

**Army Regulation 690-950**

2.5

**Civilian Personnel**

# **Career Management**

**Headquarters  
Department of the Army  
Washington, DC  
31 July 1987**

# SUMMARY of CHANGE

AR 690-950  
Career Management

This revision--

- o Transfers responsibilities for career interns to this regulation (chap 1, sec II). Detailed instructions for administering the career intern program are in the new chapter 3. In the absence of implementing OPM regulations, this AR does not yet contain instructions for the noncompetitive conversion to career status under Executive Order 12596, 7 May 1987.
- o Supersedes AR 690-950-3 (Career Intern Program).
- o Adds the following new chapters:
  - Chapter 3 (Career Intern Program)
  - Chapter 7 (Records Management Career Program)
  - Chapter 8 (Training Career Program)

Headquarters  
Department of the Army  
Washington, DC  
31 July 1987

\*Army Regulation 690-950

Effective 31 August 1987

## Civilian Personnel

### Career Management

This UPDATE printing publishes a revision that is effective 31 August 1987. Because the structure of the entire revised text has been reorganized, no attempt has been made to highlight changes from the earlier regulation dated 29 October 1986.

By Order of the Secretary of the Army:

CARL E. VUONO  
General, United States Army  
Chief of Staff

Official:

R. L. DILWORTH  
Brigadier General, United States Army  
The Adjutant General

**Summary.** This regulation governs Army civilian career programs. It is the Army's merit promotion regulation for career program positions.

**Applicability.** This regulation applies to Department of the Army civilian employees in career programs and to U.S. Army Reserve (USAR) technicians except when such policies and procedures are modified by AR 140-315. It does not apply to Army National Guard technicians employed under section 709, title 32, United States Code (32 USC 709), unless specifically made applicable by the Chief, National Guard Bureau.

**Impact on New Manning System.** This regulation does not contain information that affects the New Manning System.

**Internal control systems.** This regulation is subject to the requirements of AR 11-2. It contains internal control provisions

but does not contain checklists for conducting internal control reviews. These checklists are being developed and will be published at a later date.

**Committee establishment approval.** The DA Committee Management Officer concurs in the establishment of the Career Program Policy Committee and the Intern Requirements Executive Committee.

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from HQDA (DAPE-CP), WASH DC 20310-0300.

**Interim changes.** Interim changes to this regulation are not official unless they are authenticated by The Adjutant General. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

**Suggested improvements.** The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (PECC-CM), ALEX VA 22332-0300.

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**Glossary**

**RESERVED**

**Introduction**

**Section I  
General**

**1-1. Purpose**

a. This regulation governs the development, operation, and administration of Department of the Army (DA) civilian career programs. It establishes general requirements for merit placement and career management and includes policies and procedures for the administration of the DA civilian career intern program.

b. This regulation incorporates requirements of applicable directives issued by the Department of Defense (DOD) and the Office of Personnel Management (OPM).

c. Individual career program instructions will provide additional guidance in specific career fields. Functional chiefs (FC) are listed in table 1-1.

**Table 1-1  
Civilian career program functional chiefs**

**Career program:** Ammunition Specialist  
**Functional chief:** Commanding General, US Army Materiel Command

**Career program:** Automatic Data Processing  
**Functional chief:** Director of Information Systems for Command, Control, Communications, and Computers (DISC4)

**Career program:** Civilian Personnel Administration  
**Functional chief:** Deputy Chief of Staff for Personnel

**Career program:** Commissary Management  
**Functional chief:** Deputy Chief of Staff for Logistics

**Career program:** Communications  
**Functional chief:** Commander, U.S. Army Information Systems Command

**Career program:** Comptroller  
**Functional chief:** Comptroller of the Army

**Career program:** Contracting and Acquisition (DOD Career Program)  
**Functional chief:** Assistant Secretary of the Army (Research, Development, and Acquisition)

**Career program:** Education Services  
**Functional chief:** Deputy Chief of Staff for Personnel

**Career program:** Engineers and Scientists (Resources and Construction)  
**Functional chief:** Chief of Engineers

**Career Program:** Engineers and Scientists (nonconstruction)  
**Functional Chief:** Commanding General, US Army Materiel Command

**Career program:** Equal Employment Opportunity  
**Functional chief:** Assistant Secretary of the Army (Manpower and Reserve Affairs)

**Career program:** General Intelligence (DOD career program)

**Functional chief:** Assistant Chief of Staff for Intelligence

**Career program:** Housing Management  
**Functional chief:** Chief of Engineers

**Career program:** Librarian  
**Functional chief:** Director of Information Systems for Command, Control, Communications, and Computers

**Career program:** Manpower and Force Management  
**Functional chief:** Deputy Chief of Staff for Personnel

**Career program:** Materiel Maintenance Management  
**Functional chief:** Deputy Chief of Staff for Logistics

**Career program:** Public Affairs and Communications Media  
**Functional chief:** Chief of Public Affairs

**Career program:** Quality Assurance Specialist (Ammunition Surveillance)  
**Functional chief:** Commanding General, US Army Materiel Command

**Career program:** Quality and Reliability Assurance (DOD career program)  
**Functional chief:** Assistant Secretary of the Army (Research, Development, and Acquisition)

**Career program:** Records Management  
**Functional chief:** Director of Information Systems for Command, Control, Communications, and Computers

**Career program:** Safety Management  
**Functional chief:** Deputy Chief of Staff for Personnel

**Career program:** Supply Management  
**Functional chief:** Deputy Chief of Staff for Logistics

**Career program:** Training  
**Functional chief:** Deputy Chief of Staff for Operations and Plans

**Career program:** Transportation Management  
**Functional chief:** Deputy Chief of Staff for Logistics

**1-2. References**

Required and related publications and prescribed and referenced forms are listed in appendix A.

**1-3. Explanation of abbreviations and terms**

Abbreviations and special terms used in this regulation are explained in the glossary.

**1-4. Scope**

a. This regulation covers—  
(1) DA employees in or applying for positions in Army-wide or DOD-wide career programs. The employees must be—

- (a) On permanent appointments.
- (b) In the competitive service or on accepted service appointments approved for career program coverage (e.g., appointed under the Veterans Readjustment Act, the

Severely Handicapped Recruitment Program (SHARP); the Schedule B Professional and Administrative Career (PAC) Appointing Authority, the Overseas Limited Appointing Authority, the Family Member Appointing Authority, the Presidential Management Intern Program, or the Intelligence career program).

(2) Non-DA applicants for positions at grade levels listed in table 1-2 (e.g., applicants with reinstatement eligibility, OPM certificate eligibles, or employees of other Federal agencies).

b. This regulation does not cover—

(1) Positions in the Senior Executive Service. (See AR 690-900, chap 920.)

(2) Positions that do not meet the standards for coverage even though classified in a career program series (e.g., positions that do not provide for promotion to the specialist level). A decision to exclude positions from coverage will be—

(a) Made by a civilian personnel office (CPO) representative after consultation with the activity career program manager (CPM).

(b) Made when positions are established.

(c) Reviewed during position classification surveys.

(d) Documented on the position description as follows: "This position is excluded from the career program by decision of the civilian personnel officer or CPO representative on , per AR 690-950 for the following reasons: "

c. Central referral levels and areas of consideration are listed in table 1-2. This table shows the areas of consideration for each career program. Unless filled as an authorized exception to career referral, positions at DA and major Army command (MACOM) referral levels are filled through the appropriate DA or MACOM central referral office (CRO). CRO mailing addresses are in appendix B. To fill positions within a DOD area of consideration, see the footnotes in table 1-2.

d. Positions in the Engineers and Scientists (non-Construction) career program are excepted from central referral. These positions are filled under either MACOM or local merit promotion plans with areas of consideration determined by the MACOM or local activity. The U.S. Army Materiel Command Announcement Distribution System is a voluntary means of distributing vacancy announcements to interested DA and outside DA applicants. (See footnote in table 1-2.)

e. Positions below the grade levels in table 1-2 may be filled under local merit placement plans or MACOM-wide inventories (para 2-2b).

**Table 1-2  
DA and MACOM referral levels and areas of consideration**

**Career Program:** Ammunition Specialist<sup>1</sup>  
**DA-wide:** GS-11 and above  
**MACOM-wide:** NA

**Career Program:** Automatic Data Processing  
**DA-wide:** GS/GM-13 and above  
**MACOM-wide:** GS-12

**Career Program:** Civilian Personnel Administration  
**DA-wide:** GS/GM-13 and above  
**MACOM-wide:** GS-12

**Career Program:** Commissary Management  
**DA-wide:** GS-9 and above  
**MACOM-wide:** NA

**Career Program:** Communications  
**DA-wide:** GS-12 and above  
**MACOM-wide:** NA

**Career Program:** Comptroller  
**DA-wide:** GS/GM-13 and above  
**MACOM-wide:** GS-12

**Career Program:** Contracting and Acquisition  
**DA-wide:** GS-12 and above<sup>2</sup>  
**MACOM-wide:** NA

**Career Program:** Education Services  
**DA-wide:** GS-12 and above  
**MACOM-wide:** GS-11

**Career Program:** Engineers and Scientists (Non-Construction)  
**DA-wide:** NA<sup>3</sup>  
**MACOM-wide:** NA

**Career Program:** Engineers and Scientists (Resources and Construction)  
**DA-wide:** GS/GM-14 and above  
**MACOM-wide:** GS/GM-13

**Career Program:** Equal Employment Opportunity  
**DA-wide:** GS-12 and above  
**MACOM-wide:** NA

**Career Program:** General Intelligence (Security Administration, GS-080, GS-1810)  
**DA-wide:** GS-10 and above  
**MACOM-wide:** NA

**Career Program:** General Intelligence 132 and related series  
**DA-wide:** GS-13 and above<sup>4</sup>  
**MACOM-wide:** NA

**Career Program:** Housing Management  
**DA-wide:** GS-11 and above  
**MACOM-wide:** NA

**Career Program:** Librarian  
**DA-wide:** GS-10 and above  
**MACOM-wide:** NA

**Career Program:** Manpower and Force Management  
**DA-wide:** GS-12 and above  
**MACOM-wide:** NA

**Career Program:** Materiel Maintenance Management  
**DA-wide:** GS/GM-13 and above  
**MACOM-wide:** GS-12

**Career Program:** Public Affairs and Communications Media  
**DA-wide:** GS-12 and above  
**MACOM-wide:** GS-11

**Career Program:** Quality Assurance Specialist (Ammunition Surveillance)  
**DA-wide:** All grades<sup>5</sup>  
**MACOM-wide:** NA

**Career Program:** Quality and Reliability Assurance  
**DA-wide:** GS-12 and above<sup>2</sup>  
**MACOM-wide:** NA

**Career Program:** Records Management  
**DA-wide:** GS-11 and above  
**MACOM-wide:** NA

**Career Program:** Safety Management  
**DA-wide:** GS-12 and above  
**MACOM-wide:** GS-11

**Career Program:** Supply Management  
**DA-wide:** GS/GM-13 and above  
**MACOM-wide:** GS-12

**Career Program:** Training  
**DA-wide:** GS/GM-13 and above  
**MACOM-wide:** GS-12

**Career Program:** Transportation Management  
**DA-wide:** GS/GM-13 and above  
**MACOM-wide:** GS-12

NA means not applicable.

**Notes:**

<sup>1</sup> All positions covered by the Ammunition Specialist Career Program are filled from the central inventory maintained by the U.S. Army Defense Ammunition Center and School (See table B-1).

<sup>2</sup> Requisitioning activities will obtain a list of Army candidates from the DOD Centralized Referral Activity (CRA) per DOD 1430.10-M. By special agreement with DOD, Army GS-12 positions are filled by the DOD CRA with consideration given only to Army registrants. For GS/GM-13 positions, all eligible and available employees whose duty stations are located within the DOD region or overseas theatre where the vacancy exists are in the area of consideration. For GS/GM-14 positions, the area of consideration is DOD-wide.

<sup>3</sup> For general information about the Engineers and Scientists (Non-Construction) Career Program, contact Commander, U.S. Army Materiel Command, ATTN: AMCP-CC-C 5001 Eisenhower Avenue, Alexandria, VA 22333-0001.

<sup>4</sup> All General Intelligence Specialists, GS-0132, and other DOD career program positions GS-13 and above, are filled from the DOD inventory (Defense Intelligence Special Career Automated System (DISCAS)). All such positions GS-12 and below will be filled in accordance with local merit placement and promotion plan requirements (although courtesy referrals may be requested from DISCAS).

<sup>5</sup> All positions covered by the Quality Assurance Specialist (Ammunition Surveillance) Career Program are filled from the central inventory maintained by the US Army Defense Ammunition Center and School (see table B-1).

### 1-5. Establishing career programs

a. Functional officials interested in establishing a new career program should first coordinate with and submit study proposals to the U.S. Army Civilian Personnel Center, ATTN: PECC-CM, ALEX VA 22332-0300. When studies show a career program is feasible and will substantially benefit DA, the Deputy Chief of Staff for Personnel (DCSPER) may direct development of the program.

b. Studies of proposed new career fields must cover—

- (1) Field population and occupational structure.
- (2) Grade range and possible referral levels.
- (3) Dispersion of positions.

(4) Training needs and career opportunities.

(5) Common job and qualification characteristics.

(6) Relationship to, and effect upon, existing career programs.

### 1-6. Career program structure

DA career programs include the following four progression levels—

a. *Intern level.* This level usually has GS-4 through GS-7 positions. It is the primary level for entry into career programs.

b. *Specialist level.* This level has middle-level journeyman positions. These positions are usually at grades GS-9 through GS-12.

c. *Intermediate level.* This level includes firstline supervisory and staff headquarters specialist positions. The positions are usually grades GS-12, GS-13 or GM-13.

d. *Management level.* This level includes positions, usually GS- or GM-13 through GS- or GM-15, that have substantial technical operating and management responsibilities.

### 1-7. Career management objectives

The career management system meets DA staffing needs in professional, technical, and administrative jobs common to most activities. The system does this through the following:

a. *Planned intake.* Staff losses are projected and replacement needs determined for each career program through forecasting techniques. Many of these needs are met through intake of experienced personnel in GS-9 and above positions. The remaining DA-wide career program staffing needs are met by the intern program through planned intake of entry-level personnel with high-potential. (See chap 3.)

b. *Central referral.* Central referral provides candidates for jobs at specific grade levels to—

(1) Ensure an adequate number of high-quality candidates.

(2) Give employees adequate opportunities to advance.

(3) Encourage mobility and provide employees a variety of assignments that result in the broad background necessary for managerial and executive positions.

(4) Meet Affirmative Action Plan (AAP) requirements.

(5) Ensure equitable and consistent consideration of employees for similar positions throughout DA.

(6) Achieve efficiency through the following actions:

(a) Central development and validation of standard candidate evaluation procedures.

(b) Avoid repeated evaluation of candidates for similar jobs.

c. *Career development.* Training and development are vital parts of career management. At each stage in a civilian career, training and development assignments improve job performance and build qualifications for career advancement. Training and developmental assignments in the intern



program ensure employees gain the knowledge, skills, and abilities required to advance and to perform successfully at the target grade level in a specific career program.

(1) *Developmental assignments.* Reassignment within career programs for development is a major feature of DA career management. A reassignment broadens an employee's background by providing work experience in more than one specialty area or at different organizational levels.

(2) *Guidance on training and development.* This guidance is available as follows:

(a) Chapter 3 and individual career program instructions for training of interns.

(b) AR 690-400, chapter 410, gives instructions on determining training needs.

(c) AR 690-400, chapter 413, and individual career program instructions give guidance on training and development of employees with potential to move into managerial jobs.

(d) Individual career program instructions include career profiles and training guides that apply to the specific career fields.

(e) Letters and other media are used to announce long-term training (LTT) opportunities and special academic programs.

(f) The training and development branch of the servicing CPO maintains announcements of current training course offerings and information on available academic programs.

(3) Federal Personnel Manual (FPM) chapters 306, 335, 720, and 771 and EEO-MDs 707, 707a, 711, and 712 give further guidance relating to this regulation.

## 1-8. Affirmative action

a. Actions are taken under this regulation to identify, qualify, evaluate, and select candidates, and to train and develop career program registrants. These actions are done without regard to race, color, sex, marital status, political affiliation, religion, national origin, nondisqualifying handicapping condition, or age.

b. Equal employment opportunity (EEO) goals related to career programs will be pursued within the merit requirements of this regulation.

## Section II Responsibilities

### 1-9. Secretary of the Army

The Secretary of the Army is responsible for civilian personnel management, including career management, within DA. The Assistant Secretary of the Army (Manpower and Reserve Affairs) is responsible for overall policy direction.

### 1-10. Deputy Chief of Staff for Personnel

The DCSPER will establish, manage, and evaluate civilian career programs.

1-11. **Director of Civilian Personnel**  
The Director of Civilian Personnel (DCP), ODCSPER, will carry out the following DCSPER duties—

a. Designate a career program FC for each program. (See table 1-1 for a list of DA FCs.)

b. Develop Army-wide policies, procedures, and program requirements with FC assistance, coordination, and concurrence. This includes issuing master intern training plans (MITP) for each career program for publication in individual career program instructions.

c. Supervise civilian career management matters and prepare or revise career program regulations, including decisions on occupational fields to be covered by each career program.

d. Be the Army principal point of contact with OPM and the Assistant Secretary of Defense (Force Management and Personnel) on policy related to civilian career programs.

e. Evaluate the effectiveness of career program leadership and administration provided by functional and personnel officials at all levels. The DCP will convene periodic meetings with FCs or their representatives to discuss career management issues, review proposals for program changes, and review program effectiveness.

f. Monitor and direct budgeting and fund control for civilian education (LTT) and executive, management, and intern developmental activities. The DCP will estimate annual funding needs for these program elements and develop budget data.

g. Project annual intern requirements based on input from FCs, MACOMs, HQDA, and independent reporting activities (IRA) using a mathematical forecasting model technique.

h. Allocate central intern spaces by career program to HQDA, MACOMs, and IRAs annually.

i. Issue dollar and manpower guidance to those MACOMs and IRAs allocated central intern spaces.

j. Monitor use of spaces and funds authorized for the Civilian Training, Education, and Development (Student Detachment)(CTED).

k. Direct the placement of surplus interns in appropriate vacancies Army-wide; coordinate placement actions with the FCs.

l. Prepare a semiannual analysis of the intern program for MACOM CPMs and FCs. This analysis will cover intern intake, on-board strength, losses, and EEO information by career program and MACOM.

m. Monitor compliance with HQDA intern policy, procedures, and regulations.

n. Provide effective staff direction over affirmative action related to civilian career management.

o. Monitor progress of career-management-related EEO goals in the AAP or as otherwise established. The DCP will determine causes of inadequate progress, start corrective action, and coordinate with functional officials.

p. Maintain records related to career program personnel and furnish information to career program FCs.

### 1-12. Functional chiefs and functional chief representatives

The FC for each civilian career program (see table 1-1) may select a senior official (normally a civilian) holding a top-level position in the occupational field to be the functional chief representative (FCR). The FCR will have staff resources to do the following:

a. Assist the DCP in the preparation of career program regulations by—

(1) Providing advice on career management, such as career patterns.

(2) Identifying knowledge, skills, and abilities required for specific job categories in the career field.

(3) Identifying training and development needs.

(4) Determining recommended functional courses for the enhancement of career program employees.

(5) Furnish functional information to the U.S. Army Civilian Personnel Center (CIVPERCEN) for use in preparing intern policy and procedures.

b. Chair career program planning boards and select participants for planning boards.

c. Select subject matter experts to—

(1) Participate in job analysis and development of measurement tools.

(2) Rate applicants for referral.

d. Monitor AAP goals related to the specific career programs.

e. Determine causes and take or support corrective action when EEO progress appears to be inadequate.

f. Assist in estimating annual DA-wide career program intern needs and budgets on the basis of overall forecasts of staffing requirements and MACOM projections.

g. Set criteria for selection of intern training sites.

h. Develop MITPs and ensure that the subject matter content is current and applicable for Army-wide implementation.

i. Review and evaluate annual requests for intern spaces submitted by MACOMs, HQDA, and IRAs.

j. Serve as a member of the Career Program Policy Committee (CPPC). (See paras 1-30 and 3-10c.)

k. Furnish support for budget and manpower requests for use in the intern program.

l. Coordinate directed placement of surplus central interns with CIVPERCEN (PECC-TDP).

m. Monitor the effectiveness of the management and administration of the career intern program at HQDA, MACOMs, and field installations.

n. Monitor the effectiveness of applying EEO program goals to the career intern program.

o. Monitor effectiveness of career management at HQDA, MACOM, and installation levels through—

(1) Onsite visits.

(2) MACOM and HQDA evaluation reports.

(3) HQDA survey reports. The FCR will evaluate timeliness and effectiveness of career program staffing and training actions with the help of CROs.

p. Help the CRO respond to inquiries received regarding career program policies, procedures, and actions.

q. Ensure that personal career planning and developmental assistance is available to career program employees.

r. Review recommendations on nominations for long-term or major short-term manager or executive training assignments.

s. Decide formal grievances involving rating, ranking, and referral unless decision authority has been delegated to the CRO.

### 1-13. Career program planning boards

a. These boards help FCs meet their responsibilities, and they help staff officials and MACOM commanders in the management of civilian personnel.

b. The membership of these boards will be as follows:

(1) The FC, FCR, or other designated representative as chairperson.

(2) A CRO personnel representative.

(3) Key personnel from HQDA, MACOMs, and installations.

c. These boards will advise and assist FCs in—

(1) Staff forecasting and planning.

(2) Reviewing proposals to change a career program or individual career program instructions.

(3) Ensuring relevancy of job-related evaluation standards for the career program.

(4) Ensuring that training requirements and courses are job related and that these courses and training facilities are used economically.

(5) Developing or modifying career patterns (profiles) and special developmental activities such as reassignment, LTT, fellowship, and semester academic programs.

(6) Ensuring full utilization of intern resources.

(7) Gathering information to furnish to the DCSPER to support intern budget.

(8) Reviewing affirmative action progress and developing ways and means for improvement.

### 1-14. Central referral offices

CROs operate under the technical direction of the DCP. They administer specific DA career programs with FCs. CROs are listed in appendix B. CROs will—

a. Process referral requests, ensure proper consideration of candidates, and issue referral lists. They will maintain career program registration and referral files and other related data.

b. Help FCs conduct career program planning boards and record and publish program decisions.

c. Use appropriate recruitment sources to staff hard-to-fill jobs and meet AAP requirements.

d. Be the primary source of communication on administrative and operational aspects of career programs.

e. Advise FCs and CPMs on the development of career patterns and profiles.

f. Develop individual career program instructions and training guides with functional officials.

g. Develop and validate candidate evaluation procedures according to FPM Supplement 335-1.

### 1-15. Equal employment opportunity action officers in central referral offices

CROs will select a civilian personnel specialist within the immediate organization to serve as EEO action officer. This person will have direct access to the organization chief and will do the following:

a. Monitor and coordinate—

(1) Actions required by the AAP.

(2) Special goals and requirements established by career program FCs.

(3) MACOM goals established by the commander or CPM.

b. Coordinate with EEO officials.

c. Review statistics to evaluate program operations.

d. Coordinate audits of recruiting, candidate evaluation, and referral actions in terms of EEO goals.

e. Advise on proposed membership of annual planning boards and screening panels.

### 1-16. DA staff career program managers

CPMs at this level will serve the same functions as MACOM CPMs for career program employees at the Army Staff level and in field operating agencies (FOA). (See para 1-19.)

### 1-17. Commanders of major Army commands

MACOM commanders will—

a. Provide resources to administer and support the career programs and related executive developmental activities throughout the MACOM. They will ensure that career program policies and requirements are met.

b. Ensure that evaluation and referral processes within the MACOM are effective. When arranged through servicing agreements, the MACOM commanders will provide referral services for other MACOMs.

c. Support career program intake, including preparing annual and long-range forecasts and estimating human resource and fund requirements for intern positions.

d. Select a MACOM CPM for each career program to assume responsibilities as defined in paragraph 1-19.

e. Ensure identification of training needs, special developmental assignments, and appropriate followup action. When appropriate, MACOM commanders will support special executive and management development or training programs.

f. Ensure that civilian career management is evaluated and followup actions are taken to support quality staffing, employee communications, EEO objectives, and effective management assignments and development.

g. Provide leadership and direction in EEO aspects of career management within career programs and commands.

h. Monitor achievement of career-management-related EEO goals in the AAP or as otherwise established.

i. Identify situations in the MACOM where EEO progress is inadequate and begin corrective action. They will ensure activity CPM involvement and CPO help in completing post-selection audits.

### 1-18. MACOM staff civilian personnel directors

As principal advisers to the commander or career management, MACOM staff civilian personnel directors (CPDs) will—

a. Monitor, for the commander, MACOM-wide career program administration. These responsibilities involve staff functions of—

(1) Recruitment and placement.

(2) Career referral.

(3) Training and development.

(4) Executive and manager development and assignment.

b. Interpret and ensure implementation of all career program instructions.

c. Advise and support commanders, CPMs, civilian personnel officers, and other responsible officials in the career management, intern program, and executive development areas.

d. Administer the program and budget elements of manager, LTT, and intern training.

e. Set recruitment policy for interns. This includes deciding if recruitment authority will be delegated to the activity level or will be kept at MACOM headquarters level.

f. Ensure intern placement upon graduation.

g. Ensure that necessary resources are available to administer and support the career intern program throughout the MACOM and that intern program policies and requirements are met.

h. Prepare forecasts and submit intern space and fund requirements with supporting justification.

i. Allocate central intern spaces and funds throughout the MACOM.

j. Ensure full use of intern spaces and funds within allocated resources.

k. Identify suitable intern training sites in coordination with MACOM CPMs.

l. Ensure necessary resources are provided to administer and support local interns, where appropriate, throughout the MACOM. Ensure that intern program policies and requirements are met.

m. Ensure evaluation of intern program management and take appropriate corrective action to support quality staffing, intern communications, EEO objectives, and effective management.

n. Ensure intern reports are prepared and sent to HQDA as required.

o. Monitor career intern program administration throughout the MACOM, including implementation of MITPs.

p. Ensure that intern program information developed at DA or MACOM levels is communicated to subordinate commands or activities in a timely manner in coordination with MACOM CPMs.

q. Provide technical support to MACOM planning boards.

r. Supervise the maintenance of a MACOM CRO for career programs.

s. Monitor status of AAP goals with MACOM EEO officers.

t. Serve as office of record for appraisal and referral records and perform administrative and regulatory support functions.

u. Ensure accuracy and timeliness of registration and referral.

v. Ensure that career program information developed at DA or MACOM level is sent to subordinate commands and activities through CPO channels with coordination of MACOM CPMs.

w. Provide advice and policy guidance to DA FCs located within the MACOM on various aspects of career program administration.

x. Review and comment on civilian-personnel-related guidance or instructions, including material developed by FCs.

