



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

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Leadership Excellence and Acquisition Development Program Guidance

1. References:

a. Memorandum, SFAE, Assistant Secretary of the Army (Acquisition, Logistics, and Technology), 13 October 2020, subject: Leadership Excellence and Acquisition Development Program Policy.

b. Memorandum, US Army Acquisition Support Center, 01 October 2018, subject: Civilian Acquisition Workforce Personnel Demonstration Project and Contribution-based Compensation and Appraisal System Notice of Pay Pool and Performance Management Business Rules for FY19 through FY20.

c. Department of the Army Policy for the Army Acquisition Corps Competitive Development Group/Army Acquisition Fellowship Program, 02 August 2017.

d. Memorandum, Assistant Secretary of the Army (Acquisition, Logistics, and Technology), 01 July 2020, subject; Senior Rater Potential Evaluation Policy.
<https://asc.army.mil/web/wp-content/uploads/2020/07/SRPE-Policy.pdf>

2. Purpose: To establish roles and responsibilities for the Leadership Excellence and Acquisition Development (LEAD) Program, formerly known as the Competitive Development Group/Army Acquisition Fellowship (CDG/AAF) Program. For more information about the requirements for application, selection, and participation in the LEAD Program, please see Reference 1a and the US Army Acquisition Support Center (USAASC) web page at <https://asc.army.mil/web/career-development/programs/civilian>.

3. Responsibilities:

a. Director, Acquisition Career Management (DACM):

(1) Provides oversight for the LEAD Program.

(2) Serves as the convening authority for the LEAD Selection Board, and, in this capacity, has final approval authority over the board results and their release.

(3) Approves US Army Acquisition Support Center (USAASC) funds for the cost of salaries, contribution rating increases and contribution awards (pursuant to the Department of Defense (DoD) Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo)'s Contribution-based Compensation and Appraisal System (CCAS) rating cycle), program travel, program training, permanent change of station, personnel actions and other program costs of LEAD participants.

(4) Approves selection and activation of LEAD Program alternates, based on the selection board findings and creation of a LEAD applicant alternate list.

(5) At the recommendation of the LEAD Program Manager (PM), approves or disapproves LEAD participant requests for training course waivers or equivalencies and exceptions to the Lieutenant Colonel (LTC)/General Schedule (GS) 14 Acquisition Key Billet Product Manager/Acquisition Director selection board application requirement.

(6) Has the authority to remove LEAD participants from the program and invoke the Organizational Return Rights Agreement.

(7) As the Director, USAASC and the Chair of the Headquarters, USAASC Personnel Policy Board, establishes a separate CCAS pay pool for the LEAD Program.

b. Army DACM Talent Management Board of Directors:

(1) Vets all applications from the Phase I Order of Merit List prepared by DACM Virtual Board, and makes suggested selections and slates to Army DACM.

(2) Assists with the identification of LEAD Mentors, as needed.

(3) Assists with the identification of LEAD developmental assignments.

(4) Assists with post utilization of LEAD graduates.

c. Army DACM Office:

(1) Markets the program to the Army Acquisition Workforce (AAW) using network of Organizational Acquisition Points of Contacts.

(2) Maintains an outreach program to include marketing to the Program Executive Offices, Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA(ALT)), Army Materiel Command, Army Futures Command, and Army Test Evaluation Center.

(3) Markets the program through multiple means, including but not limited to the DACM Newsletter, Army DACM Office Hot Topics, and other outreach methods.

(4) Coordinates with stakeholders as necessary in developing communications products, such as program branding, website updates, event program design, on-site photography, social media promotion, and inductee and graduation certificate production and framing.

(5) Assists with post-utilization assignment of LEAD participants, specifically those who have been identified for future increased positions of responsibility as a basis of an enterprise AAW talent management process.

(6) Coordinates with LEAD PM to provide communications and execution support, including development of program branding, website updates, event program design, on-site photography, social media promotion, and inductree and graduation certificate production and framing.

