

**LET YOUR JOURNEY  
BEGIN WITH  
"LEADERSHIP"**



**Southwest Region  
Leadership Guide**

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## **INTRODUCTION**

Army Leadership includes civilians as an integral part of the total Army force. Leadership is defined as “influencing people by providing purpose, direction and motivation while operating to accomplish the mission and improving the organization.” The term “influencing” means getting people to do what you want them to do. Leaders of character and competence achieve excellence by developing a force that can fight and win the nation’s wars and serve the common defense of the United States (FM 22-100).

As the Army implements recommendations of the Army Training and Development Panel for civilians, this will have an impact on how senior civilian employees are trained, developed, assigned, promoted, and recognized for their contributions to Army. There will also be changes in civilian professional education and development.

This guide is a list of leadership training resources for Managers, Supervisors, and those employees striving to obtain leadership positions. The Civilian Leader Development Core Curriculum is the Legal Foundation of Training for Federal Government Civilians, Title 5 C.F.R., Parts 410 and 412.

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## **Civilian Education System, Foundation Course (CESF)**

**DCPDS Course Code:** 1250C59DL

**Purpose:** When students have completed the Foundation Course, they will reflect an understanding of the Army in their daily behaviors, operate as an effective Army team member, and manage Department of the Army administrative requirements and career progression elements.

**Priority:** Required for Interns, Team Leaders, Supervisors and Managers

**Length of Program:** 57 Hours of Distributed Learning

**Description:** The Foundation Course is designed to both provide an orientation to the Army and some of its systems and to begin the development of an effective Army team member. This is a distributed learning (dl) course which should take the average student 57 hours to complete. Students in this course will develop an understanding of the Army including its composition, ranks, structure, customs, traditions, and values and how it fits into the Department of Defense; the basics of Army leadership doctrine, leadership styles, and Army ethical standards; group development theories, strategies for dealing with conflict, and basics of communication including Army communication types, and the skills of listening, providing feedback and the basics of oral and written communication. From self development skills, the course progresses to the subjects of career progression, to maintaining competence and developing self awareness to the subject of personal health. Finally the course will introduce the student to a series of administrative requirements for Army personnel.

**Eligibility:** All DA Civilian Employees  
Military and other DoD Employees

**Other Requirements:** None

**Application Process:** Civilian Human Resource Training Application System (CHRTAS)  
<https://www.atrrs.army.mil/channels/chrtas/>

**Selection and Notification:** There is no Selection Process. Notification of approval and instructions will be provided by CHRTAS through email. Completed training will be automatically forwarded to DCPDS.

**Funding:** Centrally Funded

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## **ACTION OFFICER DEVELOPMENT COURSE (AODC)**

**DCPDS Course Code:** 12AOC

**Army Correspondence Course Number:** 131-P00

**Purpose:** Students will be able to:

- Understand the functions of an Action Officer and the expectations of managers and staff activities.
- Be able to apply problem-solving and time priority-setting techniques
- Demonstrate effective communication (oral and written) and military briefing skills.

**Priority:** Required for Interns

**Length of Program:** 39 Hours

**Description:** An action officer is a staff member with subject matter expertise who "works actions" on behalf of senior staff officers or commanders. The term "action officer" does not refer to a duty position. This course describes "staff work" as it is generally practiced Army-wide. The AODC covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army Standard; coordinating; conducting briefings; and ethics.

**Eligibility:**

- Required for Interns and must be completed prior to graduation.
- Army Civilians
- Military and other DoD employees

**Other Requirements:** None

**Application Process:** See the AKO web site at <http://www.train.army.mil>. The course is available as interactive online training. Complete a Standard Form 182, Request, Authorization, Agreement, Certification of Training and Reimbursement. Instructions for completion of the Standard Form 182 and guidance for the authorizing official are available at:

<http://cpolrhp.belvoir.army.mil/swr/FunctionalAreas/CHRA/hrd/SF182.pdf>.

Upon completion of the course, provide your training officer a copy of the Standard Form 182 for input into DCPDS.

The final examination and any "restricted" materials are only available via the Reimer Digital Library (RDL) and you must also have a AKO user-id and password to access them.

**Selection and Notification:** There is no selection process. A student may begin the online course from the web site at any time.

**Funding:** Centrally Funded

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## **SUPERVISOR DEVELOPMENT COURSE (SDC)**

**DCPDS Course Code:** 12BSD

**Army Correspondence Course Number:** 131 F21

**Purpose:** Provides the new supervisor with the supervisory knowledge necessary to successfully manage work and lead people. At the completion of this course, students will:

- Understand the demands of new supervisors
- Successfully manage and lead civilians
- Understand personnel management and training procedures

**Priority:** Required for newly appointed Supervisors and Managers.

**Length of Program:** 39 Correspondence Course Hours

**Location:** Available through Civilian Personnel Online at: <http://cpol.army.mil/library/train/courses/>

**Eligibility Requirements:**

- Required for all newly appointed civilian and military supervisors of civilians.
- Army Civilians
- Military and other DoD employees
- Employees eligible for the Army Correspondence Program

**Application Process:** See the AKO web site at <http://www.train.army.mil>. The course is available as interactive online training. Complete a Standard Form 182, Request, Authorization, Agreement, Certification of Training and Reimbursement. Instructions for completion of the Standard Form 182 and guidance for the authorizing official are available at:

<http://cpolrhp.belvoir.army.mil/swr/FunctionalAreas/CHRA/hrd/SF182.pdf>.

Upon completion of the course, provide your training officer a copy of the Standard Form 182 for input into DCPDS.

The final examination and any “restricted” materials are only available via the Reimer Digital Library (RDL) and you must also have a AKO user-id and password to access them.

**Selection and Notification:** There is no selection process. A student may begin the online course from the web site at any time.

**Funding:** Centrally Funded

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## Civilian Education System, Basic Course (CESB)

**DCPDS Course Code:** 1250C60DL – DL and 1250C60RES - Resident

**Purpose:** To educate the direct level supervisor or team leader on the basic foundations of leadership and management skills to facilitate mission accomplishment. This course is designed using a combination of distributed learning (dl) through the Internet, followed by classroom education at Fort Leavenworth, Kansas.

**Length of Program:** 27 Hours of Distributed Learning and 80 Hours of Residence

**Description:** The three major underpinnings of *Student Centered Problem Based*, and *Experiential*, establish the basis of success in the Basic Course on **how to develop a cohesive team, while applying leadership skills to achieve results**. These underpinnings are supported using Army doctrine; educational and leadership theories; small group instruction; along with a combination of behaviorist, cognitivist (information processing), and constructivist knowledge theories.