#### 1-19. MACOM career program managers

CPMs are the FC counterpart at MACOM level. MACOM CPMs will—

a. Advise command headquarters and field activities on career management and assignments from a functional standpoint.

b. Support effective career planning and progression.

c. Evaluate and submit budget data on intern requirements and training, executive and management development, and LTT.

d. Ensure that evaluations are recorded and sent to HQDA or to the CRO as appropriate.

e. Monitor functional training activities conducted in MACOM facilities with appropriate FC consultation.

f. Advise top-level civilian executives on LTT opportunities and developmental assignments.

g. Recommend annual intern resource needs.

h. Monitor use of intern spaces and funds.

i. Determine appropriate intern training sites in coordination with MACOM CPDs.

j. Assess the quality of intern training by reviewing individual intern appraisals and MACOM intern training centers. CPMs will also ensure that corrective action is taken where warranted.

k. Monitor the selection of interns to ensure high-potential for success on the job.

l. Monitor EEO progress within the career program and perform the necessary followup to ensure full support of EEO goals.

m. Help determine annual career program staffing requirements and intern needs.

n. Select deputy CPMs when help is needed to manage heavily populated or highly diversified career programs.

o. Serve, when required, as activity CPM for MACOM headquarters office. FCs located at MACOM headquarters will not be the activity CPM for MACOM headquarters offices.

#### 1-20. Activity commanders

Activity commanders will—

a. Administer DA and MACOM career programs covering employees of the activity. This will include providing for resources to cover administrative costs (e.g., temporary duty (TDY) expenses for participants of planning boards and panels requiring subject matter experts).

b. Ensure that all personnel actions, including referrals and selections, are accomplished under merit principles and EEO policies.

c. Use specific intern allocations under DA and MACOM direction, and plan and budget for intake and training of career interns according to program element requirements.

d. Ensure that the activity meets the terms and conditions of career intern MITPs specified in individual career program instructions.

e. Select an activity CPM for each career field represented at the activity. The activity CPM will be a person (civilian or military) in a responsible position on the activity management staff. The activity CPM, when possible, will be the senior civilian in the career program and may be named by position. Commanders of activities with limited numbers of career program employees may arrange with collocated activities to meet this requirement.

f. Ensure communication with employees concerning requirements, responsibilities, policies, and procedures of career management; meaning and characteristics of the career system in terms of career progression; EEO; and training opportunities.

#### 1-21. Installation civilian personnel officers

Civilian personnel officers are responsible for the effective administration of various career programs. They will—

a. Monitor overall career management and provide support in program administration for the activity commander.

b. Direct training aspects of career management, including intern training, executive and management development, and LTT.

c. Ensure compliance with regulatory, administrative, and procedural requirements of each career program.

d. Guide and support supervisors and activity CPMs in carrying out career appraisal and counseling.

e. Ensure that orientation is given and that career program data are communicated to supervisors and employees.

f. Ensure that individuals with program responsibility are informed of their duties.

g. Distribute materials on career management received through command channels and coordinate this information with activity CPMs.

h. Provide program support and technical assistance on career management actions taken to support EEO goals. Coordinate these actions with EEO officials.

i. Ensure use of available recruitment sources, including those that produce qualified minorities, women, and disabled persons.

j. Ensure use of employment programs that obtain qualified candidates, including minorities, women, and disabled persons, from within the current work force.

k. Administer referral records.

l. Carry out intern placement followup procedures with activity CPMs.

m. Train supervisors, activity CPMs, and interns in their responsibilities for the intern program.

n. Ensure that all intern personnel documents (including Standard Form 50-B (Notification of Personnel Action)) reflect the proper career program codes, and that these codes are accurately entered into the Special Employment Program (SPEP) information system as published in SPEP reporting procedures.

o. Act as program managers for intern resources. This includes planning for and approving the use of central funds, coordinating with the comptroller in fund administration, and planning and budgeting for intake and training of local interns according to program element requirements.

p. Ensure that interns are trained according to the MITP. Monitor the quality of training being given by intern supervisors. Counsel supervisors who are ineffective, and recognize supervisors who give outstanding training.

q. Ensure communication with interns concerning the requirements, responsibilities, policies, and expectations of the intern program.

r. Maintain current EEO statistics on selections and training and coordinate CPO actions involving use of these data with EEO officials.

s. Work with the activity CPM and EEO officials in conducting post-selection audits for compliance with affirmative action, Federal Equal Opportunity Recruitment Program (FEORP), and SHARP requirements.

t. Keep records and follow up with supervisors and employees to comply with record submission requirements.

u. Serve as the activity clearinghouse for submission of local career data to the CRO.

v. Ensure that employees are aware of procedures for submitting applications to the CRO.

w. Advise employees, supervisors, and the activity CPM of training and development opportunities in each career program and availability of training funds and budget procedures.

x. Train supervisors on career program management and administration with the assistance of the activity CPM.

y. Determine annual career program staffing requirements with assistance from functional officials.

z. Requisition (through normal publications supply channels) enough copies of this regulation to give one copy to each career program employee (including career interns), their supervisors, and each activity CPM.

### 1-22. Activity CPMs

Activity CPMs give technical advice and assistance to the activity commander and CPOs. They act as advisers, or designate appropriate advisers, to give career guidance and advice to interns individually or collectively. They also serve as resource persons for assisting line supervisors in furnishing career program information to interns, or they furnish information directly to interns. The activity CPMs will—

a. Help supervisors provide information to employees on—

- (1) Career program scope and patterns.
- (2) Characteristics of career progression.
- (3) Benefits of mobility and developmental assignments.

(4) Realistic career expectations on the basis of the individual's desires, quality of performance, and availability of jobs.

b. Give guidance to supervisors on training needs and training courses considered desirable for improved employee performance and career progression. The activity CPMs will coordinate this action with the CPO.

c. Monitor and advise supervisors and career program employees on use of the career appraisal and planning for career program assignments.

d. Give advice and guidance to supervisors and employees on career program opportunities and requirements.

e. Monitor management and training of interns.

f. Ensure that intern performance requirements are met in terms of qualifications and high potential to succeed in the job.

g. Monitor selection of interns in terms of qualifications and high potential to complete successfully the training program.

h. Assist in determining annual career program staffing requirements and intern resource needs.

i. Name sponsors for interns new to the activity. (See chap 3, sec VIII.)

j. Approve individual development plans (IDP) for interns in their respective career fields.

k. Approve performance standards for interns.

l. Act as approving officials on intern appraisals.

m. Sponsor and conduct periodic intern meetings. At these meetings interns can share experiences, and the status and direction of the intern program can be presented and discussed.

n. Monitor management of interns by supervisors and ensure compliance with MITPs and IDPs.

o. Monitor the intern's on-the-job training (OJT) to ensure that performance requirements are met before completion of internship and certify interns for promotion and graduation.

p. Monitor and coordinate actions required by the AAP or other requirements established in career programs.

q. Help the CPO—

(1) Recruit minorities, women, and disabled persons.

(2) Conduct post-selection audits.

(3) Monitor training and development data.

r. Participate in upward mobility program planning.

s. Assist in the informal stage of EEO complaint processing and in effecting a resolution in the early stages of the complaint process.

### 1-23. Supervisors

Supervisors, with the help of the CPO and the activity CPM, will—

a. Be the employee's initial source of information for the following:

- (1) Career programs.
- (2) Career progression patterns.
- (3) Career appraisal.
- (4) Mobility.
- (5) Assignment opportunities and intern placement.

b. Discuss the following with employees—

- (1) Career appraisals.
- (2) Training and development opportunities.
- (3) Realistic career expectations.

c. Consult with employees to review training needs. Supervisors will make reasonable efforts to ensure that employees are available for planned training.

d. Assist employees with appraisal forms, as appropriate.

e. Develop IDPs for interns in their career fields. Supervisors will use the MITP as a guide.

f. Develop intern performance standards.

g. Assign OJT training as prescribed in the IDP. They will nominate interns for required formal training and ensure that interns attend the training.

h. Evaluate intern performance, counsel interns on the quality of their performance, and record intern performance on appraisals.

i. Consult with activity CPMs and recommend action to CPO if an intern is not progressing satisfactorily. (See chap 3, para 3-41.)

j. Consider minorities, women, and disabled employees for selection, promotion, developmental assignments, and training including LTT.

### 1-24. Career program employees

a. Employees in positions covered by a career program (excluding interns) should

submit career appraisal forms as identified in individual career program instructions. Employees should continually improve knowledge, skills, and abilities required in the career program through self-development and training. They should help supervisors, CPOs, and functional officials to—

(1) Assess strengths and weaknesses.

(2) Develop training plans.

(3) Complete career appraisals.

b. Career program interns at all levels will—

(1) Participate fully in the activities and assignments prescribed in their IDP, and strive for a high level of work performance.

(2) Strive to improve knowledge, skills, and abilities required in the career field through pertinent self-development activities.

(3) Participate in oral and written evaluations.

(4) Comply with the terms of the intern employment and mobility agreement (mandatory for HQDA central interns). (See para 3-32.)

### Section III

#### Career Program Requirements

#### 1-25. Personnel support

Resources to administer career programs will be available consistent with assigned responsibilities. Human resources needed to operate career programs will be budgeted by HQDA and MACOMs.

#### 1-26. Funding for centralized interns, long-term training, and managerial and executive development

Funds and spaces to support these programs will be controlled by HQDA with the aid of FCs. Centrally controlled funds and spaces will be allocated annually to MACOMs and IRAs on the basis of projected needs and availability of funds. (See chap 3, sec III.)

#### 1-27. Channels of communication

There are two channels for communications in career program management and administration.

a. *Civilian personnel office.* The servicing command CPO channel is the line of communication for personnel actions and regulatory guidance within career programs. It is used to transmit files, records, reports, and other administrative information and instructions.

b. *Functional.* This channel follows a line of functional responsibility (i.e., CPMs and FCs). The functional channel will be used for—

(1) General communication to career program employees on developments and objectives in a given program.

(2) Special training and developmental opportunities.

(3) Planning board activities.

(4) Other related information. This channel will be used to supplement the information sent through the CPO channel.

**1-28. Program evaluation**

Functional and personnel officials will assess the requirements of each program and the effectiveness of its administration. Chapter 3, section X, has specific intern program evaluation responsibilities and reporting requirements. The following evaluation methods and areas of responsibility apply:

**a. EEO program requirements.**

(1) Minority, sex, and handicap identification data will be used to help career program officials, EEO officials, and the CPO evaluate EEO progress. These officials will use data to help evaluate staffing trends and to assist in planning corrective actions. FPM chapters 298 and 720 govern uses of these data.

(2) Career programs will be monitored to ensure that minority, female, and disabled employees are being referred, employed, and trained according to set goals and stated availability. Emphasis will be placed on evaluating EEO progress when specific goals have been set (e.g., management-level assignments). This system of constant monitoring allows early identification of any adverse EEO trends or potential problems. It also allows timely initiation of corrective action.

(3) The CRO will conduct periodic audits to determine whether minorities, women, and disabled persons are equitably represented in selections made through the career management system. (See FPM Supp 335-1.) When adverse impact is indicated, CPMs and civilian personnel officials will take corrective action.

(4) Measures that can effectively monitor EEO progress include—

(a) Identifying situations where efforts to meet staffing and other goals have not been successful.

(b) Determining whether the problem relates to the career program, the occupation, or the grade level of the position, and whether the referral level is located at DA, MACOM, or the activity.

(c) Development of a specific plan of action.

(d) Implementing corrective action.

(e) CPM and CPO involvement in post-selection audits of other followup actions required to ensure that minorities, women, and disabled persons receive full consideration for training opportunities, developmental assignments, and promotions.

(5) Civilian personnel and career program officials will identify any unfavorable trends, particularly those affecting minorities, women, and disabled career program employees.

**b. ODCSPER and MACOM surveys.**

(1) ODCSPER field offices will evaluate career program management during their onsite surveys. They will examine the methods of reaching career management objectives and the effectiveness of the program's staffing, career planning, training, and EEO. Each survey will review the appointment and effectiveness of CPMs and the timeliness and efficiency of CPO support.

(2) Staff CPO elements in MACOM headquarters, assisted by CPMs, will examine career management activities and take corrective action or report program problems to FCs, or, as appropriate, to HQDA.

**c. Functional chief reviews.**

(1) FCs will receive pertinent reports of ODCSPER and MACOM surveys and field visits. The CRO will provide special reports to FCs periodically or upon request.

(2) FCs will evaluate career program practices, including activities of CPMs. They will evaluate through regular functional channels, meetings of career program planning boards, and field visits. Subjects for possible review include—

(a) Effectiveness of supervisory support and counseling.

(b) Use of career appraisal system and results.

(c) Effectiveness of training in support of productivity and employee development.

(d) Funding and effectiveness of management development program and senior executive assignments.

(e) Human resources planning and intake requirements.

(f) Representation of minorities, women, and disabled persons.

(g) Training and productivity of interns.

(3) The CRO will provide annual operations reports to DA FCs on many or all of the above subjects. These reports will specifically refer to—

(a) Human resource planning and intake.

(b) Referral activities.

(c) Training operations.

(d) Intern development.

(e) Progress toward achievement of EEO goals.

(f) Recommendations for improvement of career management and career program operations.

**1-29. Mobilization planning**

Career program functional officials are responsible for participating in necessary preemergency mobilization mission planning (e.g., planning to meet mobilization staffing and training needs within their respective career fields) at FC, MACOM, and installation or activity levels. They will assist in preparing and maintaining mobilization plans that can be executed quickly and effectively to acquire and manage a civilian workforce competent to perform the emergency functions needed to support the military mission. Requirements and procedures for mobilization planning are in AR 690-11, chapter 2.

**Section IV  
Career Program Committees****1-30. Career Program Policy Committee**

**a. Establishment.** The CPPC is established as a continuing intra-component (Army Departmental) committee.

**b. Mission.** The mission of the CPPC is to—

(1) Develop recommendations for change in DA career program policies and procedures.

(2) Recommend manpower space allocations and other items relating to the allocation process for the DA CTED Student Detachment.

(3) Make determinations on recommendations from any subcommittees operating within the mission of the CPPC.

**c. Composition.** The DCP or a designated representative will serve as chairperson. Committee members are the FCRs of DA or DOD-wide career programs.

**d. Direction and control.** The CPPC will report through the DCP to the ODCSPER.

**e. Staff and administrative support.** Administrative support will be provided by CIVPERCEN. Funds for travel and per diem will be provided by the parent organization of the CPPC member.

**f. Subcommittees.** The CPPC may establish such ad hoc committees, related to the individual career programs, as necessary to accomplish the mission of the CPPC. Subcommittees will be chaired by the Chief, CIVPERCEN or by an appropriate FCR, with membership drawn exclusively from the CPPC.

**1-31. Intern Requirements Executive Committee**

The Intern Requirements Executive Committee (IREC) receives intern allocation recommendations from the CPPC and makes final recommendations to the Director of the Army Staff for approval of the intern allocations. The IREC is established in chapter 3.

**Section V  
Career Counseling Requirements****1-32. Process**

**a. Career counseling is the way supervisors, career program managers, and personnel specialists give career program information to employees. This helps employees identify career goals and develop plans to achieve their goals. Counseling begins with a supervisor's evaluation of the employee's expressed desires and the employee's potential to move into more responsible or different positions.**

**b. Successful career development depends on effective career counseling to focus on individual employee career goals. Then career plans can be prepared consistent with manpower planning and the future staffing needs of the Army. Employee career planning should, however, reflect a range of career options to give flexibility for growth and development. Counseling should lead to the preparation of a career plan that outlines the employee's near- and long-term career goals and identifies the type of training and development needed to prepare the employee to achieve those goals. Counseling should be directed to the objective of having the right people trained and developed at the right time.**

c. Although employees are primarily responsible for their own career planning, they need the advice and assistance of management officials to help formulate their plans in a manner consistent with functional needs. The involvement of supervisors and activity CPMs in career planning can ensure that employee career development is consistent with both functional and employee interests and needs. Appropriate assistance can only be given if each supervisor, activity CPM, and other designated career counselor fully understands all elements of the career management system and how it functions. Specifically, individuals responsible for giving career counseling must have a functional knowledge of the following:

- (1) Overall manpower planning and staffing needs in the employee's career field.
- (2) Career appraisal requirements and procedures.
- (3) Career patterns, qualification requirements, and other criteria governing career program positions.
- (4) Career referral requirements and procedures.
- (5) Importance of training and of developmental activities.
- (6) Essentiality of acquiring, practicing, and using counseling skills to assist employees in career planning.

### 1-33. Requirements

a. All career program employees and voluntary registrants in career programs will be offered career counseling by their immediate supervisors at least once each year. This will help employees develop realistic career plans. Career counseling should be continuous and should not be viewed as a perfunctory annual supervisory obligation.

b. Because of the long-range effect that counseling may have on an employee's career, it is essential that supervisors and CPMs develop effective counseling skills and techniques. Therefore, all supervisors of career program employees and CPMs should acquire counseling skills and should be able to use them effectively. As needed, these functional officials should receive appropriate training in counseling principles and techniques.

### 1-34. Responsible personnel

The responsibilities for career counseling are shared by immediate supervisors and career program officials at all levels (this includes the appropriate CRO and the CPO staff). These individuals perform a vital role in assisting employees in developing realistic career plans as follows:

a. Supervisors are primarily responsible for counseling and assisting employees to understand the purposes of the career management system and to assist employees to develop career plans and goals. These plans should be consistent with the supervisor's assessment of the employee's career development potential, the employee's desires, and opportunities available for career development and progression. The supervisor, with direct participation of the activity

CPM and personnel specialists, should identify appropriate formal training and development assignments that will support achievement of the employee's career goals. Supervisors should furnish each employee essential information about the career management system and ensure employees have access to this regulation.

b. Career program FCs and FCRs, with the assistance of CROs, will distribute to the MACOM CPMs and activity CPMs essential information about their respective career programs that will help employees make informed decisions about their career planning. Specific information to be distributed is listed below—

- (1) Number of career program positions by series and grade.
- (2) Career patterns.
- (3) Scope of opportunities for advancement.
- (4) Information about turnover of positions.
- (5) Number of referral lists issued during the previous year.
- (6) Opportunities for training and development assignments.
- (7) Description of the importance of mobility.
- (8) Competitive standing of MACOM employees for referral.
- (9) Other information and demographic data useful for career planning.

c. MACOM CPMs will supplement information distributed by FCs and FCRs with specific information on career program matters of MACOM interest that can be useful in career counseling. This includes information on MACOM-wide career opportunities or other matters that have a bearing on career planning as indicated in *b* above. This information should be exchanged between MACOM CPMs to assist employees who wish to register in other MACOM referral inventories.

d. Activity CPMs will serve as the principal counselors to supervisors on functional career program matters. Activity CPMs will furnish information on career patterns, realistic goal setting, various opportunities within the MACOM, and training or development activities essential to achievement of career goals. Upon request, activity CPMs should furnish this type of information to employees in other career programs and to employees in other MACOMs for their career planning.

e. Employee development specialists (EDS) are responsible for distributing information about training sources and assisting supervisors in planning the scheduling of employees for selected training assignments. The EDS will ensure that training in counseling, techniques and principles is made available to all supervisors and CPMs including scheduling their attendance at the training.

f. Career employees are responsible for making a self-assessment of their current career status, skills, knowledge, abilities, mobility, accomplishments, competitive standing, and their own progress as a basis

for setting their individual career goals. Employees should consult their supervisor or the activity CPM as necessary. Employees are primarily responsible for their own career development planning; they should engage in self-development activities, strive to achieve success in their current assignments, and be available for scheduled training and development assignments. Career program employees should learn the overall purpose of the career management system and how it functions at the MACOM level and within DA.

### 1-35. Career planning and the IDP

a. Career counseling logically leads to development of a career plan that includes the employee's near- and long-term career goals and the actions needed to achieve them. This is a responsibility shared by the employee, supervisor, activity CPM, and the EDS. Each individual must be fully informed about career patterns, opportunities for progression, and appropriate training and development opportunities. It is especially important for the supervisor to be so informed. A realistic, well-conceived career plan should be sufficiently flexible to accommodate changed or unexpected opportunities for development and to recognize multiple ways (where several exist) of arriving at the employee's goals.

b. One of the times career counseling should normally occur is when the IDP is being developed as part of the annual performance appraisal. If, however, the employee has experienced performance problems during the rating period, the supervisor should counsel the employee on the need to improve current performance and focus on remedial or catch-up actions for improvement before giving attention to career planning. Whenever the supervisor determines that the employee's performance has improved to an acceptable level, further career planning should then be discussed to assist the employee in developing a realistic career plan.

c. While many employees can achieve their career goals in their geographic area, mobility is often a key factor in achieving career goals. Frequently, a geographic move is necessary for employees to obtain developmental experience essential to their career goals. Supervisors should encourage employees to be mobile so they can develop skills at a variety of organizational levels consistent with career goals and the needs of the Army.

d. Career counseling that assists employees to set realistic career goals should lead to planned training and development activities related to the career goals (which can be reasonably accomplished during the next 1 year period). Examples of planned training and development activities include—

- (1) Self-development programs to improve personal skills.
- (2) Planned on-the-job training.
- (3) Attendance at Government or non-Government sponsored formal training courses.

(4) Developmental assignments (to include short details or task force assignments).

(5) Participation in professional societies.

(6) Other activities supporting attainment of the employee's career goals.

e. Supervisors will make periodic reviews of the employee's progress in accomplishing planned training and development, and may schedule additional counseling as appropriate. Supervisors will make every effort to help an employee fulfill IDP plans and requirements within the established time frame.

## Chapter 2 Merit Placement and Outside Recruitment

### 2-1. Introduction

This chapter prescribes policy for—

a. Promotions, reassignments, and other internal placement actions.

b. Outside recruitment and other placement actions such as transfers and reinstatements.

### 2-2. Major Army command area of consideration—MACOM inventories

a. MACOMs will keep inventories containing records of persons who qualify for positions at the MACOM-wide referral level shown in table 1-2 and want referral to positions at the MACOM-wide referral level.

b. MACOMs may also establish inventories of employees eligible for jobs in which the MACOMs have a special interest. (AR 690-300, chap 335, subchap 1, para 1-3b(5).) These inventories—

(1) Include career program occupations at grade levels below those listed in table 1-2.

(2) Are used as supplements for filling positions under activity promotion plans.

(3) Operate under selected provisions of this regulation if authorized by a MACOM merit promotion plan.

c. DA referral activities may maintain MACOM-level referral inventories for activities that do not have a MACOM.

d. MACOMs may maintain inventories and provide referral services for other MACOMs or IRAs. In such cases, employees will register in the servicing MACOM inventory.

(1) Employees will be considered for positions for which they are eligible and in which they are interested by submitting required forms listed in appendix C.

(2) Employees in (1) above are considered to be within the minimum area of consideration. They will be given the same referral consideration as career program employees within the MACOM.

(3) MACOMs may not change referral ratings or recommendations of parent MACOMs.

e. Addresses of MACOM CROs are in appendix B.

### 2-3. DA area of consideration—DA inventories

a. Employees will be considered for DA positions listed in table 1-2, through DA inventories.

b. Addresses of DA CROs are in appendix B.

### 2-4. Department of Defense area of consideration—DOD inventories

DOD maintains inventories for DOD-wide career programs. The DOD inventories contain the career records of employees at designated grade levels who are covered by DOD-wide civilian career programs. Registration and referral procedures are in separate DOD issuances. (See table 1-2.)

### 2-5. Registration and evaluation

a. *Registration.* Career program registration is the way employees apply for jobs in a career program.

(1) Employees must register in the appropriate CRO inventory to be eligible for referral.

(2) Registration and submission procedures are in appendixes C through F and may be supplemented by individual career program instructions.

(3) Eligible candidates will be considered for positions for which they are qualified according to this regulation and individual career program instructions. When deciding to register for referral in a career program, employees should consider that sound career development is based on the premise that employees should stay in positions long enough to—

(a) Make major work contributions.

(b) Gain expertise that will improve their future job opportunities.

b. *Evaluation.* Job analysis and development of evaluation instruments are required to measure the knowledge, skills, and abilities required for career program positions.

(1) Rating elements will be developed and used to evaluate candidates for referral.

(2) Crediting plans will be developed by the CRO with help from functional officials and will be used to—

(a) Identify the rating elements for specific jobs in a career program.

(b) Explain how the rating elements will be combined to determine which employees will be referred.

(3) When panels are convened to develop referral rosters or to evaluate candidates for specific positions in a career program, appendix G will apply.

(4) Methods used to develop and apply evaluation instruments will comply with FPM Supplement 335-1.

(5) Provision must be made for considering requests for timely review of career appraisal results when employees believe their qualifications may not have been properly evaluated. (See app E.)

(6) Provision may be made for continued use of the same career appraisal results ("no change") if the supervisor and reviewer (if any) agree that the level of competency and the expertise of the registrant remain the

same. Procedures in paragraph E-4b(2) will be followed.

### 2-6. Referral process

a. MACOMs may delegate to subordinate activities the authority to develop MACOM-level referral lists. When subordinate activities develop MACOM-level referral lists, they will—

(1) Follow procedures in FPM Supplement 335-1.

(2) Not allow the selecting official to take part in developing the referral list.

b. A reasonable number of best qualified (BQ) candidates will be referred for promotion. BQ candidates are those who rank at the top when compared with the other eligible candidates. (See para 2-5b(2)(b).)

c. A separate group of candidates who have indicated interest in reassignment or change to lower grade may be referred.

d. Selecting officials should be given enough data about the candidates referred to be able to make a sound choice.

e. Stated availability will be interpreted literally. Persons who state interest in locations on DA Form 4338-R (Civilian Career Program Availability Statement) are expected to be available and to accept a job when offered. Career program candidates will be considered only in job categories for which they have requested referral. Career program candidates who decline a definite offer may be denied further referral consideration according to individual career program instructions or referral procedures issued by the CRO.

f. Selection interviews are optional. They are particularly useful when considering candidates for top-level managerial positions. When authorized, candidates asked to travel for interviews will be compensated under the Joint Travel Regulations (JTR).

g. Instructions for requesting and processing referral lists are in appendix H.