(7) Coordinate with LEAD participants prior to graduation for submission of completed articles for publication in the Army AL&T magazine. For additional details, please refer to paragraph 6e below which covers USAASC G2-6.

d. LEAD Program Manager:

(1) Has overarching responsibility for providing the AAW with the best technically trained, educated, experienced, and multi-functional civilian program managers available in support of the Soldier and the acquisition mission.

(2) Provides program interface with the DACM and makes recommendations on LEAD policy management and LEAD participant actions requiring DACM decision and feedback.

(3) Establishes, maintains and executes the LEAD Program budget and requests modifications as unplanned budgetary requirements become known. This responsibility includes preparation and analysis of requirements for biennial Program Objective Memorandum process.

(4) Writes and coordinates the LEAD Program announcement in compliance with all civilian personnel policies, directives and the guidance of the convening authority. Ensures the program announcement is posted to the USAASC website and online in Army Acquisition Professional Development System (AAPDS).

(5) Reviews and validates LEAD Program applications online in AAPDS; notifies Phase I applicants of non-selection; and notifies applicants selected for Phase II Acquisition Talent Management Board of Directors (TM BOD).

(6) Has responsibility for the conduct of the LEAD Program Selection Board to include selecting and appointing board members, providing the Memorandum of

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Instruction, briefing board members, and ensuring timely completion of the Board Report. [Phase I]

(7) On behalf of the DACM, prepares support documentation for the TM BOD [Phase II].

(8) Conducts the release of the LEAD Participant selection list to selected offices or commands.

(9) Submits an After Action Report to the DACM, addressing relevant information on LEAD applicants and proposed selectees. Coordinates the program final selection list for DACM approval prior to announcement of selected LEAD participants.

(10) Announces program training opportunities to the LEAD participants as well as coordinates training and payment using the USAASC Government Purchase Card that is specifically set aside for training purposes.

(11) Serves as the approval authority for long-term developmental training assignments requiring USAASC Command endorsement.

(12) Plans and executes the USAASC hosted Orientation and Graduation Ceremony for new and graduating LEAD participants.

(13) Ensures LEAD participants' input of time in the Automated Time and Attendance Production System (ATAAPS) by Wednesday of the second week of the pay period.

(14) Maintains program communication plan to include participant article submissions to the AL&T Magazine.

(15) Ensures that both participants and their current developmental assignment supervisor comply with the CCAS rating cycle, to include initial, mid-point, and closeout/annual counseling and appraisal assessments.

(16) Serves as the pay pool administrator for the LEAD Program pay pool. Responsible for the accuracy of pay pool data, ensuring all participants and developmental assignment supervisors have CAS2Net records and the rating hierarchy is current.

(17) Meets with assigned participants monthly and on as-needed basis. Meetings are intended to be a forum for discussion and an opportunity for mentoring participants and, as necessary, to address issues, problems and/or concerns, progress, training, recommendations for program improvement, assignments, or other topics of interest

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and relevance to the participants. Participants are responsible for coordinating meeting schedules with the LEAD PM.

(18) Meets with LEAD participants' developmental assignment supervisors at the start of the participants' assignments to ensure program policy and supervisors' roles and responsibilities are clearly explained and delivered. Hosts quarterly meetings with the development assignment supervisors to discuss participants' performance and bridge communication between USAASC and assignment organizations.

(19) Receives developmental assignment Supervisor's Exit Survey upon participant departure from each assignment. LEAD PM will provide information and recommendations to the USAASC G-1 on actual or potential performance problems identified by developmental assignment supervisors.

(20) In the event a program participant is removed from a developmental assignment as a result of a performance-related or disciplinary action, the LEAD PM has the authority to invoke Organizational Return Rights Agreement.

(21) The Organizational Defense Travel Administrator (ODTA), along with LEAD PM, is responsible for the management and support of the Defense Travel System (DTS) for USAASC. The ODTA will assist the LEAD PM and LEAD participants as appropriate in the following areas: receiving and releasing LEAD participants from DTS; updating each LEAD participant's profile; maintaining a copy of each LEAD Participant's DTS Training Certificate; and ensuring each LEAD Participant's Government Travel Card information and bank account information is accurate and current. Participants will remain on the USAASC DTS throughout the 24 to 30 month program. Mission travel will be funded using a Cross Organization Line of Accounting (LOA).

e. USAASC G-1 Division:

(1) Provides coordination for personnel actions affecting participants with the servicing Civilian Personnel Advisory Center (CPAC) and provides guidance as required regarding all personnel issues

(2) Initiates the Requests for Personnel Actions (RPAs) for participants. LEAD PM will provide USAASC G-1 with the names and contact information of selected participants.