- **Student Centered** – All curriculum is designed to **focus** on the transference of knowledge through incorporating the **Army's** Life Long Learning Philosophy with the emphasis on **leader development**. This focus encourages students incorporating "self-responsibility" as a key element in both professional and personal leader development.
- **Problem Based** – The curriculum is designed to provide students with "real world" issues and problems that they will encounter as a direct leader. Through collaborative learning opportunities with other leaders, the student will develop or enhance additional skill sets to be a more effective leader.
- **Experiential** – Using an experiential education methodology through activities and reflection, students are allowed to "practice" the new skills in an environment that minimizes risk and encourages and offers immediate feedback.

### **Eligibility:**

- Army civilian employees who lead teams, or in supervisory or managerial positions
- Army civilian program / project managers
- Military supervisors of civilians and other DoD employees

### **Admission Priority**

Priority 1:

Required for Army civilians assigned as a team leader or in permanent appointment to a supervisory or managerial position and do not have course/experience substitution. Must complete course within one year of placement.

Priority 2:

- Army civilians who lead others on an ad hoc basis and those who manage programs.
- Army civilians and DoD employees in an Army endorsed supervisory or management development program.

Priority 3:

- Active duty military supervisors who supervise Army civilians
- Term and temporary civilians who are responsible for leading or supervising civilian teams.
- Other DoD employees.

**Prerequisites:** Foundation Course

**Application Process:** Civilian Human Resource Training Application System (CHRTAS)  
<https://www.atrrs.army.mil/channels/chrtas/>

**Selection and Notification:** Notification of approval and instructions will be provided by CHRTAS through email. Completed training will be automatically forwarded to DCPDS.

**Funding:** Centrally Funded

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## **MANAGER DEVELOPMENT COURSE (MDC)**

**DCPDS Code:** 12MDC

**Army Correspondence Course Number:** 131 F31

**Purpose:** To teach basic skills for managing work and leading people. MDC includes lessons in: organizational culture; time management; objectives and plans; problem solving and decision making; planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental Program; equal employment opportunity; professional ethics; internal management control; and Army family team building. Students who successfully complete this course will:

- Understand the demands of a newly appointed Army Civilian manager.
- Possess the knowledge and skills to perform managerial duties at high levels in diverse organizations.

**Length of Program:** 20 Correspondence Course Hours

**Application Process:** See the AKO web site at <http://www.train.army.mil>. The course is available as interactive online training. Complete a Standard Form 182, Request, Authorization, Agreement, Certification of Training and Reimbursement. Instructions for completion of the Standard Form 182 and guidance for the authorizing official are available at:

<http://cpolrhp.belvoir.army.mil/swr/FunctionalAreas/CHRA/hrd/SF182.pdf>.

Upon completion of the course, provide your training officer a copy of the Standard Form 182 for input into DCPDS.

The final examination and any “restricted” materials are only available via the Reimer Digital Library (RDL) and you must also have a AKO user-id and password to access them.

**Selection Process:** There is no selection process. The student must provide a copy of the course completion certificate or grade report to their training coordinator or officer with a start and end date for input to DCPDS.

**Priority:** None

**Location:** Available through Civilian Personnel Online at: <http://cpol.army.mil/library/train/courses/>

**Eligibility:**

- Army Civilians
- Military and other DoD employees
- Employees eligible for the Army Correspondence Program

**Funding:** Centrally Funded

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## **Civilian Education System, Intermediate Course (CESI)**

**DCPDS Course Code:** 1250C61DL – DL and 1250C61RES - Resident

**Purpose:** DA civilian skilled in leading; managing human and financial resources; implementing change; directing program management and systems integration; displaying flexibility, resilience, and focus on mission.

**Length of Program:** 44 Hours of Distributed Learning and 120 Hours of Resident Course

**Description:** The Intermediate Course is for leaders who exercise direct and indirect supervision and is a combination of distributed learning through the Internet, followed by classroom education at Army Management Staff College (AMSC), Fort Leavenworth, KS or Fort Belvoir, VA campuses. Students enhance their leadership abilities and develop skills to manage human and financial resources; displaying flexibility and resilience with a focus on the mission.

### **Eligibility:**

- Army leaders in permanent appointments to supervisory or managerial positions
- Army civilian program / project managers
- Military supervisors of civilians and other DoD employees

### **Prerequisites:**

- Foundation Course if required
- Basic Course or substitution

### **Admission Priority:**

Priority 1:

- Required for Army civilians in permanent appointment to supervisory or managerial positions and do not have course/experience substitution.
- Must complete within 2 years of placement.

Priority 2:

- Army civilian program managers
- Army civilians and DoD employees in an Army-endorsed supervisory or management development program

Priority 3:

- Military supervisors or managers of Army civilians
- Term and temporary civilians who are responsible for supervising civilians
- Other DoD employees

**Course Credit/Substitution:** Substitution may be granted, to satisfy course completion requirements, to employees who are required to complete the Intermediate Course, but have successfully completed similar or more advanced training and education as civilian or military leaders.

- Army course identified as Intermediate Course substitution are Organizational Leadership for Executives (OLE), Captains Career Course (CCC), Warrant Officer Senior Course (WOSC), and First Sergeant Course (FSC).
- The list of courses is not exclusive and other similar or more advanced training/education may be substituted (refer to [Course Credit](#)).
- Experience substitution to satisfy course completion requirements is available for employees whose Federal civilian or military background includes five years or more experience in a supervisory or managerial position supervising Federal civilian employees (refer to [Course Credit](#))

**Application Process:** Civilian Human Resource Training Application System (CHRTAS)

<https://www.atrrs.army.mil/channels/chrtas/>

**Selection and Notification:** Notification of approval and instructions will be provided by CHRTAS through email. Completed training will be automatically forwarded to DCPDS.

**Funding:** Centrally Funded

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## **Civilian Education System, Advanced Course (CESA)**

**DCPDS Course Code:** 1250C62DL – DL and 1250C62RES - Resident

**Purpose:** DA civilian skilled in leading; managing human and financial resources; implementing change; directing program management and systems integration; displaying flexibility, resilience, and focus on mission.

**Length of Program:** 63 Hours of Distributed Learning and 160 Hours of Resident Course

**Description:** The Advanced Course is for civilian leaders who exercise predominately indirect supervision. It is a combination of distributed learning (dl) through the Internet, followed by classroom education at Army Management Staff College (AMSC) Fort Belvoir, Virginia campus. The dl consists of seven modules that take 63 hours to complete. The dl must be completed 30 days prior to attending the resident session. The resident session is 4 weeks in length

### **Eligibility:**

- Army leaders in permanent appointments to supervisory or managerial positions
- Senior level civilians in positions of leadership or program / project managers
- Military supervisors of civilians and other DoD employees
- GS13 – 15 or comparable NSPS pay band

### **Prerequisites:**

- Foundation Course if required
- Basic Course or substitution
- Intermediate Course or substitution

### **Admission Priority:**

Priority 1:

- Required for Army civilians in permanent appointment to supervisory or managerial positions and do not have course/experience substitution.
- Must complete within 2 years of placement.