### 2-7. Selection

#### a. General provisions.

(1) Selecting officials may choose any candidate on the referral list. When selections are from a group of competitive promotable candidates, selecting officials will write reasons for their selections on the referral record according to requirements 4a and b in AR 690-300, chapter 335, paragraph 1-4. Reasons for selection will be based on job requirements and will explain why the selected candidate is expected to perform the job successfully.

(2) Management is not required to select from among the candidates on the referral list. Management may fill a position through transfer, reassignment, reinstatement, or selection from an OPM register or a register established under delegated examining authority. (Follow procedures in paras 2-10 and 2-11.)

b. *Supplemental referral list.* If fewer than three promotable candidates who meet the job-related criteria are available to choose from, the selecting official may request a supplemental referral list.

*c. Notifying the selectee.*

(1) The CPO of the gaining activity will—

(a) Notify the selected candidate.

(b) Negotiate a release date with the CPO of the losing activity.

(c) Complete administrative procedures, such as travel orders and employment processing.

(d) Inform the selectee of permanent change of station (PCS) entitlements.

(2) DA employees will be released for new assignments as early as feasible. This will normally be within 1 month after official notification of selection. The losing and gaining activities may negotiate a later date, particularly when a PCS is involved.

*d. Notifying candidates not selected.* Candidates who reply affirmatively to specific queries of their interest and availability will be notified by the CPO or selecting supervisor of the gaining activity if not selected. They will also be given the name of the person selected.

*e. Returning referral records.* Referral records will be annotated and returned to the CRO in a timely manner. This will be done according to instructions furnished by the CRO. (See para H-7f.)

**2-8. Intermediate and management level referral and selection report (RCS SAOSA-187(R1))**

*a. Uses of report.* This report is issued by HQDA. It provides information to HQDA, FCRs, MACOMs, IRAs, and CRO officials for evaluating the Army's efforts to employ representative numbers of minorities and women. The report helps management officials analyze organizational support of the AAP to determine areas that need improvement.

*b. Data sources.* Each DA CRO will retain the original copy of completed referral lists. The information for the report is submitted quarterly. The information is obtained from each completed referral list returned to the CRO during the reported fiscal year (FY). Race and national origin (RNO) information is obtained from the RCS SAOSA-185 report and from CRO internal records for non-DA candidates.

*c. Negative reports.* The CROs will submit a negative report when no referral lists on which a selection is shown were completed during the reported quarter.

*d. Form supply.* A copy of DA Form 5308-R (Referral and Selection Data Summary) is located at the back of this regulation. This form will be reproduced locally on 8½- by 11-inch paper.

*e. Preparing elements.* The CRO in the Office of the Chief of Engineers, U.S. Army Information Systems Command, U.S. Army Civilian Personnel Center, U.S. Army Troop Support Agency, and the U.S. Army Defense Ammunition Center and School (Ammunition Specialist career program) will prepare and submit the referral report.

*f. Preliminary preparation instructions.* CROs will collect required information as follows:

(1) Reproduce a copy of the returned referral list on which a selection has been made. The date of receipt of the referral list in CRO determines the FY quarter in which the list will be reported. Combine original and supplemental lists so that individuals will not be counted twice for the same referral action.

(2) To annotate the list, use the codes listed in (a) through (e) below. Mark beside the names, "F" for females and "M" for males. Do not annotate white males. Report a candidate as not identified (NI) if RNO or sex identification is not available.

(a) A—American Indian/Alaskan Native.

(b) B—Asian/Pacific Islander.

(c) C—Black, not of Hispanic origin.

(d) D—Hispanic.

(e) E—White, not of Hispanic origin.

(3) Transfer the RNO, sex, and NI information from the referral list (see (2) above) to DA Form 5308-R. Fill out a DA Form 5308-R for each referral list as follows:

(a) *Career program number.* Enter the two-digit career program number.

(b) *Grade/type of selection.* Enter the grade and type of selection (P-promotion, R-reassignment, or CLG-change to lower grade).

(c) *List number.* Enter referral list number on individual DA Form 5308-R. (Leave this list number blank for FY quarterly consolidated reports.)

(d) *Quarter.* Enter the FY quarter in which the CRO received the referral list on which a selection was made.

(e) *Fiscal year.* Enter the fiscal year.

(f) *Central referral office.* Enter the address of the CRO.

(g) *Number positions to be filled.* For individual reports, this number will usually be 1. (For FY quarterly reports this number will be the total of all individual selections.)

(h) *Parts.* The DA Form 5308-R has four parts as follows: Part I—DA Promotion Candidates, Part II—DA Reassignment Candidates, Part III—Non-DA Promotion Candidates, and Part IV—Non-DA Reassignment Candidates.

(i) *Entries.* Under referred blocks within the appropriate part (see (h) above), enter the number of males and females referred for each RNO group. Add across and enter totals. Then break down referred males and females for each RNO group by DDO/RNA (declined definite offer/replied not available), ANS (available not selected), and selected. (For candidates who cannot be identified by RNO and sex, see (k) below.) The DDO/RNA, ANS, and selected male and female statistics must match the total number of RNO referred candidates. If numbers do not match, re-check addition and annotated referral list.

(j) *Subtotal each vertical column.*

(k) *Not identified.* Record in the NI referred blocks the numbers of candidates who cannot be identified by RNO and sex. Break down the number into DDO/RNA, ANS, and selected. Add these three numbers and make sure that their total matches

the number that was recorded in the NI referred block.

(l) *Attach the referral list to the matching DA Form 5308-R.*

(m) *Follow above procedure for each referral list.*

*g. Preparation of FY quarterly consolidated report.* Prepare the report as follows:

(1) Separate DA Forms 5308-R by career program.

(2) Separate each career program into two stacks: (a) promotions and (b) reassignments and CLG.

(3) Separate the promotion stack by grade level.

(4) Separate the reassignments and CLG stack by grade level.

(5) Complete a master DA Form 5308-R for each stack by career program, type of selection, and grade level.

(a) Fill out the top of the DA Form 5308-R as described in f(3)(a) through (g) above. Note that f(3)(c) and (g) give specific instructions for FY quarterly consolidated reports.

(b) Fill out the rest of DA Form 5308-R as described in f(3)(h) through (k).

*h. Submitting the report.* CROs will forward individual DA Forms 5308-R with attached annotated referral lists and master DA Forms 5308-R to HQDA (PECC-CMO), ALEX VA 22332-0300, not later than 10 workdays after the end of the FY reported quarter.

**2-9. Civilian career program referral status report (RCS CSGPA-1424)**

*a. Uses of report.* Management officials (e.g., FC, FCR, and DA CRO) use this information to evaluate referral workload and timeliness of referral actions. It shows the number of referral lists issued and those on hand. This information is also included in the annual evaluation of civilian personnel management in DA.

*b. Submitting elements.* The Office of the Chief of Engineers, U.S. Army Information Systems Command, U.S. Army Civilian Personnel Center, U.S. Army Troop Support Agency, and the U.S. Army Defense Ammunition Center and School will compile the statistics needed for this report and submit the information each FY quarter.

*c. Data sources.* The DA CRO maintains a referral list log to account for each referral request received and released that is the source of the information needed.

*d. Negative reports.* A negative report will be submitted when no completed referral lists were received or released during the reported quarter.

*e. Submitting instructions.* Each DA CRO will forward one copy of the DA Form 5307-R (Civilian Career Program Referral Status Summary) to HQDA (PECC-CMO), ALEX VA 22332-0300 on or before the 5th workday after the reported quarter ends.

*f. Form supply.* DA Form 5307-R is used by the CRO to submit the information. A copy of DA Form 5307-R is located at the end of this regulation. DA Form 5307-R



g. *Preparation instructions.* Each CRO consolidates statistical information on the number of referral lists issued and those on hand. Completion of the DA Form 5307-R is self-explanatory; however, for consistency, the following is provided for your guidance—

(1) A referral list is reported as released when both DA Form 2302-2-R and a certificate of eligibles issued under OPM delegated examining authority are sent to the requesting CPO; e.g., U.S. Army Troop Support Agency has delegated examining authority for Commissary Management career program positions.

(2) Courtesy referral lists (below the DA mandatory referral level of the CRO) are reported.

(3) Significant increases or decreases in the number of referral lists processed will be explained under "Remarks" on DA Form 5307-R.

## 2-10. Details and temporary promotions

a. Details and temporary promotions may be used—

(1) When a request for a referral list is pending.

(2) Instead of requesting a referral list.

b. These actions can be made noncompetitively if the detail or temporary promotion is for less than 120 days.

c. Competitive procedures (within local areas of consideration) will be used if—

(1) The temporary promotion or detail to a higher grade position is for more than 120 days.

(2) The employee will have spent more than 120 days during the preceding year in higher grade positions or positions with known promotion potential beyond the employee's current grade.

## 2-11. Reassignment and change to lower grade

a. *Reassignment.* Reassignment is a useful way to meet several career program objectives. Employees and officials are encouraged to consider reassignments that would—

(1) Develop skills in career-related occupations.

(2) Give experience in different organizations or missions.

(3) Meet staffing requirements.

(4) Make better use of existing skills.

(5) Accomplish other beneficial goals, including responding to the employee's personal circumstances.

b. *Change to lower grade.* Employees may request consideration for positions at a lower grade for reasons noted under a above.

c. *Reassignment or change to lower grade as an exception to referral procedures.*

(1) Position changes outlined in a and b above to positions at DA or MACOM referral levels may be made without requesting a referral list. Such actions must—

(a) Involve positions with no known (or greater) promotion potential than the employee's current position.

(b) Have the concurrence of the employee and the gaining activity.

(c) Meet the conditions outlined in (2) below.

(2) Position changes as exceptions to referral procedures to designated top-level positions may require the approval of the FC or other career program official. If so, these positions are listed in individual career program instructions.

d. *Reassignment and change to lower grade by referral.* Employees may request consideration for reassignment or change to lower grade through the referral process. These candidates—

(1) Need not be ranked unless the position has known promotion potential. (See para 2-13b(5).)

(2) Are referred as a separate group with the list of promotable candidates.

e. *Referral of reassignment or change to lower grade candidates only.* These candidates (as determined by the FCR or MACOM CPM) may be referred to the selecting official for some types of assignment, such as—

(1) To support special formal agreements on movement to and from less desirable locations and assignments.

(2) On completion of fellowship assignments.

(3) For compassionate reasons.

(4) For placement of employees who failed to complete a required probationary period for supervisors or managers.

(5) When, after LTT, placement plans cannot be met because of mission or function changes. The activity CPM, after making such a determination, will notify the proper DA or MACOM CRO. Notice will be through CPO and functional channels.

## 2-12. Recruitment policies.

a. Recruitment will be based on the merit principle of obtaining those persons best able to perform the duties of the vacant position. Recruitment will be conducted without regard to nonmerit factors. These factors include political affiliation, race, color, religion, sex, age, national origin, or nondisqualifying handicap. Efforts will be made to recruit high-quality minorities, women, and disabled persons, including disabled veterans, and to support goals in the DA EEO AAP, FEORP, and SHARP.

b. Consideration of non-Army applicants.

(1) Candidates eligible and interested in reinstatement or transfer to positions no higher than last held in the competitive service may be appointed without competition.

(2) Candidates eligible and interested in reinstatement or transfer to positions higher than last held in the competitive service must be considered under competitive procedures. (See app C for registration and outside recruitment.)

(3) Candidates eligible for appointment from an OPM register (or register established under delegated examining authority) will not be ranked with career program registrants and may be appointed without requesting a career referral list.

## 2-13. Exceptions to competitive procedures

a. Competitive procedures will not apply to the following:

(1) Promotion of an employee resulting from the upgrading of an occupied position (without any major change in duties and responsibilities) because of—

(a) Issue of a new classification standard, or

(b) An initial classification error, or

(c) A classification change based on unique qualifications and ability of the employee. (See FPM chap 511, para 3-7.)

(2) Reassignment of an employee resulting from the downgrading of an occupied position because of—

(a) Issue of a new classification standard, or

(b) An initial classification error.

(3) A position change made under the reduction-in-force (RIF) regulations.

(4) Promotion resulting from special consideration for repromotion. (See para 2-14.)

(5) Promotion after failure to receive proper consideration (priority consideration). (See para 2-15.)

b. DA or MACOM referral procedures normally will not apply to the actions listed below. The CPO and functional officials will make a decision to apply competitive procedures to these actions.

(1) Details to higher grade positions for 120 days or less.

(2) Temporary promotions for 120 days or less.

(3) Position changes to avoid adverse actions under RIF, transfer of function (TOF), or discontinuance of activities. Assignments to positions of higher grade or to positions with known promotion potential are not included under this provision.

(4) Promotion of an employee when his or her position is reclassified to a higher grade because of added duties and responsibilities. However, in these cases, the conditions below apply—

(a) There are no other employees in the organization, supervised by the selecting official, performing duties similar to the duties of the position to which new duties and responsibilities are to be added.

(b) The employee continues to perform the same basic function while the duties of the former position are administratively absorbed into the new position.

(c) The addition of the duties and responsibilities does not adversely affect another occupied position, such as abolishing the position or reducing its known promotion potential.

(d) The employee is qualified for the reclassified position.

(5) Assignment from a position having known promotion potential to a position having no higher potential.

c. Competitive procedures need not apply to the actions listed below.

(1) A reassignment or a change to lower grade to a position with no known promotion potential.

(2) Promotion without current competition when an employee was selected earlier for a position classified at a lower grade for recruitment purposes, provided—

(a) The area of consideration for recruitment at the lower grade was at least as broad as the DA and MACOM referral level for recruitment at the full performance level.

(b) The promotion potential was made known to all potential applicants, and

(c) The recruitment plan was documented to show the intended career ladder.

## 2-14. Special consideration for repromotion

### a. General.

(1) Selecting officials will give special consideration for repromotion to eligible employees before choosing to fill vacancies by competition.

(2) Employees due special repromotion consideration are referred to the selecting official before those due priority consideration. (See para 2-15.)

(3) Placement of eligible employees at the employing activity may take precedence over priority 1, 2, or 3 DOD Priority Placement Program registrants. (See DOD 1400.20-1-M.)

### b. Eligibility.

(1) Special consideration for repromotion will be given to employees who have been involuntarily placed in lower grade positions—

(a) *Without personal cause.* Personal cause is employee misconduct or inefficiency.

(b) *Not at their request.* Acceptance of a lower grade position in place of RIF, TOF, or demotion because of classification error is not demotion at the employee's request.

(2) Involuntary placement at a lower grade may be caused by—

(a) RIF.

(b) Correction of a classification error.

(c) Return from overseas. (See (5) below.)

(d) Declination of reassignment outside the commuting area under TOF.

(e) Handicapping condition.

(3) Candidates must be current DA employees and in the area of consideration for the position.

(4) If the employee is qualified and interested, special consideration must be given for positions—

(a) At or below the grade from which demoted.

(b) In the pay group or schedule that covered the employee before placement in the lower grade position.

(5) Employees who have returned from an overseas area are eligible if they have—

(a) Been placed in a lower grade position by exercising their reemployment rights,

(b) Not been offered another position in the continental United States (CONUS) that would have retained their grade,

(c) Completed an overseas assignment under terms of a pre-set agreement, and

(d) Not returned to CONUS early for personal reasons.

(6) Eligibility will not be granted to employees demoted to correct a procedural, regulatory, or program violation under FPM chapter 335, paragraph A-4b.

(7) Employees will not be given special repromotion consideration for positions that offer promotion potential beyond the grade held at demotion.

(8) An employee who has been involuntarily reduced in grade and who is receiving pay, grade, or salary retention benefits will be granted repromotion consideration for either—

(a) Two years from the date of the change to lower grade (CLG); or

(b) Until retention benefits cease; whichever period of time is longer.

(9) An employee who has been involuntarily reduced in grade on or after 15 January 1981 and is not receiving pay, grade, or salary retention benefits will be granted repromotion considerations for 2 years from the date of the CLG.

(10) If an employee declines a valid job offer ((11) below) repromotion consideration will end at and below the grade level of the position declined.

(11) A valid job offer is an offer of a full-time continuing position and grade level for which the employee has expressed interest and availability. Valid job offers do not include offers such as—

(a) An offer that, in the opinion of the employee's servicing CPO, would create an unreasonable difference in working conditions such as excessive travel, hazardous work, or extreme physical requirements.

(b) An offer of a position to which another person has reemployment or return rights.

(c) An offer of a position at any activity that has been identified for closure, major RIF, or relocation.

(d) An offer that requires a mobility agreement when the employee is not serving under a mobility agreement.

c. *Procedures.* Employees who have been involuntarily placed in lower grade positions must request special consideration for repromotion in accordance with appendix I.

## 2-15. Priority consideration

Priority consideration will be given to an employee if the employee was not properly considered in a previous competitive promotion action. For example, the employee's name was not referred and should have been or the selecting official did not receive accurate information from the referral activity on the candidate. These employees will be considered for the next appropriate vacancy before referring the competitive list to

the selecting official. An employee is due one priority consideration for each time he or she failed to receive proper consideration.

## Chapter 3 Career Intern Program

### Section I Intern Policies and Requirements

#### 3-1. Introduction

This chapter sets the policies and program requirements for the intake, training and development, evaluation, and placement of DA interns. It also covers the manpower forecasting, resource allocation systems, and funding procedures for centrally managed interns. The main objectives of the DA intern program are to—

a. Establish planned intake of personnel with high potential to meet DA-wide career program staffing needs.

b. Give these employees the knowledge, skills, and abilities required to advance to and successfully perform in target-level positions in a specific career program.

#### 3-2. Coverage

a. The DA central civilian intern program operates under policy and program requirements set by OPM and DOD. This program is used to recruit, develop, and graduate high-potential employees for placement DA-wide. HQDA furnishes necessary manpower spaces and funds.

b. A local intern program may be used to supplement the central intern program to help meet command needs. A locally administered intern program will follow the same MITP used for centrally managed interns. The commander at the employing location will furnish resource support.

c. The individual career programs listed in this regulation establish intern programs in specified occupational series and functional areas. These intern programs are administered according to provisions and authorities prescribed in this chapter.

#### 3-3. DOD-wide intern programs

Intern programs in occupations covered by DOD career program instructions will be implemented according to the DOD instructions. When DOD career programs do not specifically set different policy or program requirements, the instructions in this regulation apply.

#### 3-4. Program development

Career programs are established and implemented according to instructions in chapter 1. Each career program will have a career program planning board to help FCs and FCRs meet their responsibilities and to help functional officials and MACOM commanders in the management of their civilian personnel. The planning board will advise and assist the FC on career intern matters by—

needed to help meet projected staffing needs.

b. Evaluating the appropriateness of new or revised training requirements and courses, and determining the effectiveness and economical use of training facilities and courses.

c. Developing or modifying policy on career patterns or career profiles.

d. Examining intern resource utilization.

**3-5. Program administration**

a. *Resource support.* Funds and manpower spaces to manage intern programs will be allocated by HQDA to MACOMs and IRAs. Specific responsibilities for program administration are outlined in this chapter.

b. *Channels of communication.* Command and functional channels of communication for career management apply to intern management. Any questions or problems directed to CIVPERCEN must be sent through command channels. Coordination with functional officials, if needed, and recommendations from each level should accompany the correspondence.

**3-6. Program elements**

The basic program elements under which the intern program operates are listed below—

a. *Entry levels.* Any of five entry levels may be suitable for intern programs.

(1) Individuals may enter regular internships at grade GS-5 or GS-7, or they may enter Army's Mobility, Opportunity, and Development (AMOD) internships at grades GS-301-4, GS-301-5, GS-301-7, or GS-525-5, GS-525-6, GS-525-7.

(2) Presidential Management Interns (PMI) enter at the grade GS-9 level.

b. *Intake system.* Central and local interns are recruited at the MACOM or activity level.

c. *Training and progression.* The intern program is built around an official training plan. The plan allows for noncompetitive promotion to the target grade based on fully successful performance and completion of prescribed training. MITPs published in individual career program instructions are the guidelines for intern training requirements. PMIs may have their own MITP. IDPs will be developed for each intern. The IDPs are based on the MITP, considering the intern's past job experience, training, and education. (See para 3-30.)

d. *Appraisal.* An appraisal is used to measure intern performance and training progress. The intern should be recognized for a job properly done, and counseled when performance needs to improve. These judgments are equally important in the intern's development. Frequent verbal evaluation and individual counseling are vital. Supervisors must complete required appraisals. (See sec IX.)

e. *Placement of graduates.* HQDA and each MACOM or IRA are responsible for the placement of graduating interns, both centrally funded and local interns.

CIVPERCEN, with support from the proper FCR, is responsible for placement of surplus interns reported to CIVPERCEN. (See para 3-34.)

**Section II  
Types of Interns and Resources**

**3-7. Types of interns**

a. *Regular interns.* A regular intern meets OPM Handbook X-118 qualification standards for entry into a career program series at the GS-5 or GS-7 level (an exception is the Librarian career program that allows entry at the GS-9 level). Regular interns take part in a training program for a maximum period of up to 3 years. Interns graduate into GS-9 or GS-11 target-level positions depending on the career program and the grade level structure of the activity where the intern is assigned.

b. *AMOD interns.* AMOD interns are selected from personnel who possess high-potential but who do not meet all of the requirements listed in OPM qualification standards for immediate entry into the specific career program series. AMOD interns enter the intern program through the GS-301 or GS-525 series at grade GS-4, GS-5, or GS-7 levels, respectively. The AMOD program is authorized by a formal DA-wide training agreement. (See sec XI.) The length of an AMOD internship is determined by qualification requirements and MITP specifications. Therefore, the length may exceed the maximum 3-year time period specified for a regular intern.

c. *PMI.* A PMI is an intern with an advanced degree in public administration or a similar degree focus. The PMI enters at the GS-9 grade level in the exempted service. After satisfactory completion of a 2-year training program, PMIs are converted to the competitive service and may be noncompetitively promoted to target-grade GS-12 positions.

**3-8. Types of resources**

a. *HQDA centrally funded interns.* Interns (regular, AMOD, or PMI) who are centrally funded by HQDA are assigned to the tables of distribution and allowances (TDA) spaces on the CTED student detachment. The CTED student detachment is under management control of CIVPERCEN. Costs incurred in employing and training these interns are normally funded by HQDA (these costs include salary, benefits, PCS costs to the initial intern duty station as authorized by JTR, Volume 2, or first duty station costs, if entitled, and travel and per diem). Centrally funded regular interns may remain on HQDA spaces and use central funds for a maximum of 2 years. (See fig 3-1.) For centrally funded AMOD interns, the maximum is 2 years (or up to grade GS-9), whichever is longer. (See fig 3-2.)

b. *Locally funded interns.* Local interns (regular, AMOD, or PMI) occupy spaces that are on the TDA of their employing activity. All costs supporting local interns are

funded by the MACOM or local activity. Both central and local interns are trained under the same DA MITP. (For a definition of functional trainees who are sometimes mistaken for locally funded interns, see the Glossary.)

**Section III  
Manpower Forecasting, Resource Allocation, and Intern Intake**

**3-9. General**

Planned intake of high-quality personnel into each career field is essential to meet DA-wide staffing requirements. The manpower planning process for determining intern requirements involves Army as a whole and requires that personnel and functional officials at all levels participate.

**3-10. Manpower planning sequence (RCS CSGPA 1609)**

Intern intake requirement determination, resource allocation, and intern administration are integral parts of centralized control and management of resources in support of Army's civilian career intern program. An HQDA systematic forecasting system predicts current and future total career program intern needs. The forecasting system ensures equitable distribution of CTED intern resources DA-wide by career program, by MACOM, HQDA, and IRAs.

a. *Manpower forecasting model.* A mathematical forecasting model is used to predict DA-wide intern needs for each career program. This is the first step of the forecasting system. The forecasting model looks at past employment patterns and expected changes in Army end strength to predict outyear intern requirements by career program.

b. *Command requirements—RCS CSGPA 1609 (Civilian Training, Education, and Development Student Detachment Space Requirements).* The next step in the forecasting process is consideration of intern requirements reported by MACOMs, HQDA, and IRAs.

(1) All CTED intern manpower requirements will be identified by career program on an FY basis including AMOD, PMI, and regular interns projected to be on board through the reported FY. MACOMs, IRAs, and CPOs servicing HQDA will prepare annual requests for central interns by using DA Form 5056-R (CTED Career Intern Space Requirements). A copy of DA Form 5056-R is located at the back of this regulation and will be locally reproduced on 8½- by 11-inch paper. Intern requests will be based on documented needs, training capability, future staffing needs, and the ability to place graduate interns. Requests for central interns will identify mission changes, procurement of equipment, or other factors that will affect intern requirements. The requirements will be coordinated with CPMs, comptrollers, and other functional officials before submission. Requests will be sent to reach HQDA (PECC-TDP) ALEX VA 22332-0300 not later than 15 February each

year. CIVPERCEN will then compare intern requirements to model predictions and determine career program proportionate shares of total CTED spaces. A proposed allocation will be developed by CIVPERCEN, taking into consideration model predictions and information furnished by MACOMs, HQDA, and IRAs.

(2) The proposed allocation, the model predictions, and requirements requested by the MACOMs, HQDA, and IRAs will be furnished to the FCRs for comment. FCRs will determine appropriate training sites and will help to identify and consider any marked changes in total career program requirements caused by expected mission changes, new equipment and procedures, projected base realignments, or budget changes affecting career program operations for ensuing FYs. CIVPERCEN will make adjustments as warranted by FCR recommendations before the proposed allocations are sent to MACOMs, HQDA, and IRAs for comment.

c. *CPPC.* The FCRs from each career program comprise the CPPC. (See para 1-30.) As members, FCRs have a vital part in determining DA intern allocations by addressing their respective career program needs, giving an assessment of command and activity training capabilities, and resolving any difference between proposed career program allocations and command reported requirements. CPPC members prepare recommendations for the IREC for determination of, but not limited to—

(1) DA-wide intern allocations by career program based on data generated by the manpower forecasting model and MACOM, HQDA, and IRA input.

(2) Adjustments, as needed, to correct deficiencies in career program intake.

(3) Other items pertaining to the overall allocation of CTED student detachment spaces for the DA intern program.

d. *IREC.* The Director of the Army Staff serves as chairperson of the IREC. The membership includes a representative from the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), the Office of the Chief of Staff, the Deputy Chief of Staff for Operations and Plans (DCSOPS), and DCSPER (or their general officer level representatives). The Director of Civilian Personnel serves as technical adviser. CIVPERCEN carries out decisions of the IREC regarding CTED intern allocations. Allocation of intern spaces is made by career program to MACOMs, HQDA, and IRAs. Space allocations do not specify the type of intern (AMOD, regular, or PMI) to be recruited.

e. *Flexibility in space allocation.* To meet mission needs while making full use of intern spaces, a margin of 20 percent flexibility for movement of the allocated spaces by MACOM, HQDA, and IRAs between career programs is authorized. A proposal to reduce any one career program by more than 20 percent must be approved by HQDA (PECC-TDP).

