACRB)
Commendations	<ul style="list-style-type: none">• ACRB• Award Certificates not evident on ACRB
Performance	Last three Performance Appraisals
Potential	Senior Rater Potential Evaluation (SRPE)
Other	<ul style="list-style-type: none">• SF50, Notification of Personnel Action (Most Current – Non Award)• Regional Preference Form

Note: All individuals must submit ALL required documents to obtain consideration for this opportunity. Do NOT submit any additional forms, certificates, pictures or data.

The ACRB and Regional Preference Form must all contain original signatures. Performance appraisals and SRPEs do not require an original signature. (The Regional Preference Form is used to designate regions in which the applicant is willing to serve. Selectees may be offered positions outside those on the preference form but they may decline without prejudice.) Always read the announcement thoroughly before putting your application package together. Be aware that instructions may change from one announcement to another. Suggestions for completing a CSL PM application follow:

1. Do not wait until the last minute to apply. Allow time to prepare the application package and time to review and revise.
2. Follow the instructions on the announcement to the letter. Be absolutely certain all required documents are included and signed, if required. Any deviation from the HRC application instructions will automatically result in removal of your application from consideration. Be sure that you adequately address all acquisition experiences and training that have prepared you for a PM position. Along with your technical qualifications, ensure your resume demonstrates leadership skills and competencies and remember that this is not limited to supervisory positions you have held. Include leadership experience gained through assignments as Team Leader, IPT Leader, etc. Running a successful PM requires

strong leadership and organizational skills, and it is important that your resume provide evidence of your ability in these areas. Make sure your resume is clearly and concisely written. Write in the first person and check your spelling and grammar.

3. Pay close attention to the following documents that will be required as a part of the application.
 - a. ACRB: Ensure consistency between the ACRB and the resume.
 - b. Resume: Each experience entry description should not exceed 15 lines, and the resume should not exceed four pages in length. You should address each job experience listed on your ACRB. Training should be included on the ACRB rather than the resume. Only include information about awards received in the corresponding job.
 - c. Performance Evaluations: The evaluations are checked to determine if there are any discrepancies in dates and/or missing evaluations or support forms. If evaluations or forms are missing, this must be thoroughly explained on a separate, signed memo that is submitted with the application.
 - d. SRPE: All signatures must be original. Ideally, the Senior Rater comments will include a recommendation for selection to a PM.
 - e. Regionalization Preference Statement: Applicants are allowed to indicate a specific location where they are willing to serve. Submission of the Regionalization Preference Statement is mandatory and must be included in the original application package.

CSL PM SELECTION BOARD PROCESS

The selection of best-qualified individuals to fill CSL PM positions is based on statutory requirements stipulated in DAWIA. Because of the scope of responsibilities and importance of these positions, the DA Secretariat board process is used to select the best-qualified individuals. The Secretary of the Army is the convening authority for acquisition CSL boards.

Rotations of CSL PM positions will normally occur at three years, four years, or near major program milestones (based on Title 10 of the U.S.C and the DAWIA) and will be scheduled to provide an overlap between incoming and outgoing individuals to the maximum extent possible. Other guidance regarding length of critical acquisition assignments is in 10 U.S.C. Chapter 87.

Note 1: ACAT I – Four-year billets at the COL level

Note 2: ACAT II and below and all LTC level: Three-year billets

The CSL board includes civilian and military AAC members who have demonstrated outstanding performance in challenging assignments and who represent various functional area specialties and acquisition organizations. By statute, the board must have five or more members and all must be a higher grade or rank than those being considered. Additionally, members must not have served on the previous Acquisition Director and Product/Project Manager Board. Policy requires members to possess a variety of acquisition skills and to be currently serving, or have previously served, as CSL commanders or PMs. Policy also requires minority and female representation and that military members be graduates of the Command and General Staff College (LTC/GS-14 level boards) and/or Senior Staff College (COL/GS-15 level boards). Potential board members are nominated by AMB but are selected by the Department of the Army Secretariat, the organization that conducts central selection boards on behalf of the Secretary of the Army.

The Secretary of the Army provides guidance to the board by a Memorandum of Instruction (MOI). The MOI is the only written guidance provided to board members and includes directions regarding equal opportunity, the minimum and maximum number of individuals to be selected, and any special requirements needed for the positions being filled. However, the Army DACM/DDACM familiarizes the board on the general format/content of civilian board files and the various civilian appraisal systems and the SRPE.

Board members use the MOI, the person’s board file, and their own experience and judgment to paint a word picture of the applicant. The word picture is then converted to a numerical score or vote. The automated system protects the anonymity of each vote. Based on the votes of all members, a relative standing list (RSL) is produced. There is one RSL for principals and one for alternates.

