SFAE

MEMORANDUM FOR ARMY ACQUISITION WORKFORCE

SUBJECT: Acquisition Leadership Challenge Program (ALCP) Policy and Procedures

1. <u>REFERENCES</u>: SEE APPENDIX 1.

2. <u>PURPOSE:</u> This policy governs the implementation and administration of the Army Acquisition Workforce (AAW) Acquisition Leadership Challenge Program (ALCP), establishing roles and responsibilities of interested parties, and general requirements for selection to and participation in the Program.

3. <u>POLICY</u>:

   a. <u>ALCP Program Description</u>:

   1) The ALCP is a two to two-and-a-half-day leadership development course for the AAW. It utilizes effective tools to increase awareness of leadership preferences and provide an understanding of the dynamics of leadership style across a spectrum of challenges. The program provides direct feedback to participants based on a number of instruments completed prior to attending the course. The instrument feedback is then woven in between expertly facilitated dialogue and lessons through interactive and practical experiences. The program strengthens the leadership skills desired of the members of the AAW and provides the Army with acquisition leaders who exhibit higher levels of self-awareness.

   2) An ALCP applicant must be a current member of the Department of the Army in an acquisition-coded Career or Career Conditional status position who is certified in their position of record ***at the time of program application***. There are four levels of training in ALCP: B, I, II and III.

   3) ALCP B is a one-and-a-half-day program for new hires to career civil service in the AAW. The program primarily targets current certified civilian AAW members GS-07 to 11 (or broadband equivalent). The focus is to build a solid foundation for effective and efficient acclimation into the workforce by introducing participants to their behavioral preferences and leadership tendencies.

   4) ALCP I is a two-and-a half-day course that focuses on the individual with emphasis on who they are and what their behavioral preferences and leadership tendencies are. It provides insight on whether those preferences work for them now and how they might work for the long term. This program primarily targets current certified civilian AAW members GS-12/13 (or broadband equivalent). Commands/organizations may also nominate military acquisition officers who are Captains or Majors. A course instructor presents a model for understanding the dynamics of leadership resulting in participant

understanding of how the results from a variety of psychological instruments indicate how individuals approach leadership challenges in a variety of scenarios. The course addresses the specific challenges of change, decision making and conflict resolution.

5) ALCP II is a two-and-a-half day course intended primarily for current certified civilian AAW members GS-14/15 (or broadband equivalent). Commands/organizations may also nominate acquisition military officers that are Lieutenant Colonels and Colonels. This course focuses on the major challenge for new organizational leaders to incorporate individual talents into a cohesive work force. The goal is to bring each participant to a heightened self-awareness for better understanding and appreciation of different cultures and to promote a willingness to build intrinsic and extrinsic value in their organization.

6) ALCP III is an opportunity for further sequential development of leadership skills in areas not included in ALCP I or II. It is a two-and-a-half day course primarily intended for current certified civilian AAW members GS-14/15 (or broadband equivalent) who have previously taken ALCP I or II and Senior Executive Service acquisition professionals. Commands/organizations may also nominate acquisition military officers that are LTCs, COLs and General Officers (GO). The goal is to provide a focus on mentoring, coaching and feedback skill development as well as to measure and assess influence style and work engagement profiles.

b. <u>ALCP Locations</u>: Roughly thirty percent of the ALCP courses take place in Atlanta, GA as a central location for the AAW members. The ALCP Level I courses are also offered at other locations such as: Huntsville, AL; Warren, MI; and Aberdeen Proving Ground, MD. These are referred as local offerings without TDY funding.

c. <u>ALCP Class Size and Quota Allocations</u>: ALCP Level B, I and II courses have a maximum of 30 seats per class; the Level III course has a maximum of 26 seats per class. The U.S. Army Acquisition Support Center (USAASC) Army Director of Acquisition Career Management (DACM) Office bases the quota allocation for the organizations/commands on the percentage of the total number of AAW professionals at each location.

d. <u>Funding</u>: The Army DACM Office funds all ALCP program costs including tuition and travel to the program location in Atlanta, GA. As a general rule, the Army DACM Office does not fund TDY for students to travel to any location other than Atlanta, GA. There are exceptions determined by the ALCP PM and depending on funding availability. The ALCP Program Manager (PM) may also cancel a course if the enrollment rate is less than 2/3 of the maximum. If this were to occur, the nominees in the cancelled course would be automatically enrolled in the course of the same location during the following quarter.