3-11. Intern training and spaces

a. *Central interns.* CIVPERCEN manages all civilian resources related to the Army Management Structure Code (AMSC)/Program Elements 878751.11, 878751.12, and 878751.13.

b. *Direct funding.* Direct funding through the issuance of a funding authorization document (FAD) will be prepared by HQDA quarterly under AMSC/PD 870000. The REMARKS section of the FAD will include the following statement: \$..... P87 have been provided for the central career intern program. All obligations and expenses in support of career interns will be reported at the AMSC activity level (such as P878751.11-regular; P878751.12-AMOD, and P878751.13-PMI). For those interns on the HQDA staff not funded by a FAD, obligation authority will be furnished by CIVPERCEN to the CPO servicing HQDA.

c. *Local interns.* Resources to support the recruitment, training, and development of interns assigned to a MACOM or activity TDA will be furnished by the local activity or MACOM.

d. *Overtime policy.* Except for the situations cited below, local or MACOM funds must be used to pay for any overtime work performed by interns.

(1) En route to training.

(a) *Interns nonexempt under the Fair Labor Standards Act (FLSA).* Consistent with OPM guidance, employees are entitled to overtime pay for travel time away from the official duty station on nonworkdays when travel is performed during hours that correspond with the employees' regular working hours.

(b) *Interns exempt under FLSA.* Employees are not entitled to overtime pay for travel time away from the official duty station on nonworkdays unless the purpose or the condition for the travel meets one of the four criteria of section 5542(b)(2) title 5, United States Code.

(2) *Time spent in training.* Interns, both exempt and nonexempt under FLSA, are entitled to overtime pay for time spent in training outside regular working hours when productive work is performed. Overtime pay is authorized only for the period of productive work. Overtime pay for training scheduled under these conditions must be approved by HQDA (PECC-TDP) or is paid from local funds. Requests for approval of overtime for this purpose should be in writing. The requests must have full justification of the need for the overtime usage, number of interns involved, proposed dates of usage, and projected costs. Requests must be sent to HQDA (PECC-TDP) ALEX VA 22332-0300 at least 2 weeks prior to expected use.

(3) *Situations deserving special consideration.* Installation CPOs may ask for an exception to the overtime policy for other situations deserving special consideration. Requests should be in writing as stated in (2) above.

signed to the CTED student detachment will be placed in a separate competitive area for RIF purposes. All central interns will be in the same competitive area (i.e., the CTED student detachment). (See FPM chap 351 and AR 690-300, chap 351.)

3-12. Intern intake policy

a. Intern positions may be announced at any or all intern entry levels. The levels are grade GS-5 or GS-7 for regular interns; GS-301-4, GS-301-5, or GS-301-7 for AMOD interns; and GS-525-5, GS-525-6, or GS-525-7 in the Accountant AMOD program. While it is not a requirement, advertising to include the highest level entry grade will ensure that applicants qualified for the entry series can enter the intern program at the highest level for which they are best qualified. The highest level entry grade is GS-7, except in the Librarian career program where the highest level entry grade is GS-9.

b. Commands may use central or local spaces to recruit interns for any DA intern program (regular, AMOD, or PMIP). The PMIP, however, has special recruiting procedures. (See sec VI.)

c. Voluntary acceptance of a CLG for the purpose of entering an intern program is not considered a demotion at the request of the employee for pay retention purposes. Employees entering the intern program at a lower grade are entitled to pay retention as stated in section 536.104(a)(6) of title 5, Code of Federal Regulations (CFR), if all other eligibility requirements have been met.

d. To minimize relocation costs of centrally funded interns, selectees should be assigned to a nearby training site when possible. Travel and transportation costs to the first duty station for interns hired from non-Government sources will be afforded only to those hired for manpower shortage positions according to FPM chapter 571, appendix A. Interns selected from within the current Government workforce are entitled to PCS benefits in accordance with the JTR, volume 2, chapter 4.

3-13. Recruitment sources

To ensure the highest quality candidates possible, a balanced use of recruitment sources, both external and internal, should be used. Recruitment efforts should include recruiting candidates to support the local AAP.

a. *External (outside DA) recruitment methods that should be used are—*

- (1) College campus visits.
- (2) Paid advertising.
- (3) Recruitment brochures.
- (4) Community contacts.
- (5) Use of OPM registers under delegated examining authority.
- (6) Use of schedule B authority in 5 CFR 213.3202(l).

These methods should help ensure an adequate supply of available candidates, including candidates to support the local affirmative action goals.

b. The use of internal sources will give opportunities for local high-potential employees to advance according to their abilities. Consideration of high-potential internal candidates gives management the opportunity to make maximum use of current employees and to achieve affirmative action goals.

### 3-14. Cooperative education students

Activities are authorized to convert, noncompetitively, a cooperative education student to a career-conditional appointment as an intern if qualifications and the conditions prescribed in FPM chapter 308 are met. In this way, the cooperative education program serves as a feeder to the intern pipeline. However, cooperative education students will not be carried against CTED student detachment spaces during their work-study program. (See FPM chap 308 and AR 690-400, chap 410.)

## Section IV Special Intern Appointments

### 3-15. Intern appointments under schedule B authority

a. *Legal authority.* Certain interns may be appointed under 5 CFR 213.3202(l). OPM established this schedule B authority on 31 August 1982.

b. *Positions covered.* Professional and administrative career (PAC) positions subject to 5 CFR 213.3202(l) are listed in FPM chapter 213, appendix E.

c. *Applicability.* Schedule B authority per 5 CFR 213.3202(l) generally applies to appointments of persons who are not eligible for competitive appointments. Persons who have competitive status or are eligible for noncompetitive appointment under a law, Executive Order, or regulation who apply in response to external recruiting notices for these schedule B appointments must, if selected, be given a competitive appointment if they can be properly selected through appropriate merit promotion procedures or noncompetitive action. Applicants who cannot be properly selected for competitive appointment (for example, if they are outside the area of consideration or not among the best qualified candidates for promotion) must be considered under schedule B procedures. Conversion of any person having competitive status to a schedule B appointment must be processed in accordance with the conversion instructions in FPM chapter 302, subchapter 2.

d. *Requesting schedule B appointing authority.* Prior authorization from OPM must be obtained before appointments to PAC positions under 5 CFR 213.3202(l) may be made.

(1) *DA-wide blanket authority.* Approximately 60 days before the end of each FY, HQDA (PECC-TDP) will request blanket authority from OPM to make schedule B

appointments in PAC series covered by DA intern programs for the upcoming FY. The request will specify the number of positions to be filled, the series coverage, and the period for which the authority is requested. When authority is granted, DA activities will be notified immediately. MACOMs and activities will be expected to maintain a balanced recruitment program between schedule B sources and well-qualified status candidates. Priority placement candidates must be considered in accordance with e(1) below as soon as active recruitment begins for any position covered by the blanket authority.

(2) *Case-by-case requests.* If HQDA (PECC-TDP) does not receive blanket schedule B authority to make appointments in specified PAC occupations, activities must request schedule B authority for one or more positions on a case-by-case basis; activities will request authority through appropriate channels to HQDA (PECC-TDP) ALEX VA 22332-0300. After review and HQDA approval, HQDA will submit the requests to OPM. Requests for schedule B authorization must specify the total number of positions, their titles, series, grades, and geographic locations. If the authority will cover a large number of positions to be filled in connection with a long-term recruiting program, the request will also include estimates of the number and types of positions to be filled at each location for which coverage is requested. The request will include the actual or estimated number of PAC positions that will be filled from internal sources and will specify and support the requested length of the schedule B appointing authority. The outcome of consideration given to qualified status candidates must be documented in the request for schedule B authority in accordance with e below.

e. *Consideration of qualified status candidates.* Before requesting authority to fill a PAC position or positions on a case-by-case basis under 5 CFR 213.3202(l), activities must consider priority placement candidates and give appropriate consideration to candidates available for promotion, reassignment, transfer, or reinstatement to PAC positions, as indicated in (1) and (2) below—

(1) *Priority placement candidates.* Qualified candidates on the activity's repromotion list and reemployment priority list, DOD priority placement program registrants, and candidates who are entitled to priority consideration to correct previous lost promotion opportunity must be given consideration in accordance with applicable regulations. Candidates on Displaced Employee Program (DEP) and Interagency Placement Assistance Program (IPAP) lists who possess the knowledge, skills, and abilities required by the PAC positions must be requested from the OPM area office; this is the OPM area office that has examining jurisdiction over each position and location where the activity plans to use the blanket authority or for which schedule B authority is to be requested on a case-by-case basis. If the names of DEP or IPAP candidates are

referred, consideration must be given to these candidates and results reported to the OPM area office in accordance with DEP and IPAP instructions.

(2) *Other status candidates.* Consideration of candidates for promotion, reassignment, reinstatement, or transfer will depend upon several factors. These factors are the quality of those candidates, the level of competition usually generated through the merit promotion program for similar positions, the need for fresh viewpoints in the organization, and any other relevant factors. The area of consideration and filing period for status candidates will be as documented in the activity's merit promotion plan. Request for authority to recruit external candidates under schedule B is appropriate if the activity can show that—

(a) Established recruiting sources have failed to yield high-quality internal candidates, or

(b) It has other good reasons for determining that use of established recruiting sources would be unproductive.

(3) *Requirements based on number of PAC positions to be filled.* The activity must show (in any request for schedule B authority) that appropriate consideration has been given to candidates available for promotion, reassignment, transfer, or reinstatement to PAC positions in accordance with (2) above regardless of the number of positions for which schedule B authority is being requested. When schedule B authority is requested for four or more positions that will be filled over an extended time period, priority placement candidates (as required by (1) above) must be considered only for those positions for which active recruitment has begun. The results of that consideration must accompany the request. Activities need not have requested referral of DEP and IPAP candidates or considered other priority candidates for positions for which active recruitment has not begun. However, if the schedule B authority is approved, such referral must be requested and other priority candidates must be considered as soon as active recruitment begins for any position. When schedule B authority is requested for three or fewer PAC positions at a specific location, consideration of priority placement candidates must be completed in accordance with (1) above before schedule B authority is requested. The request must include—

(a) Results of referrals from the activity's reemployment and repromotion priority lists.

(b) Name of the OPM office contacted, date of contact, and the number of DEP and IPAP candidates furnished, if any.

(c) Status (that is the number selected, number of declinations, and the number nonselected and reasons for nonselection).

f. *Candidate evaluation.* Evaluation and selection of external candidates for appointment to PAC intern positions under 5 CFR 213.3202(l) are decentralized to the MACOM or activity having the vacancy. The model crediting plan in DA Pamphlet

690-10-1 (A Candidate Evaluation System: Model Crediting Plans), chapter 17, has been modified to include a method of evaluating external candidates through an interview process. A copy of this evaluation method may be obtained from HQDA (PECC-TDP) ALEX VA 22332-0300. Regardless of the evaluation method used, the CONUS MACOM or CONUS activity elects to use, selectees will be interviewed before a commitment is made. Overseas activities should interview candidates if time and expense are not prohibitive to the timely fill of the position.

**g. Method of recruitment and selection.** Analysis indicates that the most successful method of recruitment and selection is onsite. Personnel specialists, in conjunction with management officials, should contact the placement offices of colleges and universities to arrange on-campus interviews. The recruitment period during which applications are accepted and interviews conducted will be established in advance, and prospective applicants will be advised through placement offices or directly prior to the on-campus visit. The parameter of the area of consideration and the length of the application period may be established as necessary to meet the activity's need for high-quality candidates. Selection and onsite commitments may be made by a personnel specialist or a management official. Commitments will be tentative when a security, medical or other clearance is required as a condition of employment or advancement within a specific PAC intern occupation.

**h. Targeted recruitment.** External recruitment efforts must include sources that will maximize opportunities for minorities and women to compete for PAC intern vacancies, particularly for those occupations in which they are underrepresented in accordance with local affirmative action plans.

**i. Application of veterans preference.** Although schedule B appointments to PAC positions are excepted from the full procedural requirements for appointments in the excepted service described in FPM chapter 302, the procedures adopted by agencies for filling PAC positions must result in granting preference to veterans equivalent to title 5, United States Code, chapter 33, subchapter 1, sections 3309 and 3311 through 3318 as required by section 3320. Accordingly, veterans will be given preference in filling PAC positions under 5 CFR 213.3202(1) as follows:

(1) **No rating and ranking.** When there is no rating process, veterans will be given preference as follows:

(a) Persons entitled to 10-point preference who have a compensable service-connected disability rating of 10 percent or more will be placed in alphabetical order and given first consideration.

(b) All other persons entitled to veterans preference will be placed in alphabetical order and given the next consideration.

(c) All other eligibles would then receive consideration for selection.

(2) **Rating and ranking by group.** When applicants are rated, but not referred for selection in rank order, veterans will be afforded preference within the categories (for example, highly qualified (HQ) and qualified (Q)) in which they fall. All HQ candidates may be referred concurrently; however, consideration will be in order of preference as described in (a) through (c) below. If HQ candidates are ranked and a separate category (best qualified (BQ)) is identified, veterans within the BQ category will be given preference in the same order as that indicated for veterans in the HQ category. Order of preference for HQ candidates is as follows:

(a) Persons entitled to 10-point preference who have a compensable service-connected disability rating of 10 percent or more who are HQ will be placed in alphabetical order and will be given first consideration.

(b) All other persons entitled to veterans preference will be referred alphabetically in a second group and will be given the next consideration.

(c) The third group to be considered would comprise all other HQ candidates.

(3) **Rating, ranking, and referral in numerical order.** When applicants are rated, numerically ranked, and referred for selection in rank order, veterans will be given preference as follows:

(a) **In ranking HQ candidates.** Ten points will be added to the earned numeric score of persons rated HQ who are entitled to 10-point preference. Five points will be added to the earned numerical score of persons rated HQ who are entitled to 5-point preference. After the preference points have been added, HQ candidates will be referred for selection in the following order as persons entitled to 10-point preference who have a compensable service connected disability rating of 10 percent or more, then in order of their ratings, followed by remaining HQ candidates in order of their ratings. The names of preference eligibles will be entered ahead of others having the same rating.

(b) **In selection.** The order of selection will follow a rule of three, that is, selection will be from the highest three persons who are available for selection and who have not been eliminated. If more than one selection will be made, the next selection will be from among the three highest available and non-eliminated persons. Each succeeding selection will be made in a like manner until there are fewer than three persons remaining.

(4) **Approving objections to passing over preference eligibles.** Under (1) and (2) above, appointing officers may not pass over a preference eligible and select a nonpreference eligible unless a higher level approves reasons for objecting to or passing over the preference eligible. Under (3) above, a preference eligible who is placed among the highest three persons available for selection and who has not been eliminated may not be passed over and a nonpreference eligible

selected unless a higher level approves reasons for objecting to or passing over the preference eligible. Installation appointing officers will forward reasons for nonselection of a preference eligible at the installation level to the MACOM CPD for review and prior approval. If nonselection of a preference eligible is proposed at a MACOM or at HQDA, reasons for nonselection will be forwarded to HQDA (PECC-TDP) ALEX VA 22332-0300 for review and prior approval.

**j. Making schedule B appointments under 5 CFR 213.3202(l).**

(1) **Time limits.** The effective dates of a schedule B appointing authority represent the time during which an activity may make written employment commitments. Schedule B appointees need not actually enter on duty before the authority expires. Entry on duty may be set to allow time, as needed, for completion of required education, relocation, and other reasons.

(2) **Special appointing programs.** Two special appointment programs, described in (a) and (b) below, are established for use under the schedule B appointing authority. Activities having approved schedule B authority may make appointments under the Outstanding Scholar and Bilingual/Bicultural Programs without regard to other eligibles who do not meet the criteria for appointment under these special appointment programs. Individuals who meet the outstanding scholar requirements in (a) below may be appointed at grade GS-7. (See OPM Handbook X-118 Superior Academic Achievement Standard.)

(a) **PAC Outstanding Scholar Program.** Agencies may appoint college graduates who obtained a grade point average of 3.5 or higher on a 4.0 scale for all undergraduate courses completed toward a baccalaureate degree; they may also appoint those who are in the upper 10 percent of a baccalaureate graduating class at an accredited college or university or a major university subdivision such as a college of arts and sciences.

(b) **PAC Bilingual/Bicultural Program.** Agencies may appoint applicants who have the required level of oral Spanish language proficiency and/or the requisite knowledge of Hispanic culture; these applicants must also be qualified for PAC positions for which interaction with the public or job performance would be enhanced by having bilingual and/or bicultural skills.

**k. Data collection and reporting.** All eligible applicants for appointment under schedule B 213.3202(1) to PAC positions will be requested to complete RNO data forms. Procedures for collecting, maintaining, and reporting these data are in section XII.

**l. Conditions of employment under schedule B 213.3202(l).**

(1) **Qualifications for PAC positions.** Individuals may be appointed to PAC positions under the schedule B authority at grades GS-5 or GS-7 provided they meet OPM qualifications for the grade level to which they are appointed. Those appointed at grade GS-5 must meet time-in-grade, OPM

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Handbook A-118 qualification standards and conditions specified in paragraph 3-34a(1) through (3) before promotion to grade GS-7. Provisions for shortening the training program are applicable to schedule B PAC incumbents. (See para 3-27c.)

(2) *Appointment and position change.* Appointments and position changes made under the schedule B authority for PAC positions will be processed in accordance with the usual procedures that apply to such action in the excepted service. (See FPM supplement 296-33, applicable tables.) However, both the schedule B authority (5 CFR 213.3202(l)) and the specific authorization from OPM must be shown as the authority for the actions. There is no limit to the length of time a person may serve under a schedule B PAC appointment since these appointments are considered to be nontemporary. With respect to discipline, training, and opportunities to compete for promotion and other appointments, an incumbent of a schedule B PAC position will be accorded the same rights, privileges, and opportunities that are accorded persons in the competitive service who have the same grade, step, tenure, and veteran status. A schedule B PAC incumbent may be noncompetitively promoted to grade GS-7 or reassigned at grades GS-5 or GS-7 only to other schedule B PAC positions when the target level is the same and at least 3 months have elapsed since the individual's initial schedule B appointment. Schedule B PAC incumbents with personal competitive status and reinstatement eligibility may be considered through merit promotion procedures for any position for which they qualify. Time-in-grade and OPM Handbook X-118 qualification standards must be met.

*m. Promotion to grade GS-9.* Schedule B PAC incumbents must meet the requirements of paragraph 3-34a(1) through (3). Additionally, those who do not have personal competitive status and reinstatement eligibility to grade GS-9 must be recommended for conversion to a competitive service appointment by the supervisor and activity CPM. The incumbents must also be certified and within reach for appointment at grade GS-9 from an appropriate OPM register (normally mid-level register). (See *n* below for conversion procedures.) Promotion of schedule B PAC incumbents who have personal competitive status and reinstatement eligibility to grade GS-9 must be competitive if the promotion will place the incumbent at a higher level than the highest grade previously held in a nontemporary position in the competitive Federal service.

*n. Conversion.* If conditions stipulated in paragraph 3-34a(1) through (3) have been met, the appointing officer will name request the schedule B PAC incumbent from OPM or from the special examining unit under delegated examining authority 60 days before the incumbent's eligibility for conversion and advancement to grade GS-9. The SF 39 (Request for Referral of Eligibles) must be accompanied by information required by OPM; examples of required

information are the job description and the job analysis that identifies necessary knowledge, skills, and abilities to include selective factors and quality ranking factors. A statement specifying the target grade will also be included on the SF 39 when the target position is grade GS-11. Appointing officers will ensure that schedule B PAC incumbents complete all required forms before submitting name requests and will follow up with OPM as necessary to ensure timely mid-level certification.

*o. Spaces and funding.* When a local space is not available, the 2-year funding limitation for interns assigned to the CTED student detachment (paras 3-8 and 3-27b) may be extended for 6 months for PAC incumbents who are awaiting certification from OPM. Schedule B PAC incumbents who were appointed at grades GS-5 or GS-7 to a position with a target grade of GS-9 and those appointed at grade GS-5 to a position with a target grade of GS-11 will be reassigned or promoted to local TDA positions; these reassignments or promotions will be made concurrently with the incumbent's conversion to a competitive service appointment, or at the end of the 6-month period following their eligibility for promotion to grade GS-9, whichever is earlier. Schedule B PAC incumbents who were appointed at grade GS-7 to a position with a target grade of GS-11 who are not certified for a competitive service appointment within 1 year following their eligibility for promotion to grade GS-9 will be reassigned to local TDA positions.

*p. Documentation and retention of data.* To effectively monitor compliance with OPM's requirements for use of 5 CFR 213.3202(l), the CPO must establish a recruitment file for each position filled under that authority; this file must be maintained until further notice because of the decree entered on 19 November 1981, by the United States District Court for the District of Columbia in the civil action known as *Luevano v. Devine* and numbered as Civil Action No. 79-271. The decree became effective on 18 January 1982. The CPO file should contain—

- (1) Name of appointee.
- (2) Date of appointment.
- (3) All applications and relevant documents needed to permit reconstruction of the personnel action.
- (4) Evidence that appropriate consideration was given to candidates—

(a) Available for promotion, reassignment, transfer, or reinstatement to the PAC occupation.

(b) Entitled to priority consideration to correct previous lost promotion opportunity.

(c) Available on the activity's repromotion list, reemployment priority list, DOD priority placement program list, or on an OPM DEP or IPAP list.

*q. Adverse action.* After completing a trial period of 1 year after initial appointment in a PAC position, a schedule B PAC incumbent is covered by the following:

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(1) The provisions of title 5, United States Code, chapter 75, subchapter II.

(2) Implementing regulations in title 5, Code of Federal Regulations, part 752 pertaining to removal, suspension for more than 14 days, reduction in grade or pay, or furlough for 30 days or more.

*r. Reduction in force.* An incumbent of a schedule B PAC position will have retention rights in the event of a reduction in force in accordance with the provisions of title 5, United States Code, chapter 35, subchapter 1, and implementing regulations in title 5, Code of Federal Regulations, Part 351.

### 3-16. DA intern positions in foreign areas (except Panama)

*a. MACOMs and activities in foreign areas (except Panama)* are authorized to fill U.S. citizen intern positions with candidates described in (1) through (5) below. Candidates must meet qualification and other eligibility requirements—

(1) Persons having career or career-conditional status or reinstatement eligibility.

(2) Employees on excepted appointments leading to civil service status (for example, Veterans Readjustment Act and severely physically handicapped appointments) within the constraints of the excepted appointment authority.

(3) Veterans with 30 percent disability who are eligible for conversion from temporary appointment to career-conditional appointment under 5 CFR 315.707.

(4) Nonstatus family members who are eligible for schedule A appointment under 5 CFR 213.3106(b)(6) or who can be appointed under an appropriate civil service register.

(5) Other nonstatus applicants under—  
(a) Schedule B (5 CFR 213.3202(l)) authority for those PAC positions for which prior OPM authorization has been obtained and appropriate consideration given priority placement candidates as required by paragraph 3-15e(1).

(b) Other appropriate registers for positions not subject to the schedule B authority.

(c) Overseas limited appointing (OLA) authority, subject to the restrictions in FPM chapter 301.

*b. Interns appointed under one of the excepted appointing authorities or OLA* are exempt from the rotation agreement requirements in AR 690-300, chapter 301, paragraph 5-2 while serving under the excepted service appointment or OLA. However, before conversion to the competitive Federal service, the rotation agreement in DA Form 5370-R (Rotation Agreement—Employees Recruited Locally in Foreign Areas) must be executed as a condition of such employment. (See AR 690-300, chap 3, para 5-2.)

*c. When interns are unable to complete their internship or are unable, upon graduation, to accept placement in the target-level position in the overseas command in which employed, the losing command or activity will attempt to assist the intern in securing*

appropriate employment at a new duty location.

## Section V AMOD Program

### 3-17. General

The AMOD program is designed to give high-potential individuals (who do not meet qualification requirements for entry level into career programs) an opportunity to obtain those qualifications needed to advance to their highest potential. Activities may use either central or local spaces to employ AMOD interns.

### 3-18. AMOD training agreement

a. The AMOD program involves an exception to normal qualification requirements by structuring entry into the GS-301 series at grades GS-4, GS-5, or GS-7 in AMOD-covered career programs, or into the GS-525 series at grades GS-5, GS-6, or GS-7 for the Accountant intern program. In this manner, career opportunities are offered to persons whose past experience or education has not qualified them for entry as regular interns. The exception is authorized by an Army-wide training agreement. (See Sec XI.)

b. Determining the total length of training for each AMOD intern from entry to graduation from the program is the dual responsibility of a personnel staffing specialist and an EDS. Before promotion from the GS-301 or GS-525 series into the target series (not target grade), interns must make up the difference in qualifications required for the target series (as published in OPM Handbook X-118) and what they bring with them to the job which includes both general and specialized experience. The training agreement allows the intensified structured training prescribed in the MITP to be credited toward meeting the difference in these qualifications at a rate of 1 month of training for 2 months of experience. For more detail, see paragraph 3-51 of the agreement in section XI. In addition to the qualification requirements, the MITPs for the various career programs (which include AMOD interns) outline minimum lengths of time needed for training. Interns will complete at least the minimum time frame prescribed by the MITP when moving from the GS-301 or GS-525 series into the professional series, though some may meet OPM Handbook X-118 eligibility requirements earlier.

c. When filling intern positions through the AMOD recruitment method, enter (in Item 37, Remarks) on the SF 50 (or SF 50-B) as follows: "Army-wide Training Agreement approved on 20 January 1987. Employee qualified for this upward mobility intern position only under Army approved training agreement; not eligible for other positions in the target series until completion of prescribed training."

### 3-19. AMOD training plans

The substitution of training for experience permitted under the terms of the AMOD training agreement is made possible only by approved AMOD training plans. These training plans help ensure that interns acquire the required knowledge, skills, and abilities at a rate that could justify substituting this training for experience under the qualification standards. The training plans describe the training content, how the training is given, the number of hours or the percentage of time devoted to each subject, and the knowledge, skills, and abilities that will be acquired as a result of the training. AMOD training plans are incorporated in the MITP (now published in appendixes to individual career program regulations in the AR 690-950 series) or will be published in career program chapters in this regulation.