When the board adjourns, HRC-AMB receives the RSL and prepares the slate.

Declinations: Civilians (whether principals or alternates) may decline without prejudice if the slate is outside the regional preference designation submitted with application. This means that they will remain eligible to compete in future years. All other declinations are deemed with prejudice. Declining with prejudice eliminates the civilian from consideration for all future command selection in that grade level.

There are several reasons for an unscheduled vacancy to occur; e.g., an individual may decline command, leave command early, or the AAE may approve an “out of cycle” new start. Usually these circumstances require the activation of an individual from an alternate list. All alternate activations are briefed by the Director of Officer Personnel Management, HRC and approved by the PMILDEP.

Individuals who complete less than half of the prescribed command/key billet tour through no fault of their own will normally be slated to another command/key billet position. If the individual completes fifty percent plus one day of the prescribed tour length, they receive credit for tour completion and normally will not be slated to another CSL position.

Figure 3- Application Process through Post Selection Flow Chart

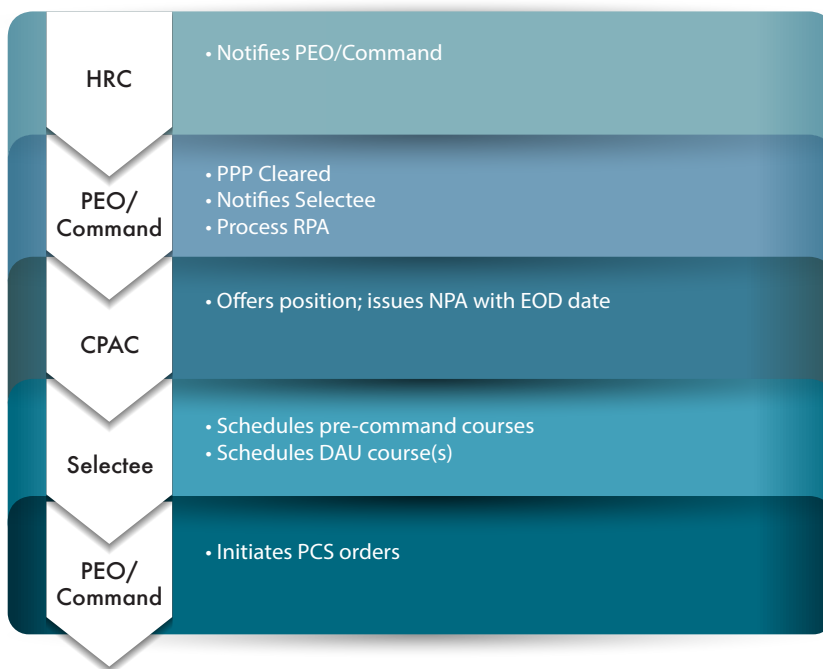
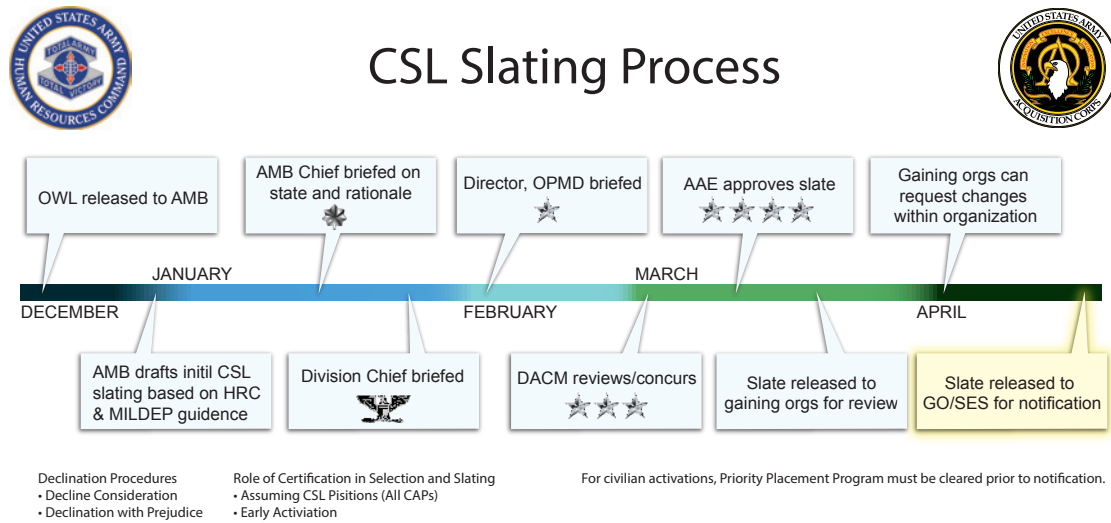


Figure 4- CSL Slating Process



POST-SELECTION PROCESS

Once the slating list has been approved by the Army Acquisition Executive, the civilian personnel process starts, PPP is cleared, and the selectees are notified by the gaining command or program executive office (PEO).