4. PROCEDURE:

   a. Announcement:

     1) The USAASC Army DACM Office will plan, manage and announce the ALCP program every quarter each fiscal year. The announcement will be advertised approximately the second month of each quarter for the following quarter.

     2) The announcement will be sent out to each Organization Acquisition POCs (OAPs)/ Acquisition Career Management Advocates (ACMAs) as well as posted on the USAASC Army DACM Office web site at http://asc.army.mil/web/career-development/programs/acquisition-leadership-challenge-program/.

     3) The announcement will be open for 30 days. Organizations/commands must submit the nomination list before the closing date identified in the ALCP program announcement or they may risk losing the allocated seats for that quarter.

   b. Application Process:

     1) An AAW professional may either be nominated by his/her supervisor or apply through a process at each command/organization for the ALCP program.

     2) The Army DACM Office provides the allocation for each course and nomination via an Excel template. Each command/organization prioritizes the candidates and fills out the nomination template with selected candidates' information including candidates' names in the way that Career Acquisition Personnel and Position Management Information System (CAPPMIS) displays. They submit the list to the Army DACM Office ALCP Manager no later than the closing date identified in the announcement. The list should include the primary candidates to fill the quota as well as alternative candidates if there were more candidates than the allocated seats.

     3) Once confirmed as a candidate by the Army DACM Office, candidates will be automatically registered. The ALCP Manager sends out a notification to the students with special instructions for preparing travel orders.

     4) The alternate candidates are activated if there is availability in a class after registration of all primary candidates or if there is a withdrawal by a primary candidate.

     5) ALCP students who use Defense Travel System (DTS) need to set up DTS authorizations without signing and request Line of Accounting (LOA) through Army Acquisition Professional Development System (AAPDS) within CAPPMIS. USAASC G-8 personnel then apply the ALCP travel LOA in the DTS authorizations. The authorization can be completed by the ALCP student upon the LOA assignment. For US Army Corps of Engineers (USACE) that does not use DTS, students complete a special USACE Travel Worksheet to provide trip cost estimate to USAASC G-8 personnel. USAASC G-8 prepares a MIPR to initiate funding transfer.

6) Pre-course assessment completion is part of the requirements to participate in any ALCP course. The course vendor provides the assessment after the course registration. Students need to complete the assessment on time. It is critical that nominated students lock in their plans to attend and perform their pre-course work so all pre-course materials may be prepared and processed for application during the course.

7) Any withdrawal within 20 days of the course start date will result in the student/command being required to reimburse the Army DACM Office for course materials and tuition costs. All withdrawals must be reviewed / approved by OAPs and the first GO or SES. Please see Section 6 for more details on all ALCP course withdrawals/ substitutions/ changes.

5. <u>RESPONSIBILITIES:</u>

a. <u>Army Director, Acquisition Career Management (DACM)</u>.

1) The Army DACM provides overall ALCP oversight. The Army DACM is the convening authority for the final selection, and, as such, has final approval authority over the results and their release.

2) The Army DACM approves USAASC funds for the cost of program training and travel.

b. <u>USAASC G-8.</u>

1) The USAASC G-8 personnel provide resource support for the ALCP Program and the execution of funding actions associated with the ALCP contract and travel.

2) Assists the ALCP students with the fund cite information as described in Section 4.b.5.

3) Processes course reimbursements from withdrawal and no-shows.

c. <u>USAASC Workforce Support Division (WSD).</u>

1) Assists in marketing the program to the AAW using OAPs, to include Program Executive Offices (PEOs), the Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology (ASA (ALT)), and all commands with Acquisition personnel.

2) Disseminates the ALCP quarterly announcement to the OAPs.

d. <u>USAASC Proponency and Leader Development Division (PLD)</u>

1) Responsible for program interface with the Army DACM and providing recommendations on ALCP policy management.