(3) Contacts the selected LEAD applicants for copies of a current résumé, current Standard Form 50 (SF-50) (Notification of Personnel Action) and, if applicable, the latest within-grade-increase (WIGI) SF-50. Upon receipt of these required documents, the USAASC G-1 Human Resource Specialist will then provide the names, phone numbers, résumés, SF-50 of the selected participants to the Army Acquisition Workforce Recruiting and Sustainment Center of Excellence (R&S CoE) CPAC

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Specialist. The CPAC Specialist will present the LEAD nominee with a firm offer for the LEAD position, which must be accepted or declined within three business days.

(4) Provides the reassignment SF-50s to the LEAD PM.

(5) Prepares SF-52s (Request for Personnel Action) upon request of participants.

(6) Provides overall administrative support to LEAD participants to include: processing time cards and pay administration.

f. USAASC G2-6 Division:

(1) Provides security processing support to LEAD participants.

(2) Coordinates with DACM Office for submission of completed articles by LEAD participants for publication in the Army AL&T magazine.

g. USAASC G-8 Resource Management Division:

(1) Provides resource support for the LEAD Program. Actions requiring the execution of funds include, but may not be limited to, selection boards, orientation programs, reassignments, payroll, training, and travel in support of the LEAD Program. The Joint Travel Regulations (JTR), Volume II, governs employee relocation entitlements and benefits.

(2) Assists participants with the fund cite coordination required between the LEAD Program's developmental assignment resource management offices and the USAASC G-8 Division.

h. Acquisition Career Management Advocate (ACMA):

(1) Provides advice and guidance to members of their respective commands and/or geographical areas regarding the LEAD Program.

(2) May provide input into potential LEAD developmental assignments.

(3) Serves as Mentors to LEAD participants as appropriate.

(4) Provides feedback to the LEAD PM on the Program.

i. Former CDG/AAF and LEAD Graduates: Assist as assigned Mentors to LEAD participants, as requested.

j. Assistant G-1 for Civilian Personnel Policy:

(1) Provides authoritative advice on the feasibility and impact of programs, plans, policies, and decisions related to and/or affecting human resources in the total workforce.

(2) Civilian personnel support is provided to LEAD participants by the AAW R&S CoE cell of the Civilian Human Resources Agency (CHRA), Aberdeen Proving Ground, Maryland. Typical support includes, but may not be limited to: (1) Processing RPAs for movement of new LEAD selectees onto USAASC's central funding TDA; (2) Disciplinary actions; (3) Benefits counseling; and (4) Updates in the Defense Civilian Personnel Data System (DCPDS).

k. Gaining Organization (LEAD's Developmental Assignment). Provides day-to-day supervision and management of the participant as well as, ensures that the participant is provided with a meaningful developmental assignment experience. This responsibility includes providing the participant with adequate workspace, relevant and beneficial assignments, and reasonable time and support for training and education as outlined in the approved two year plan and the Individual Development Plan. Where the local implementation of this policy impacts on bargaining unit employees' conditions of employment, activities are reminded to comply with their statutory and contractual labor relations obligations.

l. LEAD Participant's Developmental Assignment Supervisor:

(1) The LEAD participant and his/her immediate developmental assignment supervisor will establish contribution objectives during an initial counseling session within 30 days of assignment. Objectives will be documented in CAS2Net.

(2) Responsible for the conduct of all CCAS activities relating to the LEAD participants while assigned to their Command, i.e., initial, mid-point, and closeout/annual counseling and appraisal assessments. A closeout CCAS appraisal must be completed upon the conclusion of the developmental assignment in CAS2Net.

(3) Performs customary administrative actions such as the monitoring of all time and attendance, initial, mid-point and annual evaluations, as well as input to the annual Senior Rater Potential Evaluation (SRPE). See Reference 1d for more information about the SRPE Policy.