Many PEOs and Commands have sponsorship programs to assist incoming civilian personnel with effectively dealing with issues ranging from services provided in the local community to providing points of contact within the organization for personnel actions, PCS, etc. When contacted by the gaining command/PEO, ask if they intend to assign you a sponsor.

Civilian Personnel CSL PM Actions

The gaining command/PEO notifies the selectee by phone or by memorandum of his/her assignment. In addition to information that will help the family more easily relocate, if required, the command/PEO representative will provide needed points of contact in the PEO/command, such as the budget officer who will handle permanent change of station (PCS) orders, if applicable.

A specialist in the HQ, USAASC's Human Resources and Management Division (HRMD) contacts the individual who is the normal point of contact (POC) for personnel actions at the PEO/Command to which the selectee is assigned and informs him or her that a civilian PM has been slated against one of their positions. The PEO/Command POC prepares the Request for Personnel Action (RPA) and submits it to the servicing personnel office. The RPA is the document that requests the personnel community to 1) start a one-time Priority Placement Program (PPP) Stopper List clearance, and 2) assign the selectee to the position.

The PPP is a DoD program designed to place displaced DoD employees into positions for which they are deemed well-qualified by both the losing and gaining organizations' CPAC HR Specialist. The PPP stopper list must be completely cleared prior to giving an offer to the selected PM. Once the PPP stopper list has been cleared, the Civilian

Personnel Advisory Center (CPAC) representative will contact the individual to make the official job offer. At this time, the effective date of the assignment to the PM is established. (All early activations must be approved by the HRC.)

If the selectee is from the alternate list, the USAASC HRMD again contacts the POC at the PEO/Command to prepare an RPA, but without a name identified. The PPP process above is followed.

If the selectee wants return rights to his/her current position upon completion of the PM assignment, this must be stated on the Notification of Personnel Action (NPA) that transfers the selectee to the PM position.

Training Requirements

In accordance with DoD 5000.52-M and guidance from [Army DACM Policy](#), PMs are required to complete the following courses. AAC CSL PM designees will usually attend this training before assuming the Acquisition PM key billet. HRC-AMB will schedule civilians for the mandatory courses below upon selection.

Figure 5- Mandatory Courses

Course	Product Managers (LTC/GS-14 equiv)	Project Managers (COL/GS-15 equiv)
PMT 352 A&B Program Management Office Course	Yes	Yes
PMT 401 Program Managers Course	Yes	Yes
PMT 402 Executive Program Management Course	No	Yes
Branch Pre-Command Course	Yes	Yes
Army Pre-Command Course: School for Command Preparation, Fort Leavenworth, KS	Yes	Yes
PMT 403	ACAT III PMs	N/A

Note:

1. The combination of PMT 401 and 402 meet the statutory requirement for PMs managing ACAT I and II programs. Regardless of ACAT level, it is Army policy that all CSL PMs eventually attend both PMT 401 and 402. PMT 403 is offered to ACAT III PMs if class seats are filled by ACAT I/II PMs and seats are not available prior to taking over an ACAT III PM.
2. Post CSL PM LTCs/GS-14s should have already taken PMT 401 and would take PMT 402 prior to assuming CSL PM at the COL/GS-15 level.
3. For selectees having previously completed PMT 301 or 302 (Advanced Program Management Course), PMT 250, PMT 352 and PMT 401 are not required.
4. Each individual selected for a CSL PM position will attend the PCC that is aligned with the program they will manage. For example, if an individual is selected for a program that is closely aligned with Aviation, then he/she will be slated to the Aviation pre-command course.
5. Army Pre-Command Course: In addition, all CSL PM selectees will attend the Fort Leavenworth phase of pre-command training. The civilian selectee's spouse is invited to attend the Command Team Seminar the same week that the PCC is being conducted. PCC courses, to include spouse's travel, are funded by the Military Training Specific Allotment (MTSA) at the USAASC.