2) Establishes, maintains and executes the ALCP budget and requests modifications as unplanned budgetary requirements become known. This responsibility includes

preparation and analysis of requirements for biennial Program Objective Memorandum (POM) process.

3) Plans ALCP quota allocations for organizations/commands in accordance with the percentage of the acquisition workforce members per locations and updates the allocations as appropriate.

4) Prepares and coordinates with WSD on the release of the quarterly ALCP announcement in compliance with all civilian personnel policies, directives and the directives of the convening authority. Ensures ALCP announcement is posted to the USAASC website.

5) Plans class rosters with the submitted primary and alternate ALCP applicants to ensure appropriate alternate applicants allocation among the organizations.

6) Updates AAPDS with enrolled student information to enable "Request DTS" for G-8 to add LOA in DTS and ensure the system is up to date with the records of students that completed the ALCP programs.

7) Provides course enrollment notification and general guidance to students on timeline of withdrawal from the course, TDY preparation in accordance with Joint Travel Regulation (JTR) and completing pre-course assessments.

8) Coordinates with course vendor on any changes on the class rosters to ensure the maximum quota of each class is fulfilled.

9) Activates applicants from the Atlanta course alternate list to attend local offerings so that maximum quota of each local offering can be met if the quota fill is equal or less than 2/3, if funds to support TDY were available.

10) Obtains course evaluations from the course vendor after the programs of the quarter are concluded and takes appropriate steps to resolve issues from the course evaluations and improve the overall program.

11) Obtains the final class rosters from the course vendor upon program completion to determine if there is any no-show, and communicates the rosters to the commands and organizations and take appropriate procedure for course reimbursement for no-shows.

12) Updates the completion status for all students in CAPPMIS.

e. <u>USAASC Human Capital Initiatives Division</u>

1) Provides updated demographic (GS levels, organizations and locations) data of the AAW members to ensure proper quota allocation.

2) Provides technical support in AAPDS student data uploads and development and expansion of AAPDS capabilities to track ALCP students' status.

f. Commands/Organizations OAPs and ACMAs

1) Sends out ALCP quarterly announcements to AAW members

2) Nominate eligible AAW members each quarter to participate in the ALCP based on the program requirements and quota allocations.

3) Prioritize and submit course quota allocation worksheet to Army DACM office by required deadlines.

4) Coordinate with ALCP Manager on student withdrawals that are outside the withdrawal window deadline.

g. Selected AAW Attendees

1) Ensure his/her schedule is locked in for the assigned course dates. In the situations where there are conflicts, the nominated attendees must withdraw from the course by the required date indicated in the announcement. For specifics on student withdrawal, please refer to Section 6 of this policy. Student Withdrawal and No-Shows.

2) Prepare DTS authorization to make travel arrangements and ensure all other requirements are in place to attend the course, e.g. Government Travel Card.

3) Complete the pre-course assessments by the required deadline.

4) Maintain a professional attitude and demeanor while completing the training activities.

6. Student Withdrawal and No-Shows

All student withdrawals that are past the required withdrawal date identified in the announcement must be reviewed / approved by the applicant's first GO or SES Member in the chain of command. The student will then need to forward the signed memorandum to their OAP. The OAP will be responsible to inform the ALCP Manager on the change along with signed memorandum. For students who are from organizations without OAPs, they will need to forward the signed memorandum directly to ALCP Manager.

a. If the withdrawal occurs prior to the withdrawal deadline listed on the announcement, then the student needs to inform the OAP who will communicate the change to the ALCP Manager and the ALCP Manager will activate students from the alternate list.

b. Withdrawals within 20 days of the program start date.

1) If due to mission requirement and with the withdrawal approval memorandum, the command will need to find an appropriate alternate who meets the course qualifications

to fill in the seat or the command will be required to reimburse the Army DACM Office for course materials and tuition costs (Approximately **$1,000** per student).

2) If there is a Medical emergency or the participant has to take Emergency leave, then there will be no penalty with a Doctor's note.

3) If it's a voluntary drop/withdraw and with the withdrawal approval memorandum, the individual will need to work with the command to find an alternate to fill in the seat or the individual will be required to reimburse the Army DACM Office for course materials and tuition costs (Approximately **$1,000** per student).

c. Withdrawal within 7 days of the program start date.