Priority 2:

- Army civilian not currently in supervisory or managerial positions (deputies, team leaders or program managers)

Priority 3:

- Military supervisors or managers of Army civilians
- Term and temporary civilians who are responsible for supervising civilians
- Other DoD employees

**Course Credit/Substitution:** Substitution may be granted, to satisfy course completion requirements, to employees who are required to complete the Intermediate Course, but have successfully completed similar or more advanced training and education as civilian or military leaders.

- Army course identified as Advanced Course substitution are Sustaining Base Leadership Management (SBLM), Command and General Staff College (CGSC), Intermediate Level Education (ILE), Warrant Officer's Senior Staff Course (WOSSC), and Sergeant Majors Course (SMC).
- The list of courses is not exclusive and other similar or more advanced training/education may be substituted (refer to [Course Credit](#)).
- Experience substitution to satisfy course completion requirements is available for employees whose Federal civilian or military work experience includes five years or more experience in a senior supervisory or managerial position (i.e., GS-13 and above or comparable pay band) supervising Federal civilian employees (refer to [Course Credit](#))

**Application Process:** Civilian Human Resource Training Application System (CHRTAS)

<https://www.atrrs.army.mil/channels/chrtas/>

**Selection and Notification:** Notification of approval and instructions will be provided by CHRTAS through email. Completed training will be automatically forwarded to DCPDS.

**Funding:** Centrally Funded

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**THE ARMY WAR COLLEGE (AWC)**  
**RESIDENT**

**DCPDS Course Code:** 12AWC

**Purpose:** The Army War College (AWC) studies the role of land power, as part of a joint or combined force, in support of the US 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 of which the student seminar group is the fundamental learning vehicle

**Location:** Carlisle Barracks, Pennsylvania

**Length of Program:** 10 – 12 months

**Requirements:**

- Participants in the program must be in grades GS-14/15, and high potential GS-13s.
- Career-conditional or career status.
- Identified as being on track for executive level service.
- Must be able to obtain a Top Secret Clearance.
- Sign a mobility agreement allowing for operational assignment to a position that fully utilizes the competencies acquired at AWC.

**Selection and Nomination:** Applications are evaluated at each level which includes the supervisor, commander, functional official, and the DA Secretariat Board before recommendations for Army Civilian candidates are forwarded to the college for final approval. Evaluations are based on the following factors: ability to research and analyze, ability to communicate orally, ability to communicate in writing, professional knowledge, knowledge of the policy-making process, and ability to innovate and synthesize.

**Funding:** Centrally Funded

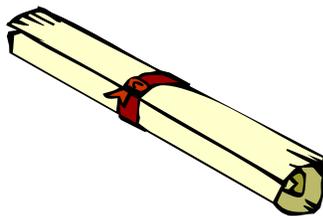
The Corps of Engineers civil works are funded by their parent organizations. Some Corps of Engineers districts have civil works and military employees assigned to their organizations which are determining factors in funding travel and per diem.

Non Appropriated Fund employees are centrally funded by Head Quarters, US Army Community and Family Support Center (ACFSC).

**For Application Process and more information:**

Application packages must be forwarded through command channels. Complete the required nomination/application package at: [http://cpol.army.mil/library/train/catalog/pkt\\_non-ndu.html](http://cpol.army.mil/library/train/catalog/pkt_non-ndu.html)

All of the forms and documents listed **must to be completed and forwarded** as your application package. The "on line" forms provided at the links **must** be used. Assemble the forms in the order listed. Incomplete application packages **will** be returned.



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## Army War College – Distance Education Course (AWC-DE)

**DCPDS Course Code:** 12AWN

**Length of Program:** 2 Years

**Purpose:** To prepare selected military officers and civilians for leadership responsibilities in a strategic security environment during war or peacetime.

**Description:** The AWC-DE demands considerable dedication to study, conduct of critical analyses, and preparation of numerous papers on complex national security and defense issues. The course curriculum closely parallels the AWC Resident course and graduates are awarded the same diploma. AWC-DE participants meet course requirements through personal initiative and commitment, on their own time, except for the 22 resident academic days required at midcourse and end-of-course periods. The AWC-DE students' academic requirements are integrated with regular civilian professional requirements.

**Eligibility Requirements:** DA civilian employees at GS-14/15, and high potential GS-13s who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or, are serving under an Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590) and have a minimum of three years of consecutive service under one or more permanent appointments.

### **Other Requirements:**

- Have or be able to obtain a TOP SECRET clearance with Special Compartmentalized Information (SCI) access that will not expire during the academic year.
- Identified by their organization as being on the track for executive-level service.

### **For Application Process and more information:**

- Application packages must be forwarded through command channels. Complete the required nomination/application package at: [http://cpol.army.mil/library/train/catalog/pkt\\_non-ndu.html](http://cpol.army.mil/library/train/catalog/pkt_non-ndu.html)
- Endorsements are required from each echelon through which the nomination is forwarded, i.e., installation commander, major subordinate commander, and MACOM commander. Endorsements must be tailored to the specific program for which the individual is nominated. If the nominee is applying for more than one SSC, separate applications and program-unique endorsements are required. Endorsements will be limited to those in the nominee's current, official chain of command.

[Endorsements outside the nominee's official chain of command will be removed prior to final HQDA boarding.](#)

A complete Request for Central Resource Support Form must accompany the application. POC is Ms. Vern Carter, (703) 325-2456, Email: [Vernessa.Carter@asamra.hoffman.army.mil](mailto:Vernessa.Carter@asamra.hoffman.army.mil)

### **Selection and Notification:**

- Applications are evaluated at each level of the submission process – supervisor, commander, functional official, and DA Secretariat Board – before recommendations for Army civilian candidates are forwarded to the college for final approval.
- Evaluations are based on the level and degree to which the applicant possesses the following factors: ability to research and analyze; ability to communicate orally; ability to communicate in writing; professional knowledge; knowledge of the policy-making process; and ability to innovate and synthesize.
- The appropriateness of training to the employees occupation, the utilization plan, and the employees motivation for wanting to participate in the training are considered in the over all evaluation. The AWC accepts the results of the DA Secretariat Board. DAPE-CP-CPA releases notification of selections by message through command channels. MACOMs should notify the selectees' CPAC. Principal selectees receive welcome packets directly from AWC.