6. *Once scheduled for mandatory pre-command training, any requested changes for courses scheduled for completion prior to the projected assignment date must be endorsed by the first GO (or SES) in the losing organizations chain of command and approved by the CG, HRC. Any requested changes for courses scheduled for completion after the projected assignment date must be endorsed by the first GO (or SES equivalent) in the gaining organization chain of command and approved by the DACM.*

Travel

To attend these required courses, the PM/PD selectee is responsible for creating a new travel order in the Defense Travel System (DTS) once a reservation has been obtained and approval for DAU centralized funding has been provided. The reservation confirmation email provides approval/non-approval using DAU centralized funding. If you travel to class without an approved travel order, you will not be reimbursed for your travel by Army central funds; you will be responsible for travel expenses incurred. Travel funding is not provided for web-based courses.

Below are expenses not authorized when traveling using approved DAU centralized funds:

- Return trips to Permanent Duty Station (PDS), unless cost-advantageous;
- Dual lodging;
- Official or personal local and long distance phone calls;
- Faxing and internet expenses;
- Mailing costs;
- Calculators, notebooks and paper;
- Taxis to obtain meals or to/from classes;
- Excess baggage over allowed rate of \$25 each way for classes 12 days and less;
- Vicinity mileage in excess of 15 miles per day (Huntsville and Warner Robins NTE 30 miles per day);
- Electric blankets, space heaters and fans;
- Airline terminal parking costs exceeding cost of two one-way taxi fares (IAW JTR); and
- Cost of insurance for rental vehicle not otherwise included in the basic agreement (IAW JTR).

For expenses not funded in accordance with DAU travel funding policy, your command can internally fund with a different line of accounting.

Within five days after the student returns from travel, he/she is responsible for submitting a travel claim.

For information on travel policy and guidance, please view the [DAU Training Policy and Procedures](#).

GENERAL INFORMATION

Family Member Priority Placement Program (PPP)

A family member PPP is covered by the Department of the Army Family Member Placement Program. Army family members on career or career-conditional appointments are eligible for registration and referral when their DA civilian or military sponsor makes a PCS move to a new commuting area within the U.S., whether or not travel expenses are paid by the government.

Additional information on this program may be found [here](#). (References: AR 690-990-2, Book 630.S12, "Absence and Leave," April 15, 1985; Executive Order 12721, "Eligibility of Overseas Employees for Noncompetitive Appointments," July 30, 1990.)

Post Utilization

Approximately one year out from completion of your PM/PD tour, Civilian PMs should contact HQ, USAASC Human Resources Management Division (HRMD) for assistance. Be proactive in looking for follow-on positions that will allow you to use the valuable experiences you have gained. PM/PDs will have the opportunity to meet and work with individuals at all levels. Look for challenging positions and use the contacts you have made to assist you in locating an appropriate assignment. Suggestions are Deputy PM or the HQDA or OSD staff.

HQ, USAASC HRMD provides assistance to all civilian PMs/PDs with obtaining new positions at the end of their tour. They are able to do this through several options:

DACM Memorandum

An HQ, USAASC Director/Deputy Director of Acquisition Career Management (DDACM) Memorandum is issued to all Acquisition Commands and Program Executive Offices identifying the outgoing PM/PDs seeking follow-on assignments. Attachments to the letter include a resume, Acquisition Career Record Brief (ACRB) and Preference Statement.

Civilian Position Return Rights

In a memorandum dated April 16, 2003, the Deputy Chief of Staff for G-1 approved a request to grant centrally selected Army civilian employee's administrative reemployment rights across Army Command lines to their former positions, upon conclusion of PM assignments. For those employees who wish to have a guaranteed position upon conclusion of their assignments, return rights must be included on the SF 50 that assigns the employee to the PM position.

Senior Service College (SSC) Opportunities

The Army's DDACM has slating authority to place outgoing Civilian PM/PDs into an Army Acquisition slot within one of the SSCs. Further, the Vice Chief of Staff instituted a policy for placement of civilian SSC graduates, which began with Academic Year 2003-2004. The SSC graduates are matched to key leadership positions (at the same grade), which require advanced leadership education. G-1 is the proponent for this centrally managed program, the Graduate Placement Program.

Other Personnel Actions

Reassignment: The Army's Personnel Management Information and Support System (PERMISS) cites the Code of Federal Regulations: Title 5, Section 335.102, defining reassignment as the movement of an employee to another position for which he/she qualifies at the same grade level and with an equivalent target grade or equivalent band level, if applicable. On reassignment within the General Schedule pay system, the employee's salary is set at his or her existing rate of pay. A relocation bonus or retention allowance may be offered to current employees under certain conditions. Some variations apply when effecting reassignment actions of employees either entering or leaving an organization participating in a personnel demonstration project. A reassignment eligible is considered a noncompetitive candidate, or is a noncompetitive referral, because he/she has already competed for and currently holds, or has held, an equivalent position to the one being filled. Therefore, a second competition is not required. Reassignments can be "management-directed." These actions are initiated by management to laterally move an employee to another position within the organization or between organizations. This often occurs when placing employees in order to avoid reduction in force actions or for other reasons when an employee's skills can be better utilized in another equivalent position.