### 3-20. AMOD recruitment

AMOD interns may be selected from DA employees, other Federal employees, or former Federal employees eligible for reinstatement. When implementing the AMOD program (especially where few opportunities for intern positions exist), it may be desirable to announce intern positions concurrently in both the regular intern series and levels and in the AMOD series and levels. This will ensure broad coverage of the potential applicant pool. Candidates for the two programs should be rated, ranked, and referred separately. Selecting supervisors will have an option of selecting from among either the regular intern candidates or from AMOD candidates.

### 3-21. AMOD area of consideration

The geographic or organizational area of consideration will be established locally and will be large enough to reach the targeted applicant pool. In order to reach those persons for whom the program was designed, the individuals listed below are excluded from the area of consideration—

- Persons currently working in a position covered by a DA career program.
- Persons above the grade GS-9 or wage grade equivalent level.
- Persons who are fully qualified under the OPM Handbook X-118 qualification standards to enter the specific career program series for which they are applying.

### 3-22. AMOD crediting plan

The model crediting plan in DA Pamphlet 690-10-1, chapter 17, may be used in evaluating candidates for AMOD internships. The plan applies only to the target positions listed in the plan. Any other target positions added by HQDA under the AMOD training agreement must first have a job analysis performed by the local CPO and a new crediting plan developed, if needed. The crediting plan may also be used in evaluating candidates for entry into the regular intern program in the target series listed in the plan. If the target series is not included in the model plan, a local job analysis must

be conducted and a new crediting plan developed, if appropriate.

## Section VI Presidential Management Intern Program

### 3-23. Program administration

The DA PMIP coordinator is a designated official within CIVPERCEN who acts as the liaison between DA and OPM. The coordinator develops and issues policy and procedures to the field regarding the recruitment, training, and placement of PMIs. All recruitment of PMIs, either by initial appointment or by transfer, must be coordinated with the DA PMIP coordinator.

### 3-24. Selection and appointments

a. Army activities may use local or central spaces for PMI recruitment. Central spaces will be from within the annual allocation of central spaces issued to each MACOM, HQDA, or IRA. PMIs may be recruited for any career program determined appropriate by the FCR. The MACOMs, HQDA, and IRAs must be able to ensure the proper training as well as placement capability for PMIs at the grade GS-12 level upon graduation.

b. The schedule A appointment authority for PMIs is 5 CFR 213.3102(ii). The authority code is X9M.

### 3-25. Conversion and promotion

a. *Promotion to grade GS-11.* Noncompetitive promotion to an intermediate GS-11 level position requires meeting time-in-grade requirements, successful completion of training assignments under the IDP, and a recommendation by the supervisor with endorsement from the activity CPM that the PMI has the potential to perform at grade GS-11 as evidenced by demonstrated performance.

b. *Conversion and promotion to target grade GS-12 position.* At the end of the 2-year internship, the PMI will be noncompetitively converted to a career or career-conditional appointment and promoted to the grade GS-12 target-level position when the following conditions are met:

- The PMIs performance is fully successful.
- The PMI has successfully completed all training requirements as certified by the activity CPM.

(3) The supervisor, with the endorsement from the activity CPM, recommends the PMI for conversion and promotion at least 90 days prior to the end of the internship. The supervisor will not recommend conversion unless it is fully expected that the PMI will meet all promotion requirements by the end of the program. The recommendation will be based on potential to perform at the target level as evidenced by demonstrated performance.

c. *Provision for extending the program.* PMIs may require additional training at either grade GS-9 or GS-11 to meet training requirements or performance standards.



This may be particularly true when PMIs change career programs or transfer from another agency. In these cases, extending the overall internship for up to 1 additional year in the excepted service is possible with OPM's approval. The following procedures apply:

(1) The supervisor, with endorsement from the activity CPM, recommends program extension and prepares an implementing IDP through command channels to the DA PMIP coordinator for approval. The recommendation includes—

(a) Justification for the extension.

(b) The length of the extension.

(c) The statement that the PMI will remain at the appropriate grade level (GS-9 or GS-11) in the excepted service until performance and training requirements for the next higher grade have been met.

(d) A statement that the PMI has been counseled on the items above.

(2) Based on adequate justification, the DA PMIP coordinator will request approval for the extension from OPM.

(3) The PMIs must be informed of the extension of their 2-year program at least 90 calendar days prior to their original 2-year completion date.

(4) PMIs on central spaces and funds may remain on central resources for a maximum of 30 months.

*d. Promotion and conversion after extension.* PMIs on an extended program may be noncompetitively converted to a career or career-conditional appointment and promoted to the target position if the conditions of *b* above are met. Failure to meet any of these conditions will normally result in the PMI not being converted and being separated. However, if the supervisor and activity CPM do not recommend promotion but do recommend retention, the PMI may be converted and reassigned to a local TDA position at the GS-11 level.

### 3-26. Training

IDPs for PMIs are individually tailored to meet Army requirements for ensuring qualifications, to meet OPM imposed program requirements, and to consider PMIs' career goals. IDPs will be developed by the supervisor and approved by the activity CPM. The IDPs will be based on the MITP for PMIs that were approved by the FCR.

## Section VII

### Intern Training, Progression, and Placement

#### 3-27. Training

The vehicle for preparing an intern for target-level performance is a formal training plan. Training plans outline the knowledge, skills, and abilities that interns must acquire to perform their target-level duties in their career program successfully. Successful completion of the subject-matter content and successful performance are the bases for noncompetitively promoting interns to their target positions.

*a. Length of training.* Due to the differing missions and functions of Army activities, the target grades for interns in the same career program may differ from one activity to another. Therefore, the length of an intern's training may vary depending on target grade, entry grade, and qualifications. Career program FCs will determine the intern target grades (GS-9, GS-11, or both) for their career program. Target positions are documented in the respective MITPs.

*b. Use of central spaces and funds during the training period.* Centrally funded regular interns may occupy HQDA spaces and use central funds for a maximum of 2 years, regardless of their target grade. The target grades for AMOD interns will be the same as those for regular interns in the same career program at the same activity. However, the length of training for AMOD interns may exceed that prescribed for regular interns. Specific time frames are outlined in each MITP. Central AMOD interns may occupy HQDA spaces and use central funds for 2 years or up to grade GS-9, whichever is longer. (See fig 3-2.)

*c. Provisions for shortening the training program.*

(1) In some cases, interns entering the program will have some of the qualifications required for the next higher position. These interns may be promoted in less than the normal period when the following conditions apply:

(a) Time-in-grade restrictions have been met.

(b) Minimum qualification requirements (OPM Handbook X-118) for the next higher position are met.

(c) The activity CPM and a civilian personnel specialist determine that the intern's qualifying experience or education is equivalent to the training (OJT or formal) required by the intern training plan for advancement.

(2) The case cited in (c) above for shortening the promotion time applies only to regular interns, not AMOD interns. AMOD interns are eligible for promotions only after they complete their prescribed training. The length of training is determined by both qualification requirements and MITP specifications. The length of training needed for substitution for qualification requirements will be computed by a civilian personnel specialist.

*d. Provisions for lengthening the training program.* The training program for regular or AMOD interns may be lengthened up to 6 months over the total internship, and any promotions delayed, if an intern has not successfully completed the prescribed training due to absence on approved leave, illness, or inability to grasp the subject matter. Other requests for exception will be considered on a case-by-case basis. The request should include full justification and must be sent through command channels to HQDA (PECC-TDP) ALEX VA 22332-0300, 60 days in advance of the normal promotion or graduation date. Central spaces and funds

may be used for central interns (regular or AMOD) during the extension.

#### 3-28. Identification of training sites

*a.* Career program FCs will set the criteria for the selection of intern training sites (employment locations). MACOM CPMs will approve all training sites within their commands.

*b.* Activities designated as training sites must be able to furnish quality OJT in the major aspects of the career field as outlined in the MITP. They will have a quality program in the specific career field (as evidenced by surveys, reports, onsite visits, and other means of evaluation).

#### 3-29. Master intern training plan

*a. General.* MITPs are published as appendixes to individual career program regulations (AR 690-950 series), or will be published in chapters in this regulation. The MITP describes the training content, the method of instruction, the amount of time devoted to each subject, and the knowledge, skills, and abilities that should result from the training. MITPs apply to regular and AMOD interns regardless of the source of funding.

*b. Plans.* The MITPs are comprehensive. They identify the core subject matter that all interns in the specific career field should know. Intern graduates should be able to perform in target positions wherever in Army they may be assigned, although OJT will have been geared toward the mission of the training command. MITPs identify both OJT and formal classroom training. Interns will attend only those courses deemed essential and directly related to performance in their target positions. In some cases the MITP lists several courses as optional. The supervisor will use good judgment in nominating interns for optional courses.

#### 3-30. Individual development plan

The supervisor will prepare an IDP for each intern. In developing an IDP, the supervisor should compare the background of the intern to the requirements of the MITP. If the intern has no job-related experience, the MITP in its entirety is used as the IDP. If, however, the intern has substantial prior work experience or formal coursework in his or her field, the IDP would serve to shorten certain parts of the MITP or delete selected courses. Time saved from these changes could then be added to another segment of the training program in which the intern has little knowledge. In this way the IDP becomes a personal plan geared to each intern. In addition to the coverage in the MITP, the IDP should have dates, locations, and supervisors' names entered in the columns across from the blocks of instruction. The IDP serves as the basis for setting performance standards. The IDP should be prepared within 30 days of an intern's entrance on duty. The intern's supervisor will complete DA Form 5469-R (Cover Sheet for Career Intern Individual Development Plan) and attach it to the IDP. A copy of

DA Form 5469-R is located at the back of this regulation. This form will be locally reproduced on 8½- by 11-inch paper.

### 3-31. Training conducted outside the United States

When interns (with duty stations in the United States) are scheduled for training outside the 50 States, prior approval by HQDA (PECC-TDP) must be obtained. (See AR 690-400, chap 410.)

### 3-32. Intern mobility requirements

#### a. Central interns.

(1) A DA Form 5227-R (DA Employment and Mobility Agreement for DA CTED Interns) or DA Form 5227-1-R (DA Employment and Mobility Agreement for DA CTED Interns—Schedule B) is required as a condition for selection for all central interns except those given schedule A appointments in foreign areas under 5 CFR 213.3106(b)(6). The mobility agreement must be completed before entrance on duty. Use of mobility agreements allows management to place graduating interns in available target positions DA-wide. DA Form 5227-R and DA Form 5227-1-R will be reproduced locally on 8½- by 11-inch paper. Copies for local reproduction are located at the end of this regulation.

(a) When interns are appointed under schedule B (5 CFR 213.3202(l)), use DA Form 5227-1-R.

(b) When interns are serving in foreign areas under OLA, the interns' mobility obligation under provisions of the DA employment and mobility agreement is limited to overseas areas authorized to utilize the OLA authority.

(c) DA Form 5228-R (Department of the Army Presidential Management Intern Mobility Agreement) is required for PMIs on central spaces. DA Form 5228-R will be reproduced locally on 8½- by 11-inch paper. A copy for local reproduction is located at the end of this regulation.

(d) A copy of the applicable mobility agreement form will be given to the intern, the activity CPM, and a copy will be filed in the intern's official personnel folder.

(2) Interns who fail to meet the terms set by the mobility agreement may be separated from the Federal service. When separation is warranted, the adverse action procedures in FPM chapter 752, or AR 690-700, chapter 752, must be followed for employees covered by these procedures. Affected interns will be removed from CTED student detachment rolls no later than 60 days after the scheduled move or the expected or actual graduation date.

(3) Some interns may have situations deserving special consideration regarding the fulfillment of their mobility agreements. In these cases interns may request, in writing, a waiver of the mobility agreement. The request should include full justification. This request must be sent through command channels to HQDA (PECC-TDP) ALEX

VA 22332-0300. Comments and recommendations should be made at each forwarding level.

b. *Local interns.* MACOMs are authorized to require employment and mobility agreements for interns on local spaces and funds.

### 3-33. Intern travel, per diem, and moving entitlements

a. *General.* Intern travel, per diem, and moving entitlements will be kept to a minimum. They will be authorized only to meet an identified need within the confines of the following paragraphs. Essential TDY to formal training courses and OJT prescribed in MITPs will be supported.

b. *Interns attending training of more than 30 calendar days.* Intern travel will be authorized in accordance with JTR, volume 2, paragraph C4502.

(1) If the permanent duty station and training site are in the same commuting area, the interns will not be in a per diem status. They will, however, be authorized local travel expenses on a daily basis.

(2) Interns who attend training outside their commuting area and return to their old duty station upon completion of training will be in a per diem status. The interns will be authorized per diem allowances in accordance with JTR, volume 2, paragraph C4552-2. These interns may be authorized movement of dependents and household goods instead of per diem. A cost comparison in compliance with JTR, volume 2, paragraph C4502-2, must show that movement would be less costly to the Government than per diem or actual expenses otherwise payable.

(3) Travel and transportation entitlements for interns who attend training outside their commuting area and do not return to their old duty station upon completion of training will be processed in accordance with JTR, volume 2, C4502-3.

#### c. *Moving expenses.*

(1) The move of a central intern may be charged to the CTED student detachment for the following purposes:

(a) Movement to the first duty location if selectee is so entitled.

(b) Initial PCS costs as authorized by the JTR.

(c) PCS costs to the OJT site following completion of long-term formal schooling.

(2) Moves other than those above will be charged to the gaining activity or losing activity, as identified in the following:

(a) When central interns are placed at an activity other than their training location, but still within the MACOM, the gaining employing activity pays the PCS costs.

(b) If a central intern cannot be placed upon graduation either at the training site or within the MACOM, the losing activity (or losing MACOM) will pay PCS costs. Likewise, the PCS costs of a central intern (surplus to HQDA or an IRA) will be paid by the losing agency or IRA.

(3) Except as allowed in b above, PCS movement of interns will not be authorized

at Government expense when the move is primarily for the benefit of the intern or at the request of the intern. (See 5 USC 5724(h).)

(4) Accounting for civilian PCS expenses will comply with AR 37- 21 (Establishing and Recording of Commitments and Obligations), paragraph 20c.

### 3-34. Promotion and placement

a. *Promotion.* Prior to noncompetitive promotion of an intern to any intermediate grade within the internship, or to the target-level position, the following conditions must be met

(1) The intern's performance must be at least fully successful.

(2) The intern has successfully completed all training requirements as certified by the activity CPM.

(3) The supervisor, with endorsement by the activity CPM, recommends promotion based on potential to perform at the intermediate or target level as evidenced by demonstrated performance. Failure to meet any of these conditions will result in reassignment or CLG to a position for which qualified at the training site, or separation in accordance with appropriate regulations. (See para 3-27d).

(4) Paragraph 3-15m has additional requirements for promotion of interns appointed under 5 CFR 213.3202(l).

b. *Placement of CTED student detachment interns.*

(1) *Policy.* Graduating interns are placed by the MACOMs, HQDA, or IRAs that trained them unless the intern is being trained for another MACOM. If difficulty in placing a graduating intern is anticipated, HQDA (PECC-TDP) ALEX VA 22332-0300 will be informed no later than 90 days before the expected graduation date. The notice should contain the name, title, series, grade, expected date of graduation, geographic preferences, and any optional series and grade for which the intern is qualified. A current SF 171 and the intern's most recent performance appraisal should accompany the notice. Upon receipt of the notice, HQDA (PECC-TDP) will initiate a DA-wide search for a position in which to place the intern. The MACOM, HQDA, or IRA reporting the surplus intern will be advised that the search will be extended DA-wide. The losing CPO will be requested to continue efforts to locate an appropriate position in which to place the intern. HQDA (PECC-TDP) has the authority to direct placement of surplus interns to any appropriate vacancy DA-wide. When an appropriate vacancy is identified, HQDA (PECC-TDP) will initiate action to reassign the intern to the vacancy identified. Directed placements will be coordinated with the FCRs. Payment for placement of surplus interns will be in accordance with paragraph 3-33. Failure to accept the directed reassignment may result in separation. When no vacancies exist, interns will remain on the CTED student detachment rolls until suitable vacancies occur. These

grades on schedule if all requirements have been met. Recruitment against these spaces will not be authorized until placement of the surplus intern is accomplished.

(2) *Early placement.* Activities are encouraged to place central interns against local TDA spaces before the intern completes the centrally funded training program. This will ensure a permanent position for the intern upon graduation. It will also free a central space for recruitment of another intern. When early placement is effected, training sites must ensure that the intern is allowed to complete his or her training program. This includes both OJT and formal classroom training. Completion of the training program will be accomplished with local funds.

**3-35. Intern graduation certificate**

Upon graduation, interns will be presented a completed DA Form 4839 (Civilian Career Intern Program Certification of Completion). The local employing activity issues the certificate. DA Form 4839 may be ordered through normal publications supply channels.

**Section VIII Sponsorship Program**

**3-36. General**

A sponsorship program should ensure that interns facing a geographic move or a new employment situation are given full assistance for a smooth transition to the new location. A sponsorship program is important for external hire interns reporting for duty, interns going to an intern training center, and interns being reassigned to a new permanent duty location.

**3-37. Responsible personnel**

a. *Activity CPM.* The activity CPM is responsible for a sponsorship program at the employing location. In the case of enrollment at an intern training center, the school director and the servicing CPO are responsible. The activity CPM will name a person within the career program to serve as a sponsor. Current interns in the advanced stages of internship, or graduate interns, are often effective sponsors because they can relate to the new intern's situation. Beside naming a personal sponsor, the activity CPM will send an official welcome letter to the intern. The letter will include—

- (1) The name, address, and telephone number of the sponsor.
- (2) A map of the employing site or area.
- (3) The local dress code (if established).
- (4) Information on temporary lodging, permanent housing, and local transportation.
- (5) A packet of materials from the local chamber of commerce or the address to which to write for such materials.

b. *Servicing CPO.* The CPO will name a personnel specialist as the contact for pre-employment processing and reporting information. The CPO contact will also send a

letter to the intern stating the reporting date and any instructions and specific requirements for completing and processing advance forms.

c. *Personal sponsor.* This sponsor will be the intern's personal point of contact who will give the intern information beyond that given by the activity CPM. The personal sponsor may transmit information by mail, by telephone, or in person after the intern enters on duty. The sponsor will plan to—

(1) Guide the intern on the first day through entrance security, civilian personnel, and other initial employment processing requirements.

(2) Orient the intern to the work site, the internal policies, procedures, practices, and locations.

(3) Introduce the intern to co-workers, trainers, coordinators, supervisors, managers, and the activity CPM when available.

(4) Inform the intern about motor vehicle registration, operator licensing requirements and locations, voter registration requirements and locations, taxes, medical services, and educational and religious institutions.

**Section IX Performance Appraisal**

**3-38. General**

a. The performance appraisal gives management information upon which to make decisions regarding interns. Such decisions include training, rewarding, reassigning, promoting; reduction in grade, retention, or removal.

b. Preparing and giving critical feedback to interns concerning strengths and weaknesses is equally important. This feedback assists in shaping the intern's development. It is, therefore, essential that all appraisals show true ratings and that ratings are completed on time. The Performance Management System (PMS) will be used. (See AR 690-400, chap 430.) However, some deviations from AR 690-400, chapter 430, have been approved for interns and are listed in the following paragraphs. If changes are not specified, requirements in AR 690-400, chapter 430, will be used.

**3-39. Types of performance appraisal**

Unlike regular employees, interns are in an official training status throughout their internship. Therefore, their performance demands more frequent assessment. Interns must successfully complete all training assignments, including formal classroom and correspondence courses, and OJT. Failure to complete any part of the training requires retraining at the minimum. This could delay an intern's promotion or lead to removal from the intern program. (See para 3-41b.)

a. *Semiannual appraisals.*

(1) The performance of interns will be appraised on a semiannual basis. The rating period will be every 6 months, starting at the intern's entrance on duty date. The intern will have two semiannual appraisals

each year instead of an annual appraisal required by AR 690-400, chapter 430. DA Form 5398-R (Civilian Performance Rating) will be used. The rating supervisor will enter "Semiannual Intern Appraisal" in block 6 of DA Form 5398-R. Since interns already have an IDP, Part III of DA Form 5398-R normally will not be completed for interns. However, any changes that occur to the IDP during the rating period will be documented in Part III; this also applies to changes occurring during interim rating periods.

(2) The rating supervisor will be the intern's immediate supervisor. The activity CPM is the approving official. The reviewer may also be the activity CPM. If so, the activity CPM will be both the reviewer and approving official.

b. *Probationary appraisals.* Since interns are appraised semiannually, the requirement for probationary appraisals after 8 months of employment is waived for interns. Supervisors, however, will certify retention or separation of interns serving a probationary period during the ninth month of employment. Completion of Part I and Part VII of DA Form 5398-R will meet this requirement.

c. *Special appraisals.* Special appraisals keep track of intern performance if the intern rotates from one supervisor to another. Supervisors will be given the intern's DA Form 5397-R (Civilian Performance Plan) and DA Form 5398-R for documentation of performance as tasks are performed. Upon change of an intern's rating supervisor, a special appraisal will be completed on a separate DA Form 5398-R, certified by the signature of both the supervisor and the intern, and furnished to the new supervisor. A footnote will be added to block 15a of DA Form 5398-R and will be typed on the bottom of the form stating "The rating supervisor's signature certifies that training has been provided in accordance with intern's IDP." Since interns rotate through various areas during training, this procedure is a method of keeping the appraisal current and ensures that proper training is given. At the end of the semiannual rating period, the intern's current supervisor will complete and certify the final appraisal using the special appraisals as support.

**3-40. Performance requirements**

Based on the MITP and IDP, supervisors will establish critical elements and performance standards to document the training to be accomplished. Interns will have no noncritical elements. Requirements will be developed for each semiannual rating period. All supervisors who will be training the intern during the rating period should participate in developing the critical elements and performance standards. Requirements will be furnished to the intern at the beginning of the rating period. DA Form 5397-R will be used. The activity CPM is the reviewer.

### 3-41. Personnel decisions based on performance appraisal

a. *Outstanding performance.* Recognizing interns for outstanding performance is permissible. However, not all awards available to regular employees are suitable for interns. Guidance on specific qualifying criteria or appropriateness of awards or recognition instruments is in AR 672-20 (Incentive Awards). CTED funds will not be used for monetary awards for interns.

(1) *Monetary awards.*

(a) *QSI and SSPA.* These monetary awards are inappropriate when interns are on an annual promotion cycle.

(b) *Special Act or Service Award.* Interns meeting the established criteria may be nominated for this award.

(2) *Honorary awards.* Interns can be nominated for honorary awards if they meet the qualifying criteria.

(3) *Promotions.* There is no provision for promoting interns as a means of recognizing outstanding performance before the minimum time between grades.

b. *Substandard performance.*

(1) *Marginal performance ratings.* Because all job elements for interns are critical elements, there is no opportunity for interns to receive marginal performance ratings.

(2) *Unsatisfactory performance ratings.* The rating for performance that fails to meet set standards for one or more critical elements is unsatisfactory. Supervisors and activity CPMs should consult the servicing CPO for guidance when unsatisfactory performance ratings are considered.

(3) *Removal from the intern program.* Supervisors should attempt (through counseling, increased supervision, on- or off-the-job training) to improve an intern's performance whenever it is less than fully satisfactory. If, after a reasonable time, performance remains unacceptable, the intern should be removed from the intern program. If there are appropriate vacancies in the area serviced by the CPO, efforts should be made to reassign the intern to a more suitable position. If no chance for reassignment exists, demotion should be considered before removal from service. Unsatisfactory performance must be documented, but it is not required to be supported on a semiannual appraisal before corrective action or separation procedures are initiated.

c. *RIF.* RIF procedures applicable to Army employees as listed in FPM chapter 351, paragraph 3-9, apply to interns. Each semiannual intern rating is considered a rating of record.

## Section X Program Evaluation

### 3-42. General

A thorough evaluation system is essential because there are sizable amounts of time, money, and manpower devoted to Army intern programs. All levels of management within the functional and personnel channels must assess, on a continuing basis, intern program effectiveness.

Program evaluation responsibilities begin at the operating level. The local CPO, with the activity CPM, will examine their own policies, procedures, and practices regarding all aspects of the intern program from recruitment to placement. This should occur long before MACOM, FC, or CIVPERCEN surveys or onsite visits. Suggested evaluation topics include the following:

a. *Recruitment practices.* Includes determining how intern positions are announced and how managers are informed about recruitment options and recruitment sources.

b. *Intern requirements.* Includes the procedures for determining CTED student detachment intern and local intern space requirements. The fill rate of central and local spaces and reasons for shortfall, if any, should also be examined.

c. *Training.* Includes IDP preparation according to the current MITP, adherence to IDP including formal courses, problems with getting training spaces, and the quality of the OJT.

d. *Placement.* Evaluation of placement includes determining the percentage of interns placed at the training site in permanent positions upon graduation (or earlier), the number of geographic moves needed due to lack of vacancies, retention statistics, and reasons for losses.

e. *Management support.* This support consists of—

(1) Involvement of activity CPMs in the intern cycle from recruitment to placement including monitorship of training plans, quality of instruction, and individual counseling.

(2) The CPO's responsibilities in evaluation and administration follow:

(a) IDP development assistance.

(b) OJT monitoring.

(c) Course quota management.

(d) The sponsorship program (shared with the activity CPM).

(e) Intern counseling and placement.

(f) Maintenance of intern administrative files that include a promotion and performance appraisal suspense system.

f. *EEO policies.* Includes support of EEO goals and objectives in the DA EEO AAP and maintaining the currency of EEO statistical information on intern selections.

g. *Intern quality.* Management satisfaction with intern quality should be examined during the training period and after graduation.

### 3-44. Reporting requirements (RCS CSGPA 1572)

These reports enable CIVPERCEN to evaluate utilization of CTED manpower and funding resources—

a. *RCS CSGPA 1572 (Utilization of FY CTED Student Detachment Intern Program Resources).* This two-part report reflects projected and actual utilization of CTED intern resources (P878751.10000). CIVPERCEN will prepare this report for the CPO servicing HQDA.

will be submitted by MACOMs and IRAs. A sample format is in figure 3-3. Section I will identify the reporting MACOM or IRA and give the name and telephone number of a point of contact. Section II will show projected monthly end strength, man-years, cost per man-year, and obligations for the FY (cumulative data will be reported for man-years, cost per man-year, and obligations). Section III is a discussion section and may be used to address dollar requirements for pay increases and other funding shortfalls. MACOMs and IRAs will submit this report to HQDA (PECC-TDP) ALEX VA 22332-0300 by the suspense date announced annually by that office. Any changes to the current funding levels will require submission of an updated report; these reports will be submitted within 15 days following any change (increase or decrease) in the MACOM or IRA intern funding program.