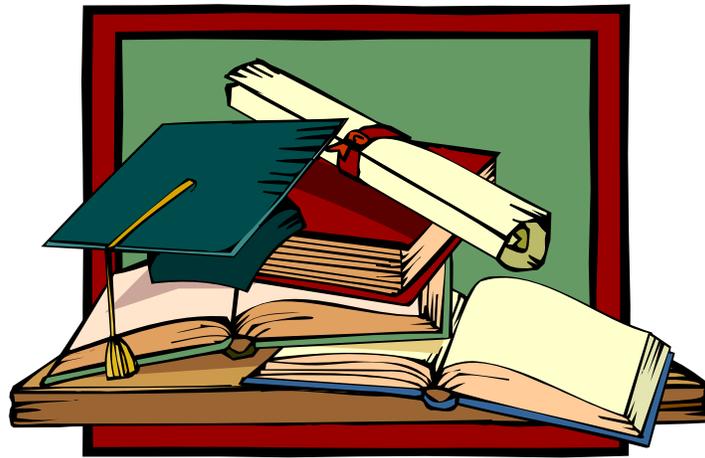
**Deferment Procedures:**

- Deferments are granted on a case basis per AWCDE officials.

**Funding:**

- Authorized expenses for attendance at the two week mid-course and end-of-course resident phases are centrally funded.

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## **Defense Leadership & Management Program (DLAMP)**

**Check this space periodically for updates and watch for announcements within your organization from Training Coordinators and/or your servicing personnel office.**

*Pending receipt of the official 2005 announcement from DOD, the following description of the program is provided for information and planning purposes. Interested candidates must await release of revised application forms and procedures before preparing an application package. Some previous forms are undergoing revision.*

### **[Defense Leadership and Management Program \(DLAMP\)](#)**

Since its inception in 1997, the Defense Leadership and Management Program (DLAMP) have served as one of the Department's comprehensive programs for developing future civilian leaders. An assessment of DLAMP has been conducted and it is believed that the original tenet of the program is valid - "there is a need to develop highly capable senior civilian executives with a joint perspective on managing the Department's workforce and programs".

From FY 2002 to early 2004, the program was refocused and streamlined to bring it in line with the Department's new strategic direction for civilian human resources management. The refocused DLAMP is more flexible, cost-effective, and efficient in meeting short- and long-term requirements for highly capable civilian leaders.

The key elements of the revised program are as follows:

**Formal Education:** Upon completion of DLAMP, every participant is expected to have a master's degree or equivalent advanced education from an accredited institution. A participant who enters the program without an advanced degree may earn one through professional military education (PME) attendance (where master's degrees are conferred) or through an accredited university on a full or part-time basis. In addition, a number of master's degree fellowships will be awarded each year to selected program participants. Participants are expected to pursue this opportunity with local universities and colleges. Participants who enter the program with a pre-existing advanced degree will be required to assess their past formal education with their supervisors and determine whether or not additional graduate courses in specific subjects are key to their success as future leaders in the Department. These employees will be afforded the opportunity to attend up to six graduate courses in business management and public policy areas, at a local college or university, to round out their academic portfolio.

**Professional Military Education:** All participants will receive a thorough education in national security policy, strategy, decision-making, and leadership. DLAMP participants will have an opportunity annually to apply for the DLAMP-designated spaces in the 10-month senior-level PME at the Senior Service Colleges (SSC) and at the National Defense University (NDU). Participants are also required to successfully complete the prescribed National Security Foundation Course prior to attending PME to ensure that they arrive at PME fully prepared to participate in and contribute to the learning environment.

**Leadership:** DLAMP participants are required to successfully complete two courses in managerial and executive leadership. Both DLAMP leadership courses focus directly on the Office of Personnel Management Executive Core Qualifications.

**Army initiative affecting DLAMP participants who have not yet attended SSC:** It is essential that the leadership skills and competencies of SSC graduates be fully utilized to maximize Army's return on investment for the civilian workforce. Beginning with Academic Year 2004-05, DLAMP participants who attend SSC will be subject to a policy of directed placement instituted by the Vice Chief of Staff in FY 2003. SSC graduates are matched to key leadership positions (at the same grade) requiring advanced leadership education. Program managers in ODCS G-1 will begin the job search approximately 120 days prior to graduation with the objective of determining a final placement 90 to 60 days prior to graduation. SSC students and graduates are encouraged to seek promotions on a competitive basis, but such positions must also be identified as requiring SSC skills.

**Rotational Assignment:** A joint or cross-component assignment of at least 4 to 12 months is highly encouraged, but not funded by DLAMP.

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**OPM FEDERAL EXECUTIVE INSTITUTE (FEI)**  
**LEADERSHIP FOR A DEMOCRATIC SOCIETY PROGRAM**

**Purpose:** Our goal is to improve the leadership function of the SW Region employees. Leaders play a key role in the individual and organizations needs. The FEI is a 4-week program covering personal leadership in government, transforming public organizations, policy in a constitutional system, global perspectives and public action.

**Location:** The Federal Executive Institute (FEI) in Charlottesville, Virginia

**Eligibility:** Eligibility Senior Executive Service or GS-15 manager

**Application Process:** Applications will be distributed through command channels directly to the FEI. Contact FEI for nomination forms or additional information. You cannot apply on-line for this course. Quotas must be requested one year in advance. Participants arrange their attendance through their agency training offices. The training offices then submit training forms to FEI.

A current schedule of class dates is available at:

[OPM Federal Executive Institute Leadership for a Democratic Society \(FEI\)](#)

Phone: (434) 980-6200

E-mail:[fei@opm.gov](mailto:fei@opm.gov)

Mailing address:

Federal Executive Institute  
1301 Emmet Street  
Charlottesville, VA 22903.

**Selection and Notification:** FEI representatives will evaluation the applications for acceptance into the program.

**Funding:** All costs are paid by the participant's organization, or you may contact your Career Program Functional Chief Representative to request ACTEDS consideration.



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## Industrial College of the Armed Forces (ICAF)

**DCPDS Course Code:** 15ICA

**Length of Program:** 10 months

**Purpose:** To prepare selected military officers and civilians for senior leadership and staff positions by conducting postgraduate, executive-level courses of study and associated research dealing with the resource component of national power, with special emphasis on materiel acquisition and joint logistics and their integration into national security strategy for peace and war. Graduates are awarded a Master of Science degree in National Resource Strategy. In addition, ICAF serves as the course provider for the Senior Acquisition Course directed by the Defense Acquisition Workforce Improvement Act. In this capacity, ICAF acts as a consortium college of the Defense Acquisition University (DAU).

**Description:** The curriculum focuses on broad-based national security decision-making for senior policy makers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events. The curriculum consists of interrelated courses that are presented in a balanced mix of seminars and lectures. The program employs the case-study method, complemented by extensive student reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program.