A reassignment can also be a "voluntary request." These actions are initiated by an employee wishing to move to another position.

Promotion: A personnel action to restructured positions that are targeted above the grade level currently held by the employee must be filled using competitive procedures. This means that all in-service placement rules apply and competition must occur between all in-service placement candidates within the area of consideration.

REFERENCES

The DAU Program Manager's Tool Kit: This [handbook](#) contains a graphic summary of acquisition policies and managerial skills frequently required by DoD program managers.

Introduction to Defense Acquisition Management, August 2010: Includes revisions to the regulatory framework for Defense systems acquisition from the December 2008 Department of Defense (DoD) Instruction 5000.02, the Weapons System Acquisition Reform Act of 2009, and the July 2009 version of the Joint Capabilities Integration and Development System Manual. This edition also reflects the 2010 change from a biennial to an annual Planning, Programming, Budgeting and Execution process. This [publication](#) is designed to be an introduction to the world of defense systems acquisition management for the newcomer and a summary-level refresher for the practitioner who has been away from the business for a few years. It focuses on DoD-wide management policies and procedures, not on the details of any specific defense system.

Defense Acquisition Guidebook: Acquisition Policy and Discretionary Best Practice [Guide](#).

GOVERNING REGULATIONS AND POLICY

5 U.S. Code 2301

Chapter 87 of Title 10, United States Code, 10 U.S.C. 1732, 1734, and 1735

Deputy Under Secretary of Defense for Acquisition, Technology and Logistics (DUSO AT&L) Memorandum, Subject: Report to Congress on Program Manager Empowerment and Accountability, August 10, 2007

Memorandum for Under Secretary of Defense (Acquisition, Technology and Logistics), Subject: Program Management Tenure and Accountability, September 25, 2007

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GLOSSARY

AAC	Army Acquisition Corps
AAE	Army Acquisition Executive
ACAT	Acquisition Category
ACF	Acquisition Career Field
ACM	Acquisition Career Manager
ACMA	Acquisition Career Management Advocate
ACRB	Acquisition Career Record Brief
AETE	Acquisition, Education, Training and Experience
AKSS	AT&L Knowledge Support System
ALEI	Acquisition Leadership Effectiveness Inventory
AL&T	Acquisition, Logistics and Technology
AMB	Acquisition Management Branch
AOC	Area of Concentration
AWQI	Acquisition Workforce Qualification Initiative
ARNG	Army National Guard
ATAP	Army Tuition Assistance Program
ATRRS	Army Training Requirements and Resources System
BQ	Best Qualified
CAPPMIS	Career Acquisition Personnel & Position Management Information System
CDG	Competitive Development Group
CL	Continuous Learning
CPAC	Civilian Personnel Advisory Center
CSL	Centralized Select List
DA	Department of the Army
DACM/DDACM	Director/Deputy Director of Acquisition Career Management
DAU	Defense Acquisition University
DAWIA	Defense Acquisition Workforce Improvement Act
DoD	Department of Defense
DPM	Deputy Program/Project/Product Manager

DTS	Defense Travel System
ECQ	Executive Qualification Factors
HHG	Household Goods
HQDA	Headquarters, Department of the Army
HRC	U.S. Army Human Resources Command
HRMD	Human Resource Management Division
ICAF	Industrial College of the Armed Forces
IDP	Individual Development Plan
JTR	Joint Travel Regulation
KLP	Key Leadership Position
MACOM	Major Command
MOI	Memorandum of Instruction
MTSA	Military Training Specific Allotment
NPA	Notification of Personnel Action
OER	Officer Evaluation Report
OPMF	Officer Personnel Management File
ORB	Officer Record Brief
OSD	Office of the Secretary of Defense
PCC	Pre-command Courses
PCS	Permanent Change of Station
PD	Product Director/Project Director
PEO	Program Executive Office
PM	Program/Project/Product Manager
PMILDEP	Principal Military Deputy to the Assistant Secretary of the Army (Acquisition, Logistics and Technology)
PQM	Production, Quality and Manufacturing
PPP	Priority Placement Program
RFO	Request for Orders
RMD	Resource Management Division
RPA	Request for Personnel Action
SRPE	Senior Rater Potential Evaluation
SSC	Senior Service College
SSC-F	Senior Service College Fellowship
USAASC	United States Army Acquisition Support Center
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology and Logistics