(2) *Part B—Monthly Recurring Report.* Part B will be submitted monthly by MACOMs and IRAs. A sample format is in figure 3-4. Section I will identify the reporting MACOM or IRA and give the name and telephone number of a point of contact. Section II is a comparison of the programmed data as shown in Part A with the actual (cumulative) monthly data. Section III will indicate the number of first duty moves and PCS moves included in the actual obligations (section II). Dollar costs for these moves will be reported by element of expense. Information reported in this section will be from the beginning of the FY through the current reporting period. Section IV may be used for remarks and will include an explanation of any deviation between the programmed utilization and actual utilization that exceeds 10 percent or \$50,000, whichever is less. Part B will be sent to HQDA (PECC-TDP) ALEX VA 22332-0300 on or before the 20th day of the month following the close of the reporting period.

b. *RCS CSFOR 78(R2) (Manpower Utilization and Requirements).* MACOMs and IRAs must report quarterly those career interns assigned to the CTED student detachment TDA (unit identification code SF W4CMAA). CIVPERCEN will prepare Part B for HQDA.

c. *RCS DCSPER 505 (Career Intern Report).* The SPEP supports career intern reporting and tracking needed for effective DA-wide management of intern spaces and funds. This report gives statistical information on centrally funded interns, locally funded interns, AMOD interns, and PMI interns. It is vital that each command and installation ensure that complete and accurate information is sent to the SPEP information system. MACOM compliance with published SPEP reporting procedures is essential; this will eliminate the need for corrective action.

**3-45. MACOM surveys**

Career intern program procedures and administration will be reviewed periodically. MACOM CPDs conduct the review with help from MACOM CPMs. Intern program effectiveness in terms of recruitment, needs assessment, training, placement, management support, and EEO progress will be examined. Problems will be corrected internally or will be reported to the appropriate FCs, or as needed, to HQDA (PECC-TDP) ALEX VA 22332-0300.

**3-46. CIVPERCEN reviews**

CIVPERCEN will examine intern program administration through onsite visits, intern reports, and special studies. Activity CPMs, personnel specialists who administer the intern program, and interns will be interviewed.

**3-47. Functional chief reviews**

a. FCs will receive reports of intern management surveys conducted by CIVPERCEN and reports of MACOM field visits. CIVPERCEN will give FCs annual operations reports and any special reports or information on interns requested by the FC.

b. FCs will explore intern program effectiveness through regular functional channels, career program planning board meetings, and field visits. Subjects for review include—

- (1) Effectiveness of supervisory and activity CPM involvement, support, and counseling.
- (2) Recruitment practices.
- (3) Identification of intern training sites.
- (4) Adequacy and use of central, command, and local intern resources.
- (5) Appropriateness of MITPs, and their relationships to IDPs.
- (6) Achievement of EEO objectives.
- (7) Intern placements.
- (8) Performance of interns.

**Section XI  
AMOD Program Intern Training Agreement**

**3-48. General**

This section is not DA's entire upward mobility program; it is an approved training agreement to help implement a portion of DA's upward mobility program. This training program allows maximum opportunity for high-potential individuals, both from within and outside, to advance so as to perform at their highest potential in civilian professional and administrative positions. This program involves an exception to normal qualification requirements by structuring entry in the GS-301 occupational series and in the GS-525 series, thereby extending career opportunities to reach those persons whose past experience or education have not qualified them for entrance into regular DA intern programs. Training in one of several occupational specialties will assist these interns to develop the qualifications needed

for advancement to more responsible positions. This program exists to:

- a. Attract, develop, and retain highly qualified employees in the face of diminishing resources.
- b. Furnish additional developmental opportunities for current DA employees.
- c. Broaden the scope of affirmative action in order to meet EEO goals and objectives.
- d. Obtain more effective utilization of the capabilities of employees.
- e. Furnish a broader base for selection of personnel for occupations that have career ladders, and to diversify the employee population in those occupations.
- f. Give employees the opportunity to grow and enhance their qualifications in order to progress in occupations that have career ladders.
- g. Encourage the development of knowledge, skills, and abilities that will allow AMOD interns to perform effectively at the target level.

**3-49. Position coverage**

a. AMOD entry positions are established at the GS-301-4, -5, and -7 levels, and at the GS-525-5, -6, and -7 levels. Promotions to the target position will be noncompetitive if the intern has successfully completed the prescribed training and performed in a fully successful manner. Selectees may be reassigned or promoted to the AMOD intern position, or they may voluntarily take a reduction in grade to enter an AMOD training position. Target-level positions (at grade GS-9 or GS-11) in the career programs listed in table 3-1 will be identified in each career program MITP.

**Table 3-1  
Position coverage**

**Civilian Personnel Administration:**  
GS-201 Personnel Management Specialist  
GS-212 Personnel Staffing Specialist  
GS-221 Position Classification Specialist  
GS-230 Employee Relations Specialist  
GS-233 Labor Relations Specialist  
GS-235 Employee Development Specialist

**Comptroller:**  
GS-343 Management Analyst  
GS-510 Accountant  
GS-560 Budget Analyst

**Safety Management:** GS-018 Safety Specialist

**Supply Management:** GS-2001 General Supply Specialist  
GS-2003 Supply Management Representative  
GS-2010 Inventory Management Specialist  
GS-2030 Distribution Facilities Specialist or Storage Specialist  
GS-2032 Packaging Specialist  
GS-2050 Supply Cataloger

**Contracting and Acquisition:** GS-1102 Contract Specialist

**Materiel Maintenance Management:** GS-1670 Equipment Specialist

**Public Affairs and Communications Media:** GS-1035 Public Affairs Specialist

**Automatic Data Processing:** Target position is in any of the following specialties in series GS-334 (Computer Specialist, Computer Programmer, Computer Systems Analyst, Computer Equipment Analyst)

**Transportation Management:** GS-2130 Traffic Management Specialist

**Manpower and Force Management:** GS-343 Management Analyst

**Housing Management:** GS-1173 Housing Management Assistant

**Equal Employment Opportunity:** GS-260 Equal Employment Specialist

**Communications:** GS-391 Communications Management Specialist  
GS-393 Communications Specialist

**Records Management:** GS-343 Management Analyst

b. Before assignment is made to the target position, the AMOD intern must complete a full program of training as described in paragraph 3-51.

**3-50. Method of selection**

a. *Selection.* Made competitively without discrimination for any non-merit reason such as sex, color, race, religion, age, national origin, political affiliation, marital status, or handicapping condition that does not interfere with bona fide job requirements, giving due consideration to reasonable accommodation (see AR 690-300, chap 306), or membership or nonmembership in an employee organization. AMOD interns under this agreement will be selected on a competitive basis in accordance with merit promotion procedures. Criteria concerning qualification standards and evaluation methods must adhere to appropriate regulatory requirements.

b. *Qualification standards.* Candidates must meet the OPM Handbook X-118 minimum qualification requirements for the entry-level position. Any selective placement factors such as travel will be specified in vacancy announcements for filling positions in this program.

c. *Evaluation methods.* Candidates who meet the basic eligibility requirements and selective placement factors will have their knowledge, skills, and abilities evaluated further against job-related criteria to determine if they are capable of highly successful performance in the job to be filled. As a minimum, the following rating instruments will be used to obtain evidence of the candidate's present level of abilities.

(1) *Supplemental applicant questionnaire.* A self-rating will be used to obtain candidates' evaluation of their own current level of abilities and as a primary source of information to supplement data furnished in the SF 171.

(2) *Supervisory appraisal.*

(3) *Other criteria.* Work history, education, training, self-development, awards, official recognition, hobbies, and other

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activities and achievements furnished as evidence by candidates will be evaluated to determine if, because of these accomplishments, the candidate could be expected to possess the level of abilities needed to be highly successful in the selected career field. Amounts of education, experience, or awards alone will not be criteria in the evaluation process.

d. *Source of eligibles.* Whatever sources are used, consideration must be limited to candidates who are eligible for movement into the target positions. (See FPM chap 338.)

### 3-51. Length of training

a. *GS-301 entry.* Before promotion to a position in a specific target series can be effected, all AMOD interns must make up differences in qualifications from prior training and experience and the qualifications required (whether general experience or specialized experience or both) for the target position as published in OPM Handbook X-118. Training time to make up the difference in such qualifications may then be credited at the rate of 1 month of training for 2 months of experience under the terms of this training agreement. In other words, if an AMOD intern needs 3 years of general experience to qualify for a position in a target series, his or her training time would then take at least 1½ years under the terms of this approved training agreement. Another example—if the target position required 3 years of general experience and 1 year of specialized experience, and the employee has no creditable qualifying experience, he or she would then need, as a minimum, 2 full years of accelerated training (6 months of which must be specialized experience) under the terms of this approved training agreement before movement is made into the position in the target series.

b. *GS-525 entry.* The positive education requirement (24 semester hours of accounting) must be met before movement into the accounting target occupation. Additionally, movement of AMOD interns who enter at the GS-525-5 and GS-525-6 levels will be through the intervening GS-525-6 and GS-525-7 levels respectively. Training time may be credited at the rate of 1 month of training for 2 months of experience beginning at the grade level before movement from the GS-525 to the GS-510 series.

(1) For example, if an intern enters at the GS-525-5 level and lacks a total of 4 years (3 years toward the basic requirement of the accounting occupation and 1 year professional accounting experience) plus 24 semester hours in accounting in order to qualify for the grade GS-510-7, the following steps are taken.

(a) The intern would first be promoted to grade GS-525-6 after 1 year, by virtue of meeting the qualifications standards for the GS-525-6. During this year the intern would have taken accounting courses at the rate of one course per term so that 9 to 12 hours of the 24 required semester hours would have been completed. Having earned

1 year of qualifying experience, the AMOD intern now lacks only 3 years according to OPM Handbook X-118 standards for the GS-510-7 (2 years toward the basic requirement and 1 year professional accounting experience) plus the remaining 12 to 15 hours of accounting courses.

(b) The intern's next promotion will be from the GS-525 to the GS-510 series. Training time may be credited at the rate of 1 month of training for 2 months of experience. Therefore, the 3-year requirement can be reduced to 18 months, provided the remaining accounting courses can be completed during this time. The positive education requirement is not affected by the one for two reduction.

(2) AMOD interns may have education and experience that partially meet the qualifications required for the GS-510 series. In these cases AMOD interns will be given qualifications credit on a prorated basis.

c. *Application.* In no case does this training agreement authorize exception to the time-in-grade restrictions.

d. *Advancement.* Promotion or reassignment to the target position will give the employee the opportunity for further advancement up the career ladder. However, additional development of candidates beyond the target position will follow normal merit promotion and career development procedures.

### 3-52. Outline of training to be given

a. MITPs specify the length and type of training needed to qualify the AMOD intern for the target position. Except in the case of a positive education requirement, academic courses offered at local schools and colleges or interagency facilities that are relevant to the target positions, and that have been approved by the activity CPM and the servicing CPO, may be taken during or after working hours at Government expense. Positive college education courses may be authorized during working hours and will be at Government expense. The OJT assignments will emphasize challenging work experiences and supervised work projects that gradually increase in complexity and scope to the target position. Training plans are designed to cover prescribed training for AMOD interns entering at the GS-301-4, GS-301-5, and GS-301-7 levels, and the GS-525-5, GS-525-6, and GS-525-7 levels and are structured to fulfill qualifications requirements for promotion to the target position. Total duration of the training is dependent upon the entry level of the AMOD intern and the qualifications (in terms of OPM Handbook X-118 requirements for the target position) that the AMOD intern brings to the job.

b. Training plans include the following:

(1) Content description of the OJT, formal courses (on- and off-the-job), required readings, and self-development activities.

(2) Method of instruction includes discussion, required reading, supervised assignment, or demonstration.

(3) Approximate hours for completing phases of training and the total length of the training program.

(4) Knowledge, skills, and abilities the AMOD intern will be able to demonstrate at the end of each training phase. An IDP will be prepared for each AMOD intern that will be based on training plans and the qualifications the intern brings to the job.

### 3-53. Flexibility

To avoid frequent minor amendments to the agreement, it is permissible to do the following:

a. Extend the total length of the training program by not more than 6 months in order to—

(1) Adjust training time in individual cases to cover contingencies such as sick leave, annual leave, or the AMOD intern's inability to grasp a portion of the training program. (Note: This latter contingency, i.e., adjusting training time when an AMOD intern is unable to grasp a portion of the training program, does not include repeating a positive education course requirement.)

(2) Alter the sequence of training to allow the learning experience to be responsive to actual work situations as they arise during the training period when conditions or experience indicate the desirability of such changes. The sequence will not be altered in such a way as to adversely affect the intern's qualifications for the target position.

(3) Add or modify subject matter material, depending on technological changes, the needs of the organization or the AMOD intern, and evaluation of experience under this training agreement and the AMOD intern's IDP.

b. When the AMOD intern has completed a portion or portions of the training plan or IDP more quickly than scheduled, he or she may use the time saved to attend additional courses; to progress to the next subject area in the training plan; or to receive training in related subject matter areas.

### 3-54. Evaluation of the intern's progress

a. Within 30 days after assignment of the selectee to an AMOD intern position, the supervisor will make a preliminary evaluation to assess the training needs of the AMOD intern. The supervisor will develop an IDP based on those needs and the MITP. The activity CPM will approve the IDP.

b. The immediate supervisor is expected to conduct frequent informal discussions with the AMOD intern to assess his or her progress through the training program. A formal evaluation will be made semiannually by the supervisor of the AMOD intern's progress through the training program, and by the AMOD intern of the training received. DA Form 5398-R will be used for the semiannual appraisal. (See sec IX.)

c. Upon completion of the training program, the AMOD intern's immediate supervisor will make a final summary evaluation

performance. At this point, the AMOD intern will be considered to have met the qualification requirements established for the target position. The AMOD intern may then be eligible for promotion to the target position and may be recommended for assignment to that position by his or her immediate supervisor with certification by the activity CPM.

d. Failure to complete successfully any phase of the program will delay promotion to the next higher grade until the deficiency is corrected, except in the case of failure to successfully complete a positive education college course. In the latter instance, or if the deficiency cannot be corrected, the AMOD intern will be reassigned, changed to a lower grade position for which qualified, or separated in accordance with appropriate regulations. This applies equally to unsuccessful employees who voluntarily change to a lower grade in order to enter the AMOD program. Once reassigned (or changed to a lower grade) out of the AMOD program, repromotion to the employee's former grade level will be subject to competitive merit promotion procedures.

### 3-55. Cost of operating the training program

It is anticipated that the cost of operating this training program will be offset by increased productivity and efficiency. Funds will not be requested adjust grades under this agreement.

### 3-56. Record of completion of training

a. A written record of satisfactory completion of training under a DA-approved training program will be made a part of each AMOD intern's official personnel folder to show that all of the terms of the training agreement have been met.

b. A record of the actual training given to each AMOD intern will be maintained for a minimum of 2 years in the servicing CPO after the completion of the training.

### 3-57. Administration of the agreement

a. CIVPERCEN is the program administrator at HQDA and will—

- (1) Direct the AMOD program, assuring that planned objectives are met.
- (2) Visit training sites periodically to evaluate local administration of the program.
- (3) Prepare periodic reports of program status to the DCP, HQDA.
- (4) Update and renew this training agreement, as necessary.

b. Employing commanders and agency heads (through servicing CPOs) will—

- (1) Ensure the quality of training under this program.
- (2) Initiate action to reassign, change to lower grade, or separate an AMOD intern determined to be unable to meet program work or training requirements.

monitorship and training support to AMOD interns and their supervisors.

c. EDS at each training site will—

- (1) Assist supervisors in the development of IDPs.
- (2) Furnish guidance to supervisors and AMOD interns on training procedures and availability of formal training courses.
- (3) Request spaces for formal training courses for which AMOD interns have been nominated.
- (4) Maintain AMOD intern training files and records.

## Section XII RNO Information Collection and Reports—Schedule B PAC Authority

### 3-58. General

These instructions establish procedures for collecting, maintaining, and reporting RNO information. These instructions apply when applications for schedule B 213.3202(l) appointments to PAC positions are accepted from applicants. An applicant is defined as an individual who—

- a. Meets the minimum OPM qualification standards for the PAC intern occupation and grade for which application is made.
- b. Submits an SF 171.

### 3-59. Applicant RNO questionnaire (E Form 618)

A sample copy of E Form 618 (Applicant Race and National Origin Questionnaire) is attached as figure 3-5. E Form 618 will be used by servicing CPOs when accepting applications for schedule B PAC appointments. E Form 618 can be obtained from HQDA (PECC-TDP) ALEX VA 22332-0300; it will be reproduced locally on 8½- 11-inch paper. E Form 618 collects (among other applicant data) information on RNO, however, completion of this form is voluntary. The information collected on E Form 618 will be used for statistical analysis pursuant to the requirements of the *Luevano v. Devine* Consent Decree, Civil Action No. 79-271.

### 3-60. Installation responsibilities

a. E Form 618 is to be given to all applicants who submit applications for a position covered by the blanket schedule B PAC authority.

b. When it is anticipated that internal sources will not produce highly qualified candidates for a PAC position not covered by the blanket authority, status as well as nonstatus applicants must be given E Form 618.

c. If a recruitment notice or announcement is issued for any of the positions described in *a* and *b* above, the installation will include a reference to E Form 618 in the notice or announcement and will indicate that completion of the form is voluntary. When recruitment is accomplished through oncampus or onsite visits, E Form

completion of the form is still voluntary.

d. As applications are accepted, the installation will complete those sections of OPM Form E 618 that are listed under the "For Agency Use Only" section. Instructions for making these entries are described on the back of the form.

### 3-61. Processing RNO information

a. Installations are responsible for prescreening job application forms. These reviews are designed to reduce record keeping problems and to improve the accuracy of the RNO information that must be extracted and reported to OPM.

b. When applications are accepted for a schedule B PAC position and the E Form 618 is returned with other appropriate job application forms, the installation will—

(1) Make sure that all entries were properly recorded in those items that applicants were to complete. If the applicant did not complete all of these items on E Form 618, the designated officials will check the accompanying forms of that individual (if identifiable) and enter the missing information (except those fields pertaining to RNO). If the applicant did not complete the sections pertaining to RNO, consider the entire form to be "missing data" for purposes of the RNO report. If the E Form 618 was returned but was not completed by the applicant, it should also be counted as "missing data." If the E Form 618 was not returned but accompanying forms were returned, the absence of the E Form 618 will be accounted for as "missing data."

(2) Determine which applicants meet OPM Handbook X-118 qualification standards and other job-related requirements for the position.

(3) Separate the E Form 618 from the accompanying job application forms of those persons considered to be eligible for appointment; forward the E Form 618 to the installation official who will compile the installation RNO report. This will ensure that the RNO identifications do not become a part of any personnel information file.

(4) Separate the E Form 618 from the accompanying job application forms of those persons considered to be ineligible for appointment and destroy the E Form 618.

### 3-62. Records and files maintenance

This includes safeguarding, storing, retrieving, retaining, and disposing of the E Form 618.

a. Installations, MACOMs, and IRAs will designate specific persons who will be responsible for safeguarding the information reported on E Form 618.

b. The records will be safeguarded at all times. Records will be retained in a secure file cabinet in a secure room or in a computerized information system accessible by confidential passwords issued only to specified personnel. Other safeguards must be developed as needed to protect the information from unwarranted invasion of an individual applicant's privacy.

til OPM establishes a schedule for the disposition of these records.

### 3-63. RNO report (RCS CSGPA 1642(R1))

a. Each department, independent establishment, or Government corporation that makes schedule B PAC appointments is responsible for reporting the information collected on the E Form 618 to comply with the RNO information collection requirements of the *Luevano v. Devine* Consent Decree, Civil Action No. 79-271. Since the information collection and reporting requirements resulted from judicial decree, these reports are exempted from any reporting clearances under OMB Circular No. A-40.

b. A copy of DA Form 5509-R (Race/National Origin (RNO) Report) is located at the back of this regulation and will be locally reproduced on 8½- by 11- inch paper. DA Form 5509-R will be completed by installations when reporting RNO information to their respective MACOM and by each IRA.

c. A report of the total number of qualified applicants and appointees who identified themselves with each of the groups listed under (1) below is required. (See (2) below for monthly reports and (3) below for quarterly reports.) The responses that applicants could have entered in the "Name of Category" section of the E Form 618 are as follows:

(1) *Group designation and name of category.*

(a) Code A—Black, but not of Hispanic origin.

(b) Code B—Hispanic.

(c) Code C—White, but not of Hispanic origin.

(d) Code D—Other (persons not included in the above categories).

(2) *Monthly reports.* MACOMs and IRAs will designate an individual to report by telephone the consolidated RNO information to CIVPERCEN no later than the 10th calendar day after each month end. These telephone reports will include the number of appointments and/or commitments by series, grade, career program, entrance on duty date (month and year), race, sex, and whether or not a local or a DA central space was or will be used. Negative telephone reports are required. Telephone numbers for these RNO reports are AUTOVON 221-8721 or commercial area code 202-325-8721.

(3) *Quarterly reports.* CIVPERCEN will prepare the consolidated DA RNO report to OPM based upon consolidated feeder reports from MACOMs and IRAs. MACOMs and IRAs will complete a separate DA Form 5509-R for each occupational series and career program that was covered under each schedule B PAC delegation agreement. The quarterly reports are

to be submitted to OPM no later than the 10th calendar day of the month following the close of the quarter. The DA Form 5509-R must be prepared to show all qualified applicants by RNO and sex and by geographic zone according to the location of the vacancy. This reporting must be done even if ultimately the schedule B appointing authority was not used; for example, if a status individual was selected and given a competitive appointment or the action was cancelled after recruitment was initiated. The number of appointees by RNO and sex by geographic zone is also required as well as the number of declinations by blacks and Hispanics and the number of non-black, non-Hispanic veterans who blocked the selection of a black or Hispanic. Reports will be submitted by MACOMs and IRAs to HQDA (PECC-TDP), ALEX VA 22332-0300.

d. Installations, MACOMs, and IRAs will use DA Form 5509-R when reporting applicant and appointee information through channels to CIVPERCEN when the schedule B PAC appointing authority is granted. One form must be completed for each series, career program, and OPM schedule B PAC authorization.

### 3-64. Instructions for completing DA Form 5509-R

a. *Reporting period From To.* Enter quarter covered by the report (for example, from 1 January 1987 to 31 March 1987).

b. *Missing Data.* Count the number of qualified applicants who did not return the OPM Form E 618 or complete the Designation Category section of the form, then enter the number.

c. *Name of MACOM or IRA Contact and Phone Number.* Enter the name of the designated MACOM or IRA contact and the telephone number (AUTOVON and commercial numbers, if available).

d. *Authorization Number.* Enter the OPM assigned authorization number for the schedule B PAC authority (for example, enter PAC 86-36).

e. *Address of Submitting Office.* Enter the address of the office that prepared the consolidated report (for example, Commander, U.S. Army Health Services Command, ATTN: HSPE-C, Fort Sam Houston, Texas 78234-6000).

f. *Occupational Title/Career Program Code and Series.* Enter the occupational title, career program code, and series for the position for which the schedule B PAC authority was granted (for example, Budget Analyst, CP 11, GS-560).

g. *Grade Level(s).* Enter the grade for which the schedule B PAC authority was granted. Enter either GS-5 or GS-7 or both.

h. *Intern or Nonintern.* Check applicable block. Noninterns are those in technical and clerical positions in series covered by schedule B 213.3202(I). Such positions are appropriate for schedule B appointing authority if

they are normally classified at two-grade intervals, if GS-5 and GS-7 are the normal entry levels, and if the positions have a career ladder to GS-9 or above.

i. *Number of Qualified Applicants by Zone by Sex and RNO.* Enter the number of applicants by zone, sex, and RNO (non-status and status, if applicable) in the appropriate column. (See para 3-58 for the definition of an applicant.) Enter total for each column on the line labeled Zone Totals.

j. *Number of Appointees by Zone by Sex and RNO.* Enter the number of schedule B PAC appointees by zone, sex, and RNO for the identified positions in the appropriate column. Enter the total for each column on the line labeled Zone Totals. If a status individual is selected for a position for which the schedule B PAC authority was granted, do not enter any competitive appointees.

k. *Declination of Minority Selectees.* Enter the number of declinations of job offers by blacks and Hispanics by sex and geographic zone regardless of the race of whoever was ultimately selected and placed in the vacancy or the final disposition of the recruitment action.

l. *Number of Non-Black/Non-Hispanic Veterans who Blocked the Selection of a Black or Hispanic.* Report the total number of schedule B appointments of non-black/non-Hispanic veterans who blocked the selection of a black or Hispanic candidate considered for selection.

### 3-65. Schedule B conversion reports

a. Information must be collected on efforts to convert schedule B appointees to the competitive service. The information is needed to monitor the effectiveness of conversion procedures and to determine what action DA must take to ensure conversion of those hired under the schedule B PAC authority.

b. Automated information on schedule B appointees who have been successfully converted is being furnished through the Civilian Personnel Information System. MACOMs and IRAs will immediately report unsuccessful conversion attempts to HQDA (PECC-TDP) by electronic message. Report must include the name of the employee, series, career program, veterans preference, installation, OPM area office, use of selective and quality ranking factors, extent of OPM assistance, relative standing of schedule B appointees on the certificate, proposed plan of action, and other pertinent details with the name and telephone number of the MACOM or IRA point of contact. Subsequent attempts to convert the employee (successful or unsuccessful) must also be reported to HQDA (PECC-TDP) ALEX VA 22332-0300 by electronic message.



Reserved

**Chapter 5  
Reserved****Chapter 6  
Reserved****Chapter 7  
Records Management Career  
Program (CP 30)****Section I  
General****7-1. Introduction**

a. This chapter has instructions for the management and administration of the Records Management Career Program (RMCP). It has a detailed training plan to prepare interns for target-level performance.

b. The instructions in chapters 1, 2, and 3 apply to the RMCP except where this chapter modifies those instructions or adds functional information.

c. Users will need to refer to chapters 1, 2, and 3 for information not repeated in this chapter. For example, the responsibilities of installation civilian personnel officers, activity CPMs, supervisors, and career program employees are listed only in paragraphs 1-21 through 1-24.