(4) Reports actual or anticipated performance problems to the LEAD PM as soon as such problems are detected. If performance deficiencies cannot be rectified through training and counseling, suspension or removal from the LEAD Program may occur via invoking the Organizational Return Rights Agreement.

(5) In the event a developmental assignment supervisor determines that disciplinary action toward a LEAD participant is warranted, established personnel

processes and procedures are applicable. The supervisor will notify the LEAD PM immediately if such an action is being considered.

(6) Completes an exit evaluation survey following the departure of the LEAD participant from the developmental assignment.

m. LEAD Participants:

(1) Maintain a professional attitude and demeanor, and performs at the highest level achievable while completing the education, training and developmental assignment activities.

(2) Provide, upon request, a copy of their concurred ATAAPS time card signed by the LEAD Developmental Duty Supervisor. LEAD participants may participate in the Alternate Work Schedule program during their development assignment with nine 9-hour working days only with approval from his/her development assignment supervisors. Note: Compensatory Time is not authorized without prior approval by the LEAD PM.

(3) Register with the USAASC DTS. LEAD participants will remain on the USAASC DTS Hierarchy. Resulting, if TDY is required in the execution of a LEAD assignment, participant is responsible for providing the Cross-Organizational LOA to the LEAD PM, prior to DTS Authorization preparation.

(4) Develop and maintain a professional biography.

(5) Provide locator cards at the beginning of the program, and update as the participant transitions through developmental assignments. The locator card and updates must be sent to the LEAD PM and other designated USAASC appropriate points of contact.

(6) Upon arrival in the National Capital Region for the six-month ASA(ALT) TDY developmental assignment, contact the DACM administrative office to schedule an office call with the DACM.

(7) Develop an initial two year plan in coordination with their mentor that reflects required program training and assignment activities. Plan must be in accordance with prescribed timelines as identified in the LEAD Administrative Handbook. Updates or changes to the plan are approved through the LEAD PM.

(8) Prepare and submit, with the assistance of an ACMA and/or Mentor, application for consideration by the annual LTC/GS-14 equivalent Acquisition Key Billet Product Manager/Acquisition Director selection board as required by this policy. Application packages are required to be submitted for the final year unless the

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Participant requests an exception in writing to the LEAD PM for approval by the DACM prior to the application deadline. Failure to apply to the Acquisition Key Billet Product Manager/Acquisition Director Board in year three may result in removal from the program.

(9) Participate with the developmental assignment supervisor in developing, and amending as necessary, assignment objectives; ensures that initial, mid-point, closeout/annual counseling and appraisal assessment is done within 30 days of the event. A closeout self-assessment will be completed in CAS2Net upon the conclusion of every developmental assignment and exit CCAS counseling is done within thirty (30) calendar days of the event.

(10) Complete an exit survey following their departure from a developmental assignment. Surveys are submitted to the LEAD PM within thirty (30) calendar days after departing each assignment.

(11) Submit completed Writing Assignment Project Requirement to the LEAD PM prior to LEAD Program graduation.

(12) Establish, develop, and maintain a mentoring relationship with identified Key Acquisition Leader. Former CDG/AAF Fellows will make themselves available to newly selected LEAD participants in order to maximize the opportunity for mentoring. ACMAs are also an appropriate source for mentoring.

4. Special Program Notes:

a. Participants are not eligible to receive individual monetary awards while in the LEAD Program.

b. USAASC Pay Pool:

(1) The Deputy Director, USAASC, is the Pay Pool Manager with the Chief, Workforce Development and Engagement Division and LEAD PM as the panel members.

(2) A representative from the Army AcqDemo Program Office is an advisor to the LEAD Program Pay Pool Panel. The Pay Pool will follow the business rules published in Reference 1b.

5. For questions or assistance with the LEAD Program, please see the USAASC website at <https://asc.army.mil/web/career-development/programs/civilian>.

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6. For questions about this guidance, please contact the LEAD PM at
usarmy.belvoir.usaasc.mbx.dacm-policies@mail.mil.

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