**Eligibility Requirements:** DA civilian employees at GS-14/15 who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or, are serving under an Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590) and have a minimum of three years of consecutive service under one or more permanent appointments.

### **Other Requirements**

- Have or be able to obtain a TOP SECRET clearance with a special background investigation (SBI) that will not expire during the academic year.
- Should possess a graduate degree and be identified by their organization as being on the track for executive-level service.
- Sign a mobility agreement allowing for an operational assignment to a position that fully utilizes the competencies acquired.
- Participate in the development of their utilization plan. Normally, selectees will be placed in their operational assignments prior to graduation. Placement may involve an organizational, functional, and/or geographic move.
- Army Acquisition Corps (AAC) members must meet additional qualification requirements. These are stated on the ASC web site, <http://asc.army.mil/divisions/cm/civilian.cfm> under the Career Development section. Refer to the category "Catalog of Acquisition Education, Training and Experience Opportunities." See the ICAF announcement.

### **Application Process:**

[http://cpol.army.mil/library/train/catalog/pkt\\_ndu.html](http://cpol.army.mil/library/train/catalog/pkt_ndu.html)

All of the forms and documents listed **must to be completed and forwarded** as your application package. The "on line" forms provided at the links **must** be used. Assemble the forms in the order listed. Incomplete application packages **will** be returned.

Application package will be forwarded through command channels. Commands/IRAs will forward an original and one copy of each application to:

Department of Army  
Central Programs Branch  
Attn: Ms. Vern Carter  
2461 Eisenhower Avenue - Room 468  
Alexandria, VA 22331

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Endorsements are required from each echelon through which the nomination is forwarded, i.e., installation commander, major subordinate commander, and MACOM commander. Endorsements must be tailored to the specific program for which the individual is nominated. If the nominee applies for more than one SSC, separate applications and program-unique endorsements are required. Endorsements will be limited to those in the nominee's current, official chain of command. [Endorsements outside the nominee's official chain of command will be removed prior to final HQDA boarding.](#)

A complete Request for Central Resource Support Form must accompany the application. POC is Ms. Vern Carter, (703) 325-2456, Email: [Vernessa.Carter@asamra.hoffman.army.mil](mailto:Vernessa.Carter@asamra.hoffman.army.mil)

### **Selection and Notification**

- Applications are evaluated at each level of the submission process - supervisor, commander, functional official, and DA Secretariat Board before recommendations for Army civilian candidates are forwarded to the college for final approval.
- Evaluations are based on the level and degree to which the applicant possesses the following factors: ability to research and analyze; ability to communicate orally; ability to communicate in writing; professional knowledge; knowledge of the policy-making process; and, ability to innovate and synthesize.
- The appropriateness of training to the applicant's occupation, the utilization plan, and the applicant's motivation for wanting to participate in the training are considered in the overall evaluation. Selections are subject to final approval and acceptance by NDU. Principal selectees and alternates will be notified via their MACOMs.

### **Deferment Procedures Evaluation of Long-Term Training after Return to Duty**

- Within six weeks following the trainee's return to duty, the trainee's supervisor will complete an evaluation to assess post-utilization. To complete this evaluation online, click the link marked Sample LTT Evaluation Plan (6 weeks).

#### **Sample LTT Evaluation Plan (6 weeks)**

- Not later than eight months after the trainee returns to work, the supervisor and the trainee will jointly complete a second evaluation to assess continuing benefits of the training assignment. To complete this evaluation online, click the link marked Sample LTT Evaluation Plan (8 months).

#### **Sample LTT Evaluation Plan (8 months)**

Supervisors should retain one copy of each evaluation and forward one copy of each evaluation to:

Department of Army  
Central Programs Branch  
Attn: Ms. Vern Carter  
2461 Eisenhower Avenue - Room 468  
Alexandria, VA 22331

The completed questionnaires will be evaluated at both local and HQDA levels to ensure that utilization plans are being carried out effectively, improve administration of the long-term training program, and make better use of trainees upon completion of training. The requirement to evaluate long-term training applies to all centrally funded and locally funded programs.

**Funding:** Authorized expenses and, if applicable, PCS costs (IAW the JTR) for an operational assignment, are centrally funded except for AAC selectees. AAC selectees will receive funding guidance from the Acquisition Career Management Office, Ms. Lillian Wilkinson, (703) 692-5958, Email [lillian.a.wilkinson@us.army.mil](mailto:lillian.a.wilkinson@us.army.mil).

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## Logistics Executive Development Course (LEDC)

**DCPDS Course Code:** 15LED

**Length of Program:** 16 weeks, 2 days

**Purpose:** To develop leaders/managers (military and civilian) for potential executive level positions. To prepare people to enhance the Army's logistic capability in war.

**Description:** Six aspects that make LEDC a unique professional development opportunity:

- It is an intensive resident program. Participants live and attend classes together for 15 weeks and 4 days. LEDC's curriculum is designed to encourage learning in both formal and informal settings. No other logistics program brings civilians, international officers, and Reserve, National Guard, and Active Army officers together for such a sustained learning period.
- Approximately 60 students, of which 10 are civilians, are admitted to LEDC each class. The professional network that they develop during the course is an important part of the multi-functional experience that the participants take with them when they leave.
- The LEDC curriculum balances the continuum of logistical sustainment tasks in a seamless flow that begins in the factory and ends in the foxhole. It invites participants to share logistical experiences as they learn and practice new theories in the development of multifunctional skills required to sustain tactical operations on the battlefield.
- The many opportunities at ALMC to rethink, to debate, and to be intellectually challenged, make LEDC a uniquely stimulating experience.
- The LEDC faculty and guest lecture program are outstanding. The speakers are drawn from a consortium of general officers from the various logistical disciplines, Senior Executive Service members, members of Congress, logisticians, industry executives, and faculty from within ALMC.
- Twelve graduate-level semester hours from designated portions of the LEDC curriculum are transferable to Florida Institute of Technology. Florida Tech offers a cooperative degree program at ALMC through which participants may earn a Master's degree.

### **Eligibility Requirements:**

- Nominees must be GS-11 or above with career status.
- Five years of cumulative experience in military logistics.
- Demonstrate high potential for development, as evidenced by performance appraisals, awards, and recognition directly related to logistics accomplishments.
- A SECRET security clearance.
- LEDC is appropriate functional training for career programs 13, 17, 20, 24, and 33.