**7-2. Coverage**

a. These instructions apply to all competitive service DA civilian employees on permanent appointments who occupy positions at grades GS-5 through GS/GM-15 which require performance of records management duties 50 percent or more of the time. These positions are generally in the Management Analyst, GS-343 occupational series, at grade GS-7 and up, and include RMCP career interns at grade GS-5. Decisions on career program coverage will be made jointly by the appointing officer and the records management activity CPM.

b. Other professional or management positions with grade controlling duties within the records management functional area are also covered (for example, Administrative Officer, GS/GM-341 positions and certain other positions in the GS/GM-301 occupational series).

**7-3. Career program structure**

The RMCP has four progression levels—

a. *Intern*. This level has grade GS-5 through GS-7 positions. It is the primary level for entry into the RMCP.

b. *Specialist*. This level has middle-level journeyman positions at grades GS-9 through GS-12.

c. *Intermediate*. This level includes firstline supervisory and staff headquarters

ally at grades GS-12 or GS-13.

d. *Management*. This level includes positions, usually at grades GS/GM-13 and GS/GM-14, with substantial technical operating and management responsibilities.

**7-4. Career patterns**

a. The GS-343 occupational series affords the best opportunity for progression in the records management career field. An individual entering the RMCP at grade GS-5 may be promoted to the next higher grade until the GS/GM-14 grade is attained. Qualified individuals in the GS-341 and GS-342 series may be promoted to the next higher grade in the GS-343 series. Figure 7-1 shows typical career patterns by occupational series.

b. Employees in Management Clerk and Management Assistant (GS-344) positions must meet the minimum GS-343 qualification standards. (See OPM Handbook X-118 qualification standards for Management Analyst (GS-343) positions; section title—*Evaluating Experience Gained in the Management Clerical and Assistance Series, GS-344*.) Generally, an employee in the GS-344 series may move laterally to a similar Management Analyst, GS-343 position at the same grade, provided all conditions of OPM Handbook X-118 qualification standards are met. In such cases, the CPO will document the GS-344 employee's eligibility for the lateral assignment, and will include the documentation in the employee's official personnel folder. Employees should normally be given lateral or developmental assignments at the installation level.

c. The RMCP career patterns by grade level and operational or staff assignments are in figure 7-2. As shown, a variety of paths may be taken as the employee progresses from journeyman to management levels. Usually, progression occurs vertically, but lateral movement is encouraged to round-out and to enable the employee to master the wider scope of records management functions. Lateral movement requires appropriate knowledge, skills, and abilities. These may be acquired before or after entry into the career program.

**7-5. Records management functional field**

Records management (a segment of the larger field of information management) includes planning, controlling, directing, organizing, training, and other management functions in records creation, maintenance, use, and disposition throughout the Army. (See fig 7-3.) Comprehensive management of records (textual, graphic, or on media such as paper, microfilm, magnetic tape, or magnetic disk) requires knowledge and experience in the functions shown in table 7-1.

**officials**

DISC4 is the functional chief of the RMCP. The FC will appoint a senior official (normally a civilian in a top-level records management position) as the functional chief representative (FCR). (See para 1-12 for FC and FCR responsibilities).

**7-7. Procedures for registration and referral**

a. Employees who are qualified and eligible for vacancies at grades GS-8 and below should apply (under local merit promotion procedures) directly to the installation CPO where referral consideration is desired.

b. RMCP members who are qualified, eligible, and desire promotion or reassignment consideration for RMCP positions at grades GS-9 and above must complete the current RMCP career appraisal forms according to instructions issued by the DA CRO (CIVPERCEN).

c. CIVPERCEN issues referral lists (at the DA-wide mandatory referral level) only for Management Analyst, GS-343, vacancies at grades GS-11 and up.

**Section II  
Master Intern Training Plan****7-8. Introduction**

This section is the DA-wide master intern training plan (MITP) for all centrally and locally funded interns in the Records Management Career Program (RMCP). The MITP is a comprehensive plan that outlines the core subject matter RMCP interns should know by the time they reach their target grade in the Information Mission Area (IMA). The IMA integrates the associated resources and activities employed in the acquisition, development, transmission, use, integration, retention, retrieval, and management of information. RMCP interns are faced with the necessity of not only developing target skills in the traditional processes and responsibilities of records management but must also develop a broad understanding of how those processes fit into the integrated concept of the IMA. Interns must develop target skills in either the general performance or specific specialties of records management with a basic orientation in the other subdisciplines of the IMA. Figure 7-3 shows the components of the IMA, its environment, and management activities. The supervisor will use the MITP as a guide when developing the intern's individual development plan (IDP). Instructions for preparing the IDP are in paragraph 3-30. Chapter 3 has additional information about the MITP. The records management officer is the activity career program manager (CPM) for the RMCP at an installation or activity and serves as the intern's supervisor.

**7-9. Structure of the MITP**

The MITP supports noncompetitive promotion to a target grade of GS-9 when all requirements are met. Interns who

qualify as a Management Analyst, GS-343, at grade GS-9. (See fig 7-4.)

### 7-10. Intern ladders and length of training program

a. Length of training varies according to the entry qualifications of each intern. Intern ladders show the time required for an intern to move from the entry-level grade to the target grade. This MITP has three entry levels—

(1) Interns who enter the program as a GS-343-5 will complete a three-phase, minimum 2-year, training program. (See fig 7-4.)

(2) Interns who qualify for entry as a GS-343-7 will complete a three-phase, minimum 18-month, training program. (See fig 7-4.)

(3) A third entry level is for high-potential people who do not meet minimum qualification requirements for GS-343 positions. These people enter this program through the GS-301 series at grades GS-4, GS-5, or GS-7 in the Army's Mobility, Opportunity and Development (AMOD) program. Under the AMOD program, the basic training plan may be lengthened to allow for substitution of training for required specialized or general experience. The training period is in three phases and will normally last from 24 to 54 months, depending on the entry level and the intern's qualifications. (See fig 7-5 for the AMOD intern ladder.)

b. The activity CPM (in coordination with an employee development specialist) may extend the training program for up to 6 months for interns who have not acquired the knowledge, skills, and abilities required in the MITP for performance in a journeyman position.

### 7-11. Training phases and intern training profiles

Paragraph 7-10a explains that intern ladders show the minimum time required for an intern to move up to the target grade. Intern profiles, on the other hand, show the type of training and the time required for each phase of training. (See fig 7-6 for the intern profiles for interns who enter the program in the GS-343 series; see fig 7-7 for the AMOD intern profiles.) Phases of the training program are—

a. *Phase I.* This phase is designed to give the intern a basic orientation to the records management career field common to all interns in this field. Time required to complete phase I training is left to the discretion of the work site supervisor; however, 3 months should be an ample period to accomplish phase I. Interns will—

(1) Develop a working knowledge of activities, missions, operations, responsibilities, processes, and products of Army records management.

(2) Develop a working knowledge of the relationship of records management to other IMA subdisciplines in the integrated concept.

tions, skills, and work assignments of the RMCP.

b. *Phase II.* Prescribes specialized training for records management interns. The formal school portion of phase II is mandatory for all interns regardless of entry level into the internship. Specific courses may be waived by the FCR if the intern has already received the course content from other academic courses, formal training, or on-the-job hands-on experience. Waivers will be approved only in rare, completely documented cases.

(1) This phase covers both on-the-job and formal training in the full range of functional skills and techniques of records management responsibilities in the IMA. It consists of—

(a) Formal school training.

(b) The opportunity to relate and apply the skills learned to the various segments of the Army records management program.

(2) On-the-job instruction in progressively complex work is given in this phase. Interns receive varied assignments that may entail changes of supervision and organizational work sites. The emphasis throughout this phase is on how the total training program relates to the intern's anticipated post-intern assignment.

(3) Phase II training should be completed in 12 to 18 months and may be started simultaneously with phase I depending upon availability and scheduling limitations of the mandatory formal training.

c. *Phase III.* Depending on entry qualifications, phase III consists of 3 to 12 months of intensive individualized training. Specialized formal training must be prescribed for the individual intern on the basis of demonstrated training needs for the anticipated target assignment. Individualized formal training must be clearly related to the IMA and can only be approved by the FCR.

(1) Ideally, phase III should be completed in the target assignment for which the intern is being trained and specialized. Placement arrangements and negotiations should begin in the second year of the internship to guarantee that individualized training objectives will be met upon the intern reaching eligibility for the target grade.

(2) Effective placement is a primary aim of the records management intern program. Centralized common formal training which prepares the intern for target-level performance in the IMA at any organizational level is a new and experimental approach to meeting the multi-disciplinary requirements of the IMA.

(3) In this phase, the intern is given the chance to apply knowledge in work situations that require independent judgment and responsibility for completion of total projects or project segments. Guidance and feedback to the intern are aimed at giving the intern confidence and the ability to work independently.

d. The time spent in any phase of the records management internship may vary from

meeting the goals of the 2-year internship, the work site supervisor must determine how much time must be spent in each training phase. The times suggested for each of the phases may be affected by any or all of the following conditions—

(1) Previous experience and qualifications of the individual.

(2) Training needs of the individual.

(3) Specialized needs of the targeted assignment.

(4) Limitations on availability of mandatory formal training.

(5) Degree of overlap possible between phases I, II, and III.

### 7-12. Practical training at the work site

a. There is a continuing need for both generalists as well as specialists in the RMCP. This is no less true of records management in the IMA than it was when records management functioned as an element of administration. Consequently, planners should assure that training is practical. While all records management interns must have a working knowledge of all operative elements of records management, they may specialize in one or more elements as opposed to becoming "generalists" who traditionally performed all processes at the installation level. Within the IMA, this function is now assigned to the office of the Director of Information Management at the garrison or installation level. The specific elements in which specialization may be elected are—

(1) Records management processes and analysis techniques.

(2) Records management surveys and studies.

(3) Correspondence and mail management.

(4) Files maintenance and disposition management.

(5) Freedom of Information Act program management.

(6) Privacy Act program management.

(7) Office equipment management (includes copy and copier management).

(8) Word processing management.

(9) Micrographics (and optical disk imagery) management.

(10) Forms management.

(11) Reports management.

(12) Directives and publications management.

(13) Declassification operations.

(14) Archival administration.

b. Office equipment management, word processing management, and micrographics have been integrated into automation in the IMA and are operationally located in the U.S. Army Information Systems Engineering Command.

### 7-13. Individual development plan

a. *Development.* The IDP is a written plan that will be used to prepare the intern for target-level performance. The supervisor (with the intern's input) will develop the

by comparing the intern's education and experience with the requirements listed in the MITP. Based on that comparison, the supervisor will tailor the MITP to the intern whose IDP is being developed. When the intern does not have job-related experience, the entire MITP for the job specialty becomes the intern's IDP. If the intern has substantial prior work experience or formal classroom training in the job specialty, selected sections of the MITP may be shortened or deleted. The training time saved by shortening or deleting portions of the MITP can be added to another segment of the IDP in which the intern has little or no knowledge. When the intern is being trained for specialization in one or more of the records management program elements listed in paragraph 7-12 above, the IDP must contain full coverage of all processes identified with each element in which specialized training is to be accomplished. Other processes may be included with the concurrence of the FCR. The supervisor will discuss the IDP with the intern and explain all of the IDP requirements to the intern. The supervisor will complete the IDP within 30 days after the intern enters on duty. Chapter 3 gives additional information on the IDP.

*b. Changes to the IDP.* If conditions at the command or activity indicate that a change (other than those listed in *a* above) is desirable, a waiver or change to the pertinent sections of the MITP may be requested. The request will be forwarded through the MACOM CPM to HQDA (PECC-TDP) ALEX VA 22332-0300. The request will—

- (1) Identify the section of the MITP that would be waived or changed.
- (2) Describe the knowledge, skills, and abilities and the type and percentages of training time that would be changed.
- (3) Give an analysis of the effect of the change on the intern's ability to perform the duties of the target position upon completion of the revised MITP.
- (4) Include an explanation of the need for the change. Requested changes or waivers will not be implemented prior to approval by HQDA and the FCR.

*c. DA forms.* The supervisor will reproduce the appropriate DA form listed below to prepare the IDP. The first form covers phase I; the second form covers phase II; and the third form covers phase III of the training. Copies of these forms for local reproduction are located at the back of this regulation. These forms will be locally reproduced on 8½- by 11-inch paper.

- (1) DA Form 5633-R (Training Program Outline for Records Management—Phase I).
- (2) DA Form 5633-1-R (Training Program Outline for Records Management—Phase II.)
- (3) DA Form 5633-2-R (Training Program Outline for Records Management—Phase III).

*d. Cover sheet.* The supervisor will complete DA Form 5469-R (Cover Sheet for

Career Intern Individual Development Plan) and attach this form to each copy of the completed IDP. A copy of this form for local reproduction is located at the back of this regulation. DA Form 5469-R will be locally reproduced on 8½- by 11-inch paper.

#### Table 7-1 Records management functional areas

**Prescribing directive:** AR 18-1  
**Functional area:** Automatic data processing management (disposal scheduling only)  
**Function:** Records creation

**Prescribing directive:** AR 25-400-1  
**Functional area:** Records management  
**Function:** Policy

**Prescribing directive:** AR 25-400-2  
**Functional area:** The modern Army recordkeeping system (MARKS) (applicable portions)  
**Function:** Records disposition

**Prescribing directive:** AR 108-2  
**Functional area:** Audiovisual records management (disposal scheduling only)  
**Function:** Records creation

**Prescribing directive:** AR 310-1  
**Functional area:** Publications, blank forms, and printing management  
**Function:** Records creation

**Prescribing directive:** AR 310-4  
**Functional area:** Publications in the Federal Register of rules affecting the public  
**Function:** Records maintenance and use

**Prescribing directive:** AR 335-15  
**Functional area:** Management information control system  
**Function:** Records creation

**Prescribing directive:** AR 340-3  
**Functional area:** Official mail cost control program  
**Function:** Records maintenance and use

**Prescribing directive:** AR 340-5  
**Functional area:** Correspondence distribution management  
**Function:** Records maintenance and use

**Prescribing directive:** AR 340-15  
**Functional area:** Preparing and managing correspondence  
**Function:** Records creation

**Prescribing directive:** AR 340-17  
**Functional area:** Release of information and records from Army files  
**Function:** Records maintenance and use

**Prescribing directive:** AR 340-20  
**Functional area:** Office copiers  
**Function:** Records creation

**Prescribing directive:** AR 340-21  
**Functional area:** The Army privacy program  
**Function:** Records creation

**Prescribing directive:** AR 340-25  
**Functional area:** Mailing procedures for certain U.S. Army activities and U.S. citizens overseas  
**Function:** Records maintenance and use

**Prescribing directive:** AR 340-26  
**Functional area:** Duplicate emergency files program  
**Function:** Records creation

**Prescribing directive:** AR 380-5  
**Functional area:** Department of the Army information security program (applicable portions)  
**Function:** Records maintenance and use

**Prescribing directive:** DA Pamphlet 25-400-2  
**Functional area:** The Modern Army recordkeeping system (MARKS) for TOE and certain other units of the Army  
**Function:** Records disposition

## Chapter 8 Training Career Program (CP 32)

### Section I General

#### 8-1. Introduction

This chapter governs the Training Career Program (TCP) established as a consequence of creating separate education and training career programs. This chapter implements policies and procedures for the TCP, covers the career program objectives and responsibilities, and identifies career program coverage.

#### 8-2. Program objectives

The objective of the TCP is to attract, develop, and retain highly qualified people in the professional specialties needed to train the U.S. Army. The TCP meets the Army's staffing needs for professional, technical, and administrative training occupations in these ways—

*a. Planned intake.* Manpower losses are projected and replacement needs determined through manpower forecasting. Many of these needs are met through intake of experienced personnel in grade GS-9 and above positions. Career interns are hired and trained to meet remaining needs.

*b. Central referral.* MACOM CROs and the DA CRO (CIVPERCEN) furnish lists of candidates for jobs at designated grade levels to help—

- (1) Ensure an adequate number of highly qualified candidates.
- (2) Improve employees' advancement and development opportunities.
- (3) Develop the broad background necessary for manager or executive positions.
- (4) Meet affirmative action program requirements.
- (5) Assign valid ratings of candidates' job-related knowledge, skills, and abilities.

#### 8-3. Equal employment opportunity

*a. Policy.* All actions taken according to this chapter (whether or not to identify, qualify, evaluate, or select candidates or to train and develop employees) will be taken without regard to race, color, sex, religion,

b. *Requirements.* These requirements apply—

(1) TCP information will be maintained in MACOM CROs and CIVPERCEN to assist in program evaluation. CIVPERCEN and servicing CPOs will conduct periodic audits to determine whether or not minorities and women are proportionately represented on promotion rosters, on referral lists, and in selection actions. Where adverse impact is indicated (as determined by the provisions of the DA EEO affirmative action program plan), corrective action will be initiated by CIVPERCEN and local CPOs in coordination with the FC, commander and other functional officials.

(2) Specific EEO goals will be established for hiring (intern, specialist, intermediate, and executive level) and advancement (specialist, intermediate, and executive level) of minorities and women. These goals will be consistent with those established in the DA EEO affirmative action program.

#### 8-4. Coverage

The TCP covers all competitive series civilian employees and positions classified in the following occupational series in support of the Army training mission as prescribed in AR 108-2, AR 350-35, and AR 351-1.

a. *GS/GM-1700 occupational series—*

(1) *GS/GM-1701—General Education and Training.* Includes positions that primarily involve teaching and research or other professional work of a multi-disciplinary nature that is not more appropriately classified in a more specific 1700 occupational series.

(2) *GS/GM-1702—Training Technicians.* These positions cover a wide range of support work for the technical and professional series and may, therefore, be identified with the TCP as an entrance support series and ladder or recruitment source for employees who qualify for GS-1710 or GS-1712 series entrance level positions. The GS-1702 series is primarily managed at the local installation level.

(3) *GS/GM-1710—Education and Vocational Training.* Includes positions that require a college degree and the application of full professional knowledge of the theories, principles, and techniques of instruction, training program administration, curriculum development, program evaluation, tests and measurements, and other functional training areas.

(4) *GS/GM-1712—Training Instructor.* This series covers positions concerned with developing, conducting, and managing training programs. Thorough knowledge of subject matter taught and a practical knowledge of methods and techniques of instruction are primary qualification requirements.

b. *Other occupational series.—*

(1) Permanent employees in other occupational series are covered by the TCP when 50 percent or more of their duties are related to training, new equipment training,

instructional systems, or other training support functions.

(2) Interdisciplinary positions (GS-180 and GS-301, for example) are included in and managed by the TCP.

(3) Employees and positions identified with the Army Continuing Education Services program and U.S. Army Recruiting Command education coordinators are not covered by this chapter.

#### 8-5. Program structure

a. *Career patterns.* A large number of paths may be taken as employees progress from entry to the management level. The general patterns of progression for the TCP are shown in figure 8-1. Usually progression occurs vertically, but lateral movement is possible. This reassignment movement requires appropriate knowledge, skills, and abilities. These may have been acquired before or after entry into the career program.

b. *Basic career program structure.* There are four levels within the TCP—

(1) *Entry.* Generally includes career program members in grades GS-5 through GS-9. Interns at this level follow a formal training plan to include extensive training both on-and-off the job to give them broad experience before choosing an area for specialization. Emphasis is placed on Government training with some self-development required. An intern training program is normally completed in 2 years.

(2) *Specialist.* This is the full performance level. These positions are generally at grades GS-9 through GS-12. GS-9 full performance positions will normally be limited to technical-vocational (GS-1712) positions. This is the level during which career program members become masters in chosen areas of specialty (for example, for GS-1710 the areas are tests and measurements, occupational analysis, and instructional materials development; for GS-1712 the areas are electronics, intelligence, and maintenance. No typical time period exists for service at this level. Progression to the next level depends primarily on demonstrated performance and managerial potential. Typical assignments at this level include technical-vocational instructors, occupational analysts, staff and faculty trainers, instructional evaluators, designers, program coordinators, and developers of instructional materials.

(3) *Intermediate.* Includes supervisory positions requiring extensive experience and knowledge beyond the specialist level. These positions typically embody substantial operating responsibilities such as personnel management, budgeting, manpower justification, program planning, and accountability for mission success. Most of these positions are at grades GS/GM-12 and GS/GM-13.

(4) *Management.* This is the top level in the TCP. Most positions at this level carry broad responsibilities for operational supervision or technical direction of a wide variety of educational programs or functional areas. These positions are normally at grades GS/GM-14 and GS/GM-15. These

positions include directors of major departments and directorates (such as Directorates of Training and Doctrine or Directorates of Evaluation in service schools) and senior staff positions at MACOMs and HQDA. Skills and knowledges required for these management positions are typically obtained through many years of broad experience in several specialty areas and through formal education equivalent to the doctorate degree.

#### Section II Responsibilities

#### 8-6. Headquarters, Department of the Army officials

a. The Secretary of the Army is responsible for civilian personnel management (including career management) within DA.

b. The DCSPER is responsible for establishing, managing, and evaluating civilian career programs, including the TCP.

c. The Director of Civilian Personnel will advise and assist the FC as appropriate.

d. CIVPERCEN operates and administers the TCP in coordination with the FC. CIVPERCEN responsibilities are to—

(1) Convene and administer screening panels in coordination with the FCR and MACOM CPM.

(2) Process referral requests, ensure proper consideration of candidates, and issue referral lists. Maintain TCP registration files and other information.

(3) Assist the FC in conducting TCP advisory boards and in recording and publishing advisory board decisions.

(4) Use appropriate recruitment sources to staff hard-to-fill jobs and to meet affirmative action program plan requirements.

(5) Serve as the primary source of information on administrative and operational procedures of the TCP.

(6) Advise the FC and CPMs on the development of career patterns and profiles.

(7) Develop supplemental instructions and training guides in coordination with TCP functional officials

(8) Evaluate the TCP to include—

(a) Minority, sex, and handicapped identification information to aid the TCP, CPOs, and EEO officials in the evaluation of EEO progress in accordance with controlling provisions of the FPM. Information will be used to help evaluate staffing trends and to assist in planning any warranted improvement or corrective actions.

(b) Surveys to determine the extent of the implementation of career management objectives and the program's effectiveness in terms of staffing, career planning, training, and EEO. Such surveys should also review the appointment and effectiveness of career program managers and the timeliness and efficiency of CPO support.

e. The Deputy Chief of Staff for Operations and Plans (DCSOPS), HQDA, is the functional chief for the TCP. A high-level civilian member of the TCP acts as the functional chief representative. The FCR

(1) Monitor effectiveness of the TCP at HQDA, MACOM, and installation levels through on-site visits and review of MACOM or HQDA reports, functional publications, and correspondence. In conjunction with CIVPERCEN, evaluate timeliness and effectiveness of staffing and training actions.

(2) Monitor pertinent affirmative action program plan goals and objectives relating to the TCP, and initiate corrective action when EEO progress appears to be inadequate.

(3) Establish annual Army-wide TCP career requirements, including intern and recruitment requirements.

(4) Ensure that master intern training plans are adequate, and establish criteria for selection of intern training sites.

(5) Serve as central point of contact for all TCP policies, procedures, and actions in coordination with DCSPER.

(6) Ensure that personal career planning and developmental assistance is available to TCP members. Review recommendations on nominations for long-term or major short-term manager or executive training assignments.

(7) Coordinate with DCSPER to develop and evaluate prototype and standardized job descriptions; resolve any questions about qualifications, grade, or classification prior to approval or other action to fill a position.

(8) Ensure currency and adequacy of appropriate publications.

(9) Identify qualified and appropriate TCP members to sit on TCP screening panels.

(10) Chair career program advisory boards and associated TCP meetings.

f. The TCP FC will establish an advisory board to perform functions identified in paragraph 1-13. The members of this board will have a broad occupational and professional information base representing all major functional specialties in the TCP. This board will facilitate discussion between personnel and functional officials to improve TCP career management. Members of the advisory board will be either voting or non-voting.

(1) *Non-voting members.*

(a) The FCR will act as the administrator of the board's affairs and as chairperson of the board's meetings.

(b) MACOM CPMs or their representatives.

(c) A CIVPERCEN representative will act as recording secretary and CPO resource person.

(d) Such other officials as the FC may designate.

(2) *Voting members.* The FC will appoint, by name, a representative from each of the major functional areas listed below who is a member of the TCP:

(a) New equipment training—AMC.

(b) AMC specialty schools—AMC.

(c) Health services training—HSC.

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(d) Training and audiovisual support centers—FORSCOM.

(e) Higher education and academic instruction—War colleges.

(f) Headquarters administration—TRADOC.

(g) Training development—TRADOC.

(h) Training evaluation—TRADOC.

(i) Staff and faculty training—TRADOC.

(j) Training program administration—TRADOC.

(k) Technical-vocational specialists—TRADOC. Two members will be appointed in this functional area, one member to represent training specialists and one member to represent instructors.

(l) Corps of Engineers training—CE.

(m) Information Systems Command training—ISC.

(3) *Voting procedure.* Issues will be decided by simple majority vote of those present. A majority (51 percent) of the elected representatives must be present to have a quorum and to vote on an issue.

(4) *Basis of selection.* Voting members will be experienced TCP members who represent the functional areas listed in (2) above. MACOM representatives are the MACOM CPMs or their representatives.

(5) *Tenure.* Advisory board terms will be for 3 years. Board members may succeed themselves. Recommendations for changes in board structure or membership may be made annually to the FC by the board—including nominations of new members. The board nominates candidates to fill vacancies. When voting positions become vacant, the FCR will select an individual to fill that vacancy in consultation with executive committee members. The board will nominate a new member for a full 3-year term at the first board meeting that follows the vacancy. Nominees must be working in the functional area that the nominee is to represent. If board members are unable to attend a meeting, the FCR will use the same procedure to select an alternate representative for that meeting. The board will review and reconsider membership of any members who move into a functional area other than the one they were elected to represent.

(6) *Meetings.* The advisory board will meet at least annually at the call of the FC. The FCR will establish the meeting agenda in advance and will send it to board members at least 10 days before the board meets. The CIVPERCEN representative will maintain accurate records of the board's proceedings and distribute them as needed to keep TCP members informed. Any TCP member who wishes to attend a TCP board meeting or present an issue must submit a request to the FCR.

(7) *Executive committee.* An executive committee of the board will be established to act as an agent for the board to respond to requirements of the FC when it is not necessary to convene the entire advisory board. The executive committee will be chaired by the FCR and will be composed

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of two voting members selected by the advisory board. The FCR will invite such additional advisory board members as required to attend meetings.