1) If due to mission requirement and with the withdrawal approval memorandum, the command will be required to reimburse the Army DACM Office for course materials and tuition costs (Approximately **$1,000** per student).

2) If there is a Medical emergency or the participant has to take Emergency leave, then there will be no penalty with a Doctor's note.

3) If it's a Voluntary drop/withdraw with the withdrawal approval memorandum, the individual will be required to reimburse the Army DACM Office for course materials and tuition costs (Approximately **$1,000** per student).

d. No-show (including failure to complete pre-course assessment) or dropping a course.

1) If due to mission requirement and with the withdrawal approval memorandum, the command will be required to reimburse the Army DACM Office for course materials and tuition costs (Approximately **$1,000** per student)

2) If there is a Medical emergency or the participant has to take Emergency leave, then there will be no penalty with a Doctor's note.

3) If it's a Voluntary drop/withdraw and with the withdrawal approval memorandum, the individual will be required to reimburse the Army DACM Office for course materials and tuition costs (Approximately **$1,000** per student) and will remain ineligible to apply for ALCP for a period of three years starting on the last day of the scheduled resident course for which they failed to appear.

4) Units may lose future quotas if one of their employees is a no-show.

e. Command reimbursements will be done via MIPR. All reimbursements from the students for ALCP will be made by money order or certified check and payable to the U.S. Treasury

and mailed to: U.S. Army Acquisition Support Center, ATTN: ALCP Program Manager, 9900 Belvoir Road, Bldg. 201, Fort Belvoir, VA 2206-5567.

7. EFFECTIVE DATE AND IMPLEMENTATION

This policy is effective immediately.

CRAIG A. SPISAK
Director
Acquisition Career Management

Appendix 1

References

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1. Title 10, United States Code, Chapter 87, Defense Acquisition Workforce, Section 1701-1764, Defense Acquisition Workforce Improvement Act (DAWIA) of 1990 (as amended).

2. DoD Instruction 5000.66, "Operation of the Defense Acquisition Technology, and Logistics Workforce Education, Training and Career Development Program".

3. "Department of Defense Desk Guide for Acquisition, Technology, and Logistics Workforce, Career Management," January 10, 2006.

4. Joint Federal Travel Regulations (JFTR)/Joint Travel Regulations (JTR), August, 2017.

5. DA PAM 690-43, "A Supervisor's Guide to Career Development and Counseling for Career Program Employees," August 18, 1989.

6. DA PAM 690-46, "Mentoring for Civilian Members of the Force," July 31, 1995.

7. Army Regulation (AR) 690-950, "Career Program Management," 16 November 2016.

8. Snyder, David L., Assistant G-1 for Civilian Personnel Policy, Memorandum, Subject: Senior Army Workforce (SAW), dated 18 June 2004.

9. The Army Training and Leader Development Panel Report Phase IV (Civilian Study), Commanding General, U.S. Army TRADOC. 24 February 2003.

10. Naval Postgraduate School Master of Science in Program Management (NPS-MSPM) Policy and Procedures. 18 December 2014.

11. Department of The Army Defense Acquisition University (DAU) Training Policy and Procedures. 9 December 2011.

Appendix 2

Acronyms

AAPDS – Army Acquisition Professional Development System
AAW – Army Acquisition Workforce
ACMA – Acquisition Career Management Advocate
ALCP – Acquisition Leadership Challenge Program
AMC – Army Materiel Command
ASA(ALT) – Assistant Secretary of the Army (Acquisition, Logistics & Technology)
CAPPMIS – Career Acquisition Personnel Position Management Information System
DACM – Director, Acquisition Career Management
DTS – Defense Travel System
GO – General Officer
HCI – Human Capital Initiatives
JTR – Joint Travel Regulations
LOA – Line of Accounting
OAP – Organizational Acquisition Point of Contact
PEO – Program Executive Officer
PLD – Proponency and Leader Development Division
POM – Program Objective Memorandum
SES – Senior Executive Service
TDY – Temporary Duty
USAASC – U.S. Army Acquisition Support Center
WSD – Workforce Support Division