### **Application Process:**

[http://www.cpol.army.mil/library/train/catalog/pkt\\_ledc.html](http://www.cpol.army.mil/library/train/catalog/pkt_ledc.html)

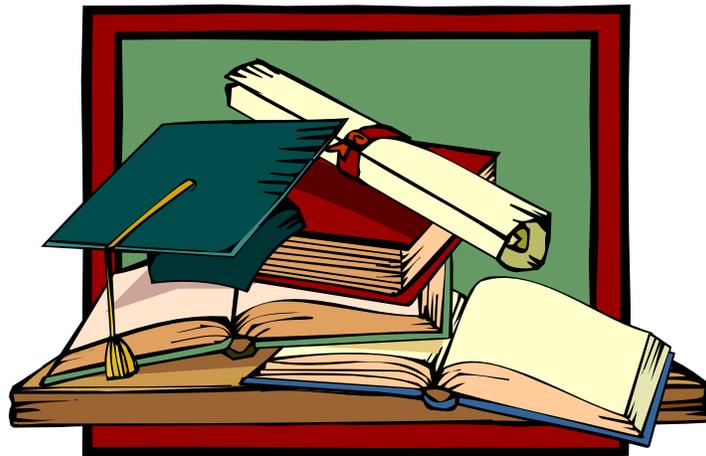
All of the forms and documents listed **must be completed and forwarded** as your application package. The "on line" forms provided at the links **must** be used. Assemble the forms in the order listed. Incomplete application packages **will** be returned.

An original and one copy of the application package must be submitted through command channels to the applicant's Functional Chief Representative.

**Selection and Notification:** Applicant packages will be forwarded through command channels to the applicable FCR. FCRs will evaluate the nominees and forward the recommended candidates to ALMC for final acceptance by December 3, 2004 (for the January 2005 class) and by June 30, 2005 (for the August

2005 class). In consideration of FCRs priority order and stated availability of funds, ALMC will make final selections and will notify FCRs accordingly. FCRs will notify nominees.

**Funding:** Authorized travel and per diem costs for selected DA civilians will be at the discretion of the Functional Chief Representative(s) whose career programs are represented among the selectees.



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## National War College (NWC) Resident

**DCPDS Course Code:** 12NWC

**Length of Program:** 10 months

**Purpose:** To prepare selected military officers and federal officials for high-level policy, command, and staff responsibilities through a senior-level course of study in national security strategy. The college emphasizes the joint and interagency perspective. At the conclusion of the academic year, the student receives a Master's Degree in National Security Strategy, and military students have fulfilled the educational requirement for designation as a Joint Specialty Officer.

**Description:** As the Nation's premier educational institution concerned with the development and implementation of national security strategy and national military strategy, the National War College's academic program is specifically designed for a student body already highly experienced and successful in military and civilian professions devoted to the design and application of different facets of national security. The college program, therefore, is focused on broadening the students' understanding of national security policy and strategy, including national military strategy and operations, particularly on principles and concepts they can apply as they progress in their chosen professions. The academic program consists of prescribed core courses, advanced studies, and regional studies. Teaching methods include lectures, seminar discussions, case studies, and student exercises. The core curriculum provides students an understanding of the development and implementation of national security policy and strategy. It addresses the domestic and international contexts within which policy and strategy are developed, examines the national security decision making process, and focuses on the formulation and conduct of national security strategy, military strategy, and joint operations.

**Eligibility Requirements:** DA civilian employees at GS-14/15 who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or, are serving under an Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590) and have a minimum of three years of consecutive service under one or more permanent appointments.

### **Other Requirements**

- Have or be able to obtain a TOP SECRET clearance with a special background investigation (SBI) that will not expire during the academic year.
- Should possess a graduate degree and be identified by their organization as being on track for executive-level service.
- Sign a mobility agreement allowing for an operational assignment to a position that fully utilizes the competencies acquired.
- Participate in the development of their utilization plan. Normally, selectees will be placed in their operational assignments prior to graduation. Placement may involve an organizational, functional, and/or geographic move.

### **Application Process:**

[National War College \(NWC\)](#)

All of the forms and documents listed **must to be completed and forwarded** as your application package. The "on line" forms provided at the links **must** be used. Assemble the forms in the order listed. Incomplete application packages **will** be returned.

- Application package will be forwarded through command channels. Applicants will forward an original and one copy of their application to MACOM/IRA POC. He/she in turn will forward to:

Department of Army  
Central Programs Branch  
ATTN: DAPE-CP-CP (Ms. Vern Carter)  
2461 Eisenhower Avenue  
Hoffman Building I - Room 476  
Alexandria, VA 22332-0300

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- Endorsements are required from each echelon through which the nomination is forwarded, i.e., installation commander, major subordinate commander, and MACOM commander. Endorsements must be tailored to the specific program for which the individual is nominated. If the nominee applies for more than one SSC, separate applications and program-unique endorsements are required. Endorsements will be limited to those in the nominee's current, official chain of command. Endorsements outside the nominee's official chain of command will be removed prior to final HQDA boarding.

A complete Request for Central Resource Support Form must accompany the application. POC is Ms. Vern Carter, (703) 325-2456, Email: [Vernessa.Carter@asamra.hoffman.army.mil](mailto:Vernessa.Carter@asamra.hoffman.army.mil).

#### **Selection and Notification:**

- Applications are evaluated at each level of the submission process - supervisor, commander, functional official, and DA Secretariat Board - before recommendations for Army civilian candidates are forwarded to the college for final approval.
- Evaluations are based on the level and degree to which the applicant possesses the following factors: ability to research and analyze; ability to communicate orally; ability to communicate in writing; professional knowledge; knowledge of the policy-making process; and, ability to innovate and synthesize.
- The appropriateness of training to the applicant's occupation, the utilization plan, and the applicant's motivation for wanting to participate in the training are considered in the overall evaluation. Selections are subject to final approval and acceptance by NDU. Principal selectees and alternates will be notified directly by their MACOMS.

#### **Deferment Procedures Evaluation of Long-Term Training after Return to Duty**

NDU does not grant deferments for NWC.

- Paragraph 10-9, Chapter 410, AR 690-400, addresses the requirement for evaluating long-term training within certain time frames after the trainee returns to duty.
- Within six weeks following the trainee's return to duty, the trainee's supervisor will complete an evaluation to assess post-utilization. To complete this evaluation online, click the link marked "Sample LTT Evaluation Plan (6 weeks)".

#### **Sample LTT Evaluation Plan (6 weeks)**

- Not later than eight months after the trainee returns to work, the supervisor and the trainee will jointly complete a second evaluation to assess continuing benefits of the training assignment. To complete this evaluation online, click the link marked "Sample LTT Evaluation Plan (8 months)".

#### **Sample LTT Evaluation Plan (8 months)**

- Supervisors should retain one copy of each evaluation and forward one copy of each evaluation to:

Department of Army  
 Central Programs Branch  
 ATTN: DAPE-CP-CP (Ms. Vern Carter)  
 2461 Eisenhower Avenue  
 Hoffman Building I - Room 476  
 Alexandria, VA 22332-0300

The completed questionnaires will be evaluated at both local and HQDA levels to ensure that utilization plans are being carried out effectively, improve administration of the long-term training program, and make better use of trainees upon completion of training. The requirement to evaluate long-term training applies to all centrally funded and locally funded programs.

**Funding:** Authorized expenses and, if applicable, PCS costs (IAW the JTR) for an operational assignment, are centrally funded. [Return](#)

## **Continuing Education for Senior Leaders**

**Purpose:** Provide a continuing education and sustainment program for senior civilian leaders (GS14/15 or equivalent). Continuing Education for Senior Leaders (CESL) This 4.5 day resident and 40 hour distributed learning (dL) course will bring senior civilian leaders together to discuss current and relevant issues facing the Army. Content will include interactive exercises and presentations on the following topics: 1) Challenge of transition within the Army -- current and future complex national security challenges 2) Dynamics of transition leadership to the senior level 3) Transformational improvement of process and teams 4) Strategic innovations: creating agile and resilient organizations 5) Knowledge management 6) Moral development 7) Building individual and organizational awareness of well being and cultural diversity.

**Location:** Army Management Staff College, Fort Belvoir, VA

**Eligibility:** Civilian: GS-14 and 15 or equivalent, Active Duty Military: LTC, COL, CW4, CW5, SGM, CSM

**Prerequisites:** Applicant must have completed one of the following courses:

- AMSC/SBLM (Sustaining Base Leadership and Management)
- CGSC/ILE (Intermediate Level Education)
- WOSSC (Warrant Officer Senior Staff Course)
- SMC (Sergeant Major Course)

**Application Process:** Applications are submitted online:  
<https://amsportal.belvoir.army.mil/CESLApp/CESLogOn.jsp>

A current schedule of class dates is available at:  
<http://www.amsc.belvoir.army.mil/ces>

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**Selection and Notification:** AMSC representatives will evaluate the applications for acceptance into the program.

**Funding:** Centrally Funded

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# Civilian Education System

<ul style="list-style-type: none"> <li>•DL open to all Army Civilians</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leaders</li> <li>• Supervisors</li> <li>• Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Supervisors</li> <li>• Managers</li> <li>• Non-supervisors</li> </ul>	<ul style="list-style-type: none"> <li>• GS13-GS15 or comp PB/NAF/FWS</li> <li>• Supervisors</li> <li>• Managers</li> <li>• Non-supervisors</li> </ul>	<ul style="list-style-type: none"> <li>• GS 14/15 or comp PB/NAF/FWS</li> <li>• Board Selection</li> </ul>	
					Senior Service School
					DLAMP/Defense Leader Development Program
					Advanced Course (AC) – DL 4 wk Res
					Manager Development Course (MDC) – DL
					Intermediate Course (IC) – DL & 3 wk Resident
Basic Course (BC) – DL & 2 wk Resident					
Supervisory Development Course (SDC) – DL					
Action Officer Development Course (AODC) – DL					
Foundation Course (FC) – DL					
^PB – Pay Band   NAF – Non Appropriated Funds   FWS – Federal Wage System					

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Appendix A

**COMPETITIVE PROFESSIONAL DEVELOPMENT UNIVERSITY TRAINING**  
**TUITION ASSISTANCE (TA) For CP-10**

**Purpose:** Competitive Professional Development is a planned, systematic program of professional development endorsed by the Department of the Army. Successful nominees will submit a proposed program of study containing at least 5 related courses during a 12-month period. The Functional Chief Representative will make all selections. This program emphasizes part-time academic study; successful nominees may re-apply the following year.

**Eligibility:**

- Be a member of the Army's Civilian Human Resource Management Community at the GS-11 level or higher.
- Applicants who are in a training position are eligible within 6 months of promotion to the GS-11 level and may apply for the next academic year.
- Application packages will be forwarded through command channels to the applicable Functional Career Representative. The announcement number must be on the CPD application package.
- Must sign a Continuation of Service Agreement with Department of the Army for 2 years.

**Procedures:**

- Contact SW Region, HR Specialist to schedule an appointment.
- Complete the required nomination forms which are available in the ACTEDS Training Catalog located at URL: <http://cpol.army.mil/library/train/catalog/> .
- Print the Functional Chief Representative Competitive Professional Development Checklist
- DD1556 (signed by supervisor).
- Continuation of Service Agreement (signed and dated).
- Ensure the completed packet is placed in a folder and tabbed.
- Route the training packet with OF Form 41. Forward this training packet through your supervisor for approval.
- Forward completed package to TA Coordinator in SW Region, HRDD.

**For Additional Funding:**

- Current program participants who expect to continue university training in next FY must re-apply for additional funding after 30 Sep.

**Processing for CP-10:**

- HRDD forwards the packets to the Tuition Assistance Coordinator at CHRA.
- CHRA will notify SWCPOC, HRDD, TA Coordinator via email or a send a Letter or Memorandum of Approval or Disapproval within 4-6 weeks.

**Appendix B**

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## Online Forms and Tuition Assistance Application Procedures (ACTEDS)

Print this checklist for your use in completing the TA application package.

- All of the forms and documents below must be completed and included in the final application package. The on-line forms indicated below must be used. Assemble the forms in the order listed.
  - Application for ACTEDS Training Opportunities – On-line
  - Endorsements through the applicant's chain of command
  - Nominee's Statement of Interest – On line
  - Utilization Plan – On line
  - Functional Review Form – On-line
  - Resume using the Army Resume Builder – On line
  - Last 3 Performance Ratings (including annotated Support Forms). Any appraisals that are not available must include an explanation (verified by your supervisor or CPAC) regarding the omission.
- Request for Central Resource Support Form – On-line (Tuition Assistance)
  - SF 181, Race and National Origin Identification  
Available at: <http://www.opm.gov/forms/html/sf.htm>  
And [http://cpol.army.mil/library/train/catalog/pkt\\_fcrcpd.html](http://cpol.army.mil/library/train/catalog/pkt_fcrcpd.html)
  - For university programs (part-time or full-time)
- A Letter of Acceptance from the University



### Appendix C

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SAMPLE FORMAT OF WAIVER OF ELIGIBILITY REQUIREMENTS

NAME: RANK/GRADE:

JOB TITLE:

ORGANIZATION:

LOCATION

CAREER PROG (CP): JOB SERIES: MACOM:

DATE COMPLETED THE SUPERVISORS DEVELOPMENT COURSE (SDC):

DATE COMPLETED THE (LEAD) COURSE:

DESCRIBE THE MAJOR DUTIES OF YOUR JOB:

JUSTIFICATION (A statement by your immediate supervisor as to why your attendance in OLE would benefit his/her organization. Statement must be signed by the supervisor and telephone number provided).

Supervisors Name:

Supervisors Phone:

Supervisors Signature:

**Standard Form 182 and Instructions for Completion:**

<http://cpolrhp.belvoir.army.mil/swr/FunctionalAreas/CHRA/hrd/SF182.pdf>

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**DEPARTMENT OF THE ARMY**  
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL, G-1  
UNITED STATES CIVILIAN HUMAN RESOURCES AGENCY, SOUTHWEST REGION  
301 MARSHALL AVENUE  
FORT RILEY, KS 66442-5004



October 15, 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Southwest Region Tuition Assistance Program Policy and Procedures - Guidance Memo No. SWR-04-04

The Southwest Region is committed to the benefits associated with enhancing employee skills and increasing academic training opportunities. Reaching an educational goal is a lofty endeavor that takes dedication, perseverance, and the desire to improve individual and organizational performance. Accordingly, it is recognized that tuition assistance provided to Department of the Army employees is one method by which supervisors and managers can encourage self development and skills proficiency.

The opportunity to utilize this Tuition Assistance policy is afforded to all employees assigned to the Department of Army, Civilian Human Resources Agency, Southwest Region. Employees may utilize this assistance for graduate and undergraduate college coursework taken from an accredited learning institution. Tuition Assistance is offered to encourage self development, skills proficiency in achieving the agency's mission, and subsequent improvement in individual and organizational performance.

Procedural requirements for the Southwest Region Tuition Assistance Program are listed below:

a. CPAC Chief/CPOC Director and Regional Staff Supervisors will:

(1) Discuss with employees the relationship of course content to current/future duties, the organizational mission, and anticipated benefits.

(2) Approve Tuition Assistance request IAW regulations and this policy and certify availability of funds in their training budgets.

(3) Will sign or have personnel with Delegated Training Approval Authority sign, in Section D, Block 32c and 34d (DD Form 1556) as the approving official and submit the form to HRDD.

b. Employees will:

(1) Identify applicable courses, and discuss mission related training requirements with their immediate supervisors.

(2) Maintain a minimum cumulative grade point average (GPA) of 2.0 on the courses funded by Tuition Assistance. If GPA is less than 2.0, must reimburse the government.

(3) Submit a Tuition Assistance packet to the supervisor, 60 days prior to the course start date which includes the following documents:

(a) Statement of Interest describing in 300 words or less why employee wants to participate in the training opportunity; the contributions the employee brings to the program; and what benefits to the organization are likely to result from the employees' participation.

(b) DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement. Instructions for completion of the DD Form 1556 and guidance for the authorizing official are available at: <http://www.dtic.mil/whs/directives/infomgt/forms/ddforms1500-1999.htm>. A separate form is required for each course. Retroactive approval is not authorized.

c. The immediate supervisor is responsible for the following steps related to approval of the Tuition Assistance Packet:

(a) Review the packet and make recommendations to the approving official.

(b) Ensure that Tuition Assistance sponsored courses are reflected in the annual Training Needs Survey (TNS), and on Individual Development Plan (IDP).

(c) Utilize the link provided to ensure that the course taken is from an accredited university/college available at: <http://www.ed.gov/admins/finaid/accred/index.html>.

d. This program will pay the cost of tuition and books only. It will not cover expenses such as supplies, equipment, parking fees or travel costs.

e. Tuition Assistance can be used concurrently with VA educational benefits, scholarships, military tuition assistance, and military spouse tuition assistance. However, Southwest Region Tuition Assistance Program will be used to pay the remaining balance after other forms of assistance have been utilized.

f. The Human Resource Development Division, Tuition Assistance Coordinator, will coordinate, monitor and conduct needs assessment surveys and market the program to the Southwest Region.

g. Point of contact is Lois Vaughan, Comm 785-239-0092, DSN prefix 856; or email [Lois.Vaughan@cpcoswr.army.mil](mailto:Lois.Vaughan@cpcoswr.army.mil).

Mary M. Rodriguez  
CHR Regional Director  
Southwest Region

DISTRIBUTION:  
All SW Region CPACs  
SWCPOC Director  
Regional Staff



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**Appendix D**

PECP-SWR-A

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Southwest Region Competitive Professional Development Policy and Procedures Guidance Memo No. SWR-05-02

1. Competitive Professional Development (CPD) is a comprehensive program designed to identify and assist employees who have an interest in career development and have demonstrated potential leadership ability. The program focuses on employees developing and strengthening their professional qualifications and leadership abilities. It provides opportunities for university training, developmental assignments, training with industry assignments and selected short and long term development courses. Personnel interested in CPD opportunities can visit the Army's Civilian Training Education and Development System (ACTEDS) website at:

<http://cpol.army.mil/library/train/catalog/ch03cp10.html>

Instructions for completing the CPD Application Package are available at the website.

2. My goal is to promote and develop a robust leadership program within the Southwest Region, Civilian Human Resources family. Leadership development is an important investment in our future. In addition to the shorter term leadership courses such as Leadership Education and Development (LEAD), Organizational Leadership for Executives (OLE), and Personnel Management for Executives (I & II), I would like to see all supervisors, team leaders and high potential specialists and generalists be given the opportunity to attend the Sustaining Base Leadership and Management (SBLM) course.

3. Procedural requirements for participation in the program are described below:

a. The immediate supervisor is responsible for:

(1) Discussing with employees the relationship of course content to current/future duties, the organizational mission, and anticipated benefits.

(2) Ensuring that the CPD sponsored courses are mission related and on the Individual Development Plan (IDP).

(3) Reviewing completed application package for accuracy.

(4) Signing Section D, Block 32c and 34d (DD Form 1556) as the supervisor and submitting the form to SW Region Human Resource Development Division (HRDD).

(5) Ensuring that employees who are participating in university training enroll in at least one course per semester, and no more than five during a twelve month period.

b. Human Resource Development Division will:

(1) Review, recommend action and forward the completed application package to the SW Regional Director for approval.

(2) Notify the applicant of program acceptance when approval from Civilian Human Resource Agency is received.

(3) Ensure that a Continued Service Agreement is signed by the employee.

4. Point of contact is Lois Vaughan, at telephone (785) 239-0092, (DSN: 856); or email [Lois.Vaughan@cpocswr.army.mil](mailto:Lois.Vaughan@cpocswr.army.mil).

Mary M. Rodriguez  
CHR Regional Director  
Southwest Region

DISTRIBUTION:  
All SW Region CPACs  
SWCPOC Director  
Regional Staff



## Appendix E

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