### 8-7. Major Army command officials.

a. *MACOM commanders.* MACOM commanders will—

(1) Furnish necessary resources to administer and support the TCP and related management development activities throughout the MACOM and ensure that career program policies and requirements are followed.

(2) Designate a MACOM CPM for the TCP to assume responsibilities as defined in paragraph c below. A high-level civilian member of the TCP assigned to the MACOM headquarters will serve in this capacity. Exceptions to this policy must be approved in advance by the FC. The MACOM CPM may also serve as the activity CPM for the MACOM headquarters offices. MACOMs with large career program populations may appoint deputy CPMs.

(3) When arranged through servicing agreements, furnish services for MACOM level referral to other MACOMs.

(4) Support career program recruitment to include preparing annual and long-range forecasts and estimating space and fund requirements for intern positions.

(5) Ensure identification of training needs and special developmental assignments and ensure appropriate follow-up action. Support appropriate training for TCP members. When appropriate, undertake special management development or training programs.

(6) Ensure that referral processes within the MACOM are operating effectively.

(7) Ensure that career management is evaluated and that follow-up actions are taken to support quality staffing, employee communications, EEO objectives, effective supervisory and management practices and development.

b. *MACOM staff civilian personnel directors.* As principal advisers to the commander on career management in general, MACOM staff civilian personnel directors will—

(1) Monitor MACOM-wide TCP personnel administration for the commander. These responsibilities involve the support functions for recruitment and placement, career referral, training and development, and executive and managerial development and assignment.

(2) Advise and support commanders, CPMs, CPOs, and other responsible officials in the career management and executive development area.

(3) Administer the program and budget elements of management, long-term training, and intern training.

(4) Furnish technical support to MACOM TCP advisory boards.

(5) Supervise the maintenance of a MACOM TCP CRO.

(6) Monitor the status of affirmative action goals with the MACOM EEO officer.

(7) Serve as office of record for appraisal and referral records and perform administrative and regulatory support functions.

(8) Ensure accuracy and timeliness of registration and referral.

(9) Ensure the career program information developed at DA or MACOM levels is sent to subordinate commands and activities through CPO channels with coordination of MACOM CPMs.

(10) Coordinate closely with the TCP CPM on all career program issues.

c. *MACOM CPM.* The CPM serves as the FCR counterpart at the MACOM. The CPM will be a high-level TCP member and will be assigned primary responsibility for MACOM TCP career management. While the personnel office gives regulatory guidance, consulting services, and records handling support, it is the functional TCP officials who make management decisions pertaining to the TCP. The CPM role is technical supervision and operational decision-making over functional issues. Since the CPO is already responsible for monitoring all civilian personnel policies and procedures, the primary audit function in career management is placed with the CPO. This delineation of responsibilities in terms of management as distinguished from support functions is reflected in greater detail in the following sections. Specific CPM responsibilities include—

(1) Advising command headquarters and field activities on career management and assignments from a functional standpoint, supporting effective career planning and progression, evaluating the program, and submitting budget input for intern requirements, training, and management development.

(2) Managing and supporting MACOM screening panels. Ensure that career appraisals are recorded and forwarded to CIVPERCEN.

(3) Monitoring MACOM functional training, and furnishing periodic reports to the FCR.

(4) Offering career counseling information to top-level managers and activity CPMs on LTT opportunities and special developmental assignments.

(5) Monitoring career development activities in the career program within the MACOM. Manage the MACOM intern program including monitoring the selection of interns at local levels to ensure superior qualifications and high-potential for career advancement and assessing the quality of intern training.

(6) Monitoring effectiveness of the EEO program within the career program and undertaking any necessary follow-up to assure full support in meeting EEO goals.

(7) Assisting in determining annual TCP manpower requirements and intern needs, coordinating needs with the FCR, and reporting MACOM surplus interns or emergency needs to HQDA (PECC-TDP), ALEX VA 22332-0300.

(8) Ensuring activity CPMs are informed about their duties and responsibilities, TCP

issues, and all career appraisal requirements.

(9) Keeping the FCR informed of major MACOM TCP issues, training, development, progress, and problems.

(10) Appointing deputy TCP managers (when appropriate) in heavily populated or highly diversified MACOMs to assist in managing and directing career program activities.

d. *MACOM CROs.* These offices have the same responsibilities as a DA CRO, but their responsibilities are limited to the MACOM.

### 8-8. Activity officials

a. *Activity commanders.* Activity commanders will—

(1) Administer the TCP at the activity, including assignment of manpower spaces and budgeting funds for administrative costs (for example, TDY expenses for participants of advisory boards and for panels requiring subject matter experts).

(2) Ensure that all personnel actions, including referrals and selections, are accomplished in accordance with merit principles and EEO policies.

(3) Use specific intern allocations under DA and MACOM direction. Plan and budget for hiring and training interns.

(4) Ensure that all TCP interns assigned to the activity are trained as specified in the TCP MITP.

(5) Designate an activity CPM (appointing in each case an individual interested in performing the function) who occupies a responsible position on the activity management staff and who ranks at or near the top of the TCP.

(6) Ensure communication with employees concerning the requirements, responsibilities, policies, and procedures of career management, and the meaning and characteristics of the career system in terms of career progression, EEO, and training opportunities.

b. *Activity CPMs.* The activity CPMs designated by the MACOM will be high-level TCP members. Each activity CPM will—

(1) Serve as director of the TCP at the activity, and execute TCP management responsibilities as a special appointment under the provisions of this chapter.

(2) Give guidance to supervisors and TCP members on the scope of the training career field and progression patterns, characteristics of merit competition both locally and DA-wide, benefits of mobility and developmental assignments, realistic career expectations, and the availability of jobs.

(3) Ensure that local TCP members have information on professional matters, the candidate referral process, career and skill development, and the TCP.

(4) Assist supervisors in determining training needs and in preparing career development plans.

(5) Review career appraisals and career development plans for appropriateness.

(6) Counsel TCP members on career goals and developmental assignments.

(7) Assist the CPO and supervisors in selecting best-qualified individuals for training positions.

(8) Review the appropriateness (when necessary) of key personnel actions such as classification, hiring, and placement involving personnel and positions covered by TCP regardless of the chain of command within which they are located.

(9) Develop annual forecasts of local TCP personnel needs for consolidation with other career program projections to project an activity-wide estimate of long-range manpower requirements.

(10) Manage the TCP to include selecting interns, developing training plans based on the MITP, supervising, training, monitoring, and evaluating intern progress, placing intern graduates, and planning intern use after graduation. Report surplus interns (or emergency intern needs) to the MACOM as soon as possible.

(11) Appoint appropriate members for the local rating panel to establish competitive rosters for TCP series positions identified organizationally. This authority and responsibility for managing the TCP across organizational lines is inherent in the activity CPM appointment.

(12) Work with the CPO in obtaining employee response to registration requirements, supervisory compliance with appraisal provisions, and support for the principles of the TCP.

c. *Installation CPO.* The installation CPO is responsible for the effective administrative support of the TCP. CPOs will requisition copies of this regulation for each TCP intern, career employee, activity CPM, and supervisor of TCP activities.

d. *Supervisors.* Supervisors (with assistance and guidance from the CPO and activity CPM) will—

(1) Serve as the employee's initial source of information on TCP coverage, career progression patterns, the career evaluation system, mobility, and assignment opportunities.

(2) Discuss with employees their performance and career appraisals, training and development opportunities, and realistic career expectations.

(3) Assist employees in reviewing training needs and developing a practical career development plan. Take reasonable actions to assure that employees are available for planned training.

(4) Inform employees about the career appraisal system. Complete the appraisal for subordinate employees, and discuss ratings with employees to ensure their understanding.

(5) Assist in records administration support including aiding employees in completing the basic registration and qualification forms and by completing career appraisal and supplemental forms.

(6) Make time and funds available for useful short-term, off-the-job training courses, and support LTT assignments where such needs are clearly indicated.

**members**

Employees occupying positions covered by the TCP will—

a. Submit current and complete career appraisal forms to become eligible for transfer or promotion.

b. Cooperate and participate with supervisors, CPOs, and functional officials in assessing performance and qualifications strengths and weaknesses; in developing training plans; and in indicating availability for developmental assignments or geographical moves.

c. Assist in career appraisal through conscientious self-evaluation of knowledge, skills, and abilities.

d. Strive to improve knowledge, skills, abilities, and other characteristics (required for career progression) through self-development activities and a high level of work performance.

e. Take advantage of appropriate Army correspondence courses, opportunities for study at nearby colleges and universities, planned reading and discussion of pertinent developments in the career field, and activities of professional organizations.

f. Take the initiative to identify appropriate training and development and assure that all necessary forms and procedures are completed.

g. Use the activity CPM as the prime source of local information about the TCP.

**Section III****Funding and Communication****8-10. Resources**

a. *General.* Resources needed to administer the TCP will be made available consistent with assigned responsibilities.

b. *Funds.* Funds to support the TCP centralized intern program, LTT, and management development will be controlled by HQDA with the assistance of the FC. Centrally controlled funds will be allocated to MACOMs and IRAs annually, based upon projected needs. MACOMs and activities control the funds and spaces they set aside for local interns and training.

**8-11. Channels of communication**

There are two channels for communication in the TCP:

a. *Civilian personnel.* This channel is the line of communication for personnel actions and regulatory guidance within the TCP; it is used to transmit files, records, panel feedback, reports and other administrative information and regulations.

b. *Functional.* This channel follows a line of functional responsibility, that is, FC to MACOM CPMs to activity CPMs to TCP members. The functional channel will be used for general communication to career program employees on TCP developments and objectives, special training and development opportunities, advisory board activities, and other functional information.

**Merit Placement and Outside Recruitment****8-12. Introduction**

a. Promotion, reassignment, and recruitment and placement procedures for positions covered by the TCP are described in this section. No action will be taken to exclude a bona fide TCP position from the provisions of this section. (See para 8-4.)

b. All actions taken under merit placement or recruitment procedures will be accomplished without regard to non-merit factors such as political affiliation, race, color, sex, marital status, religion, national origin, non-disqualifying physical handicap, or age.

**8-13. Areas of consideration**

a. *Area of consideration.* The area searched within DA for eligible candidates to fill a vacancy is the area of consideration.

b. *Expanding area of consideration.* If a search in the minimum area of consideration fails to produce at least three highly qualified candidates, the CRO may expand the area of consideration to locate a sufficient number of highly qualified candidates. At the DA referral level, when the search does not identify sufficient numbers of appropriate candidates, the areas of consideration may be expanded to use DOD-wide announcements, the OPM mid-level and senior-level inventory, and outside Government recruitment.

**8-14. Procedures for registration and referral**

a. *Registration.* Registration in the appropriate TCP inventory is a prerequisite to referral consideration and is the responsibility of the employee. The registration level at a MACOM CRO is grade GS-11; the MACOM CRO issues referral lists for grade GS-12 vacancies. The registration level at CIVPERCEN is at grades GS-12 through GS/GM-14; CIVPERCEN issues referral lists for vacancies at grades GS/GM-13 through GS/GM-15. (See table 1-2.) Registration forms must be submitted annually to maintain referral consideration. Employees who allow their registration to lapse will not be automatically extended in the inventory.

b. *Deferral or late registration.* Employees who defer registration or who do not register during the annual registration cycle may submit a career appraisal at any time but should be aware that such out-of-cycle submissions may take a longer period to process. Employees who do not desire competitive referral consideration for vacancies covered by the TCP need not submit career appraisal and registration forms.

c. *Referral.* TCP members who are qualified and eligible for referral for vacancies at grade GS-12 and above must complete the current TCP career appraisal forms according to instructions issued annually by CIVPERCEN.

d. *No change option.* There is no requirement to complete a new career appraisal

when the employee is satisfied with the screening panel results of the previous referral year and meets the *no change* eligibility requirements. Specific procedures, time, and duration for the *no change* option will be described in the annual CIVPERCEN instructions. Employees who remain in the same grade as when previously rated and who are either in the same position or work with the same supervisor are eligible for the *no change* option. Employees who have been promoted or who have been reassigned to both another position and supervisor are ineligible. Neither redescription of a position without material change in duties nor working with a new supervisor should prevent an employee from electing a *no change* option. The CPO must validate requests for the *no change* option to ensure that the employee is eligible.

e. *Concurrent consideration.* Consideration of eligible non-DA candidates along with DA employees who are in the same area of consideration is *concurrent consideration*. Nonappropriated fund, temporary, term, and excepted service DA employees are not eligible for promotion or reassignment to positions covered by the TCP, and are, therefore, entitled only to the same (concurrent) consideration as any other non-DA candidate. For example, if a nonappropriated fund employee has *status* as a result of being a former Federal employee, he or she may be considered for a position as a *reinstatement eligible* or, if the nonappropriated fund employee does not have *status*, then he or she must apply under the appropriate OPM announcement as a nonstatus candidate.

**f. Voluntary registration.**

(1) *DA employees.* Registration in the TCP is available for DA employees not formally covered by the TCP but who qualify and desire referral consideration for TCP vacancies. The CPO will advise all employees concerning TCP registration. Voluntary registrants will receive career appraisals based upon their qualifications for and interests in TCP referral, and will receive the benefit of the advice and counsel of the activity CPM or the MACOM CPM. Voluntary registrants must complete the career records listed in the annual CIVPERCEN instructions.

(2) *Non-DA candidates.* Every effort will be made to attract highly qualified non-DA candidates for referral to TCP positions. Functional managers and CPOs are encouraged to recruit highly qualified candidates from outside DA. Special efforts should be made to publicize the availability of jobs and to stimulate employment applications through activities such as visits and mailings to university campuses or vocational institutions. Universities with graduate programs in instructional technology should be priority choices for education specialist or instructional systems specialist recruiting.

(3) *Status candidates.* Current Federal employees or former Federal employees who are eligible for reinstatement (including

retired persons eligible as reemployed annuitants) may be given concurrent consideration at both the DA and MACOM referral levels. Applicants will need to submit a TCP SAQ for outside candidates and DA Form 4338-R (Civilian Career Program Availability Statement). The SAQ and DA Form 4338-R may be requested from HQDA (PECC-CMO II), ATTN: CP 32, ALEX VA 22332-0300. Other forms required are SF 171 (Application for Federal Employment) and SF 181 (Race and National Origin Identification).

(4) *Nonstatus candidates.* Candidates without prior Federal service employment (including Army nonappropriated fund, term, temporary, excepted service employees with excepted appointments but without previous or qualifying Federal service status employment) may be certified or considered for TCP positions as a result of referral from an OPM register (or register established under delegated examining authority). Registered eligibles will not be ranked with status employees.

### 8-15. Central referral office inventories

a. *DA and MACOM inventories.* The CROs will maintain an inventory of TCP records on employees and non-DA applicants by grade level. Individuals who wish to be referred for vacancies outside their present MACOM (but below the DA mandatory referral level) should send a complete career appraisal package along with any panel ratings to the MACOM inventory where referral is desired. (See app B.)

b. *Cross-servicing agreements.* Smaller MACOMs and IRAs may enter into cross-servicing agreements with other MACOMs to furnish evaluation and referral services for placement consideration of its employees at the MACOM referral level.

c. *Protecting career records.* Since career records, competitive rosters, and referral lists contain information of a personal nature, care will be exercised to maintain the confidentiality and prevent disclosure to persons who do not have a need to know.

### 8-16. Competitive evaluation procedures

a. *Crediting plans.* Crediting plans will be developed at DA and MACOM referral levels. All crediting plans will be developed using the DA crediting plans to ensure consistency and uniformity of panel guidance and rating schedules. Crediting plans will stipulate panel member qualifications, and give guidance on various rating requirements for TCP functional job categories by grade levels. The plans will outline the degree to which employees must possess the pertinent occupational experience and qualifications necessary to achieve referral consideration.

b. *Job analysis.* Career appraisal qualifications elements (knowledge, skills, and abilities) will be identified by means of job analyses of TCP positions and functions. Jobs will be analyzed periodically to ensure

that screening elements reflect jobs or functions in the TCP.

#### c. TCP screening panels.

(1) *Candidate evaluation.* Panels of qualified TCP members will convene periodically and at least semiannually to evaluate registrants for promotion or lateral reassignments. The CROs will convene panels with the concurrence and support of the FCR and CPM and activity CPM. Functions, responsibilities, and procedures used by screening panels will be consistent with appendix I and the TCP crediting plan.

(2) *Panel feedback.* The CRO will send panel feedback to the registrant, including ratings of appraisal elements and referral determinations (HQ, Q, L) by job categories; this feedback may include recommendations on training and developmental assignments.

(3) *Requests for reconsideration.* Registrants not satisfied with panel element ratings may request reconsideration. Such requests must be in writing and must relate to experience and accomplishments or achievements as of the original career appraisal request dates. Requests must address specific items or elements that the employee desires to have reevaluated; a complete career appraisal need not be submitted. Reconsideration requests must be endorsed or commented on by both the supervisor and the reviewer. Transmitted material should be reviewed by the local CPO and forwarded through the MACOM to the CRO.

d. *Referral rosters.* Based upon evaluation determinations by screening panels, promotion and placement rosters will be established for each TCP job category. These rosters are normally effective for a period of 12 to 15 months, unless otherwise formally extended by the CRO. Rosters will be established for the following referral categories—

(1) *Highly qualified—HQ.* The HQ indicates a high probability of immediate success at the higher level for the specific job category under consideration. The TCP advisory board, with the approval of the FC, will establish (in the crediting plan rating schedule) HQ requirements for each TCP job category. The rating schedule for HQ determination for promotion to DA-level and MACOM-level positions will be published and made available to employees.

(2) *Qualified—Q.* Qualified employees meet OPM Handbook X-118 qualification standards but do not meet the HQ criteria.

(3) *Reassignment or lateral—L.* Employees who meet minimum OPM Handbook X-118 qualification standards and whose record of experience and appraisal indicates potential are eligible for developmental or lateral assignments to meet staffing needs. Normally a lateral 'L' category is assigned when the employee requests reassignment consideration for developmental or for personal reasons. Generally, lateral developmental assignments will be accomplished within the installation or MACOM as an exception to competitive referral procedures. (See para 2-13.)

e. *Senior Executive Service.* Senior Executive Service positions are filled under separate instructions. Vacancies will be announced by HQDA (DAPE-CPS). TCP employees who are qualified for these positions must submit qualification and appraisal forms directly to HQDA (DAPE-CPS).

### 8-17. Referral procedures

a. *Request for career referral list.* DA Form 2302-2-R (Civilian Career Program Referral Record) is used to request referral lists from CIVPERCEN and MACOM CROs. When submitting requests, CPOs and selecting officials should consider the appropriateness of identifying job-related qualification elements that are especially important to the vacancy to be filled. These elements must be identified from among those in the TCP matrix of qualification elements by job categories. Requests will be consistent with bona fide job requirements and will be approved by the activity or MACOM CPM or the FCR. A copy of the official signed job description will accompany the DA Form 2302-2-R.

(1) *Accompanying documents.* Selecting officials will be given enough information about referred candidates to enable them to make a sound selection choice. As a minimum, the CRO will furnish a DA Form 2302-R (Civilian Career Program Qualification Record). For vacancies in the GS-1712 series, a TCP SAQ will be furnished with the referral list. Selecting officials will be expected to review all referral information on a uniform basis.

(2) *Highly qualified—HQ.* All HQ candidates in the TCP referral inventory will be referred based on their geographic desires and the job categories for which they requested referral.

(3) *Return of the referral list.* Career referral lists will be annotated to show availability, replies, or selection action on each candidate. Information on referral and selection will be submitted as described in paragraph 2-8. The referral list and selection records will be returned to the CRO in a timely manner.

(4) *Supplemental referral lists.* If fewer than three promotable candidates are available for selection, the selecting official may request a supplemental referral list from the CRO.

b. *Reassignment or lateral candidates.* A separate group of candidates who request lateral or developmental assignments may be referred noncompetitively. Applicants who voluntarily request referral consideration for positions at a lower grade may be included on the noncompetitive referral list.

c. *Availability.* Geographic availability is taken directly from the availability statement. Employee availability is interpreted literally, and employees are expected to be available when queried. Employees who reply that they are not available or who decline a definite job offer will be deferred from further referral except at their own installation. Employees will be notified in writing when so administratively deferred.



ability statement to restore referrability beyond the employee's own installation. The employee must be sure that there is consistency between referral plans (promotion or lateral) and geographic referral statements (lower grade, same grade, higher grade) on documents submitted to the CROs.

*d. Selection procedures.*

(1) *Basic policy.* Selecting officials may choose candidates from any appropriate source (career referral list, noncompetitive transfer, reassignment, or reinstatement, or by a competitive selection from an OPM register.) The TCP career referral list is the primary source of candidates for promotion. The other sources supplement TCP referral except when experience indicates that no TCP applicants will be available.

(2) *Contacting candidates.* The DA and MACOM CROs will inform all candidates that they have been referred.

(3) *Interviews.* Selection interviews are optional but are particularly meaningful when considering candidates for top-level management positions. Where authorized, candidates asked to travel for interviews will be compensated by the requesting activity according to the provisions of the JTR.

(4) *Documenting selection.* Selecting officials must write explanations describing their job-related reasons for hiring the individual selected from the referral list.

(5) *Notifying the selectee.* The servicing CPO will notify the selected candidate in writing (by message or letter) through the selectee's CPO unless the selecting official prefers to notify the selectee. The selectee will formally accept or decline in writing through the same CPO channels.

(6) *Notifying available non-selected candidates.* The servicing CPO will inform all available non-selected candidates of their non-selection, and will give them the name of the individual selected.

### 8-18. Recruitment policy

*a. Recruitment.* Recruitment will be based on the merit principles of obtaining those persons best able to perform the duties of the vacant position. Recruitment will be conducted without regard to nonmerit factors such as political affiliation, race, color, religion, sex, age, national origin, or nondisqualifying handicap. Efforts will be made to recruit high-quality minorities, women, and disabled persons including disabled veterans and to support goals in the DA EEO affirmative action program, FEORP, and SHARP.

*b. Consideration of non-Army applicants.*

(1) Candidates eligible and interested in reinstatement or transfer to positions no higher than last held in the competitive service may be appointed without competition.

(2) Candidates eligible and interested in reinstatement or transfer to positions higher than last held in the competitive service must be considered under competitive procedures.

(2) Candidates eligible for appointment from an OPM register (or register established under delegated examining authority) will not be ranked with career program registrants.

### 8-19. Other internal placement actions

*a. Details and temporary promotion.* Details and temporary promotions may be used instead of requesting a referral list from the CRO. Details and temporary promotions for less than 120 days may be made noncompetitively. Competitive procedures (within locally determined areas of consideration) must be used if—

(1) The temporary promotion or detail to a higher graded position is for more than 120 days; or

(2) After completing service under the detail or promotion, the employee will have spent more than 120 days during the preceding year in—

(a) Higher grade positions; or

(b) Positions with known promotion potential. Competitive procedures used must include consideration of career appraisal ratings and referral categories, if available.

*b. Temporary promotion.*

(1) *Conditions for use.* A temporary promotion should be used instead of a detail if—

(a) Assignment to a higher grade position will last more than 60 days or it is decided during the initial assignment to extend the period beyond 60 days, and—

(b) The employee is eligible for the higher grade position.

(2) *Notice.* The CPO will notify the FC or MACOM CPM if a temporary promotion is expected to last more than 6 months. Notice must be given before the 6-month period ends. Extensions beyond 1 year require approval of the FC or MACOM CPM and cannot exceed 1 additional year.

(3) *Impact on promotion or reassignment.* Accepting a detail or temporary promotion will not affect an employee's consideration for promotion or reassignment.

### 8-20. Exceptions to competitive procedures

*a. Competitive procedures will not apply to—*

(1) Promotion by upgrading an incumbent (without any major change of duties) due to the issuance of new classification standards or initial classification error.

(2) Reassignment of an incumbent scheduled to be downgraded due to issuance of new classification standards or initial classification error.

(3) Position change effected under RIF regulations.

(4) Repromotion to previous high grade (when demoted without personal cause) and meeting provisions of paragraph 2-14.

(5) Promotion after failure to receive proper consideration prescribed in paragraph 2-15.

(6) Promotion involving gradual change in duties as prescribed in paragraph 2-13.

*a. Competitive procedures need not apply to the actions listed below. Whether or not to apply competitive procedures will be decided jointly by the servicing CPO, activity CPM, and affected supervisors.*

(1) Details of 120 days or less.

(2) Temporary promotions of 120 days or less.

(3) Appointment of candidates from external sources who have personal competitive status and who are eligible for reinstatement or transfer to positions at grades no higher than last held in the competitive service.

(4) Personnel actions taken to avoid adverse action under RIF, TOF, or discontinuance of activities, except for actions involving assignment to higher grade positions or to positions with known promotion potential.

(5) Demotions solely to meet personal needs of employees.

(6) Promotions resulting from reclassification to a higher grade because of the add personal needs of employees.

(6) Promotions resulting from reclassification to a higher grade because of the addition of duties and responsibilities.

(7) Change to a lower grade with no known promotion potential.

(8) Reassignments excepted from mandatory referral requirements.

### 8-21. Information and assistance

*a. Any servicing CPO will answer questions about TCP eligibility, registration, and procedures. Necessary forms can be obtained from the servicing CPO.*

*b. If additional information or assistance is necessary, write to HQDA (PECC-CMO-II, ATTN: CP-32, ALEX VA 22332-0300.*

## Section V Training and Development

### 8-22. Introduction

*a. Training and development activities are an inherent part of career management. At each stage in a civilian career, planned training and development assignments are essential to the maintenance of job performance and to the building of employee potential for advancement. There are four development periods or levels within the TCP, including the intern/entry level, specialist level, intermediate level, and the manager level.*

*b. Nothing in this chapter will be interpreted to authorize Government assistance in contradiction of the Government Employees Training Act.*

### 8-23. Training and development administration

*a. Individual career goals will be developed through supervisor and TCP member and activity CPM conferences, and a resulting training and development plan to reach those goals will be recorded in the performance rating. It is the responsibility of*

management to facilitate and encourage career growth and development to the fullest extent feasible by giving time, resources, and opportunities to employees to obtain the planned education, knowledge, and skills included in the agreed upon career development plan. However, the responsibility for acquiring the recommended qualifications or optimum progression in the TCP at each level rests primarily with the employee. (See fig 8-1.)

b. It is expected that each TCP member will have achieved substantial skill and knowledge in an elected area of expertise before appointment to a grade GS-11 position. In general, it is expected that TCP members will achieve specialist status largely by on-the-job training supplemented by assignment-related short-term training. Activity CPMs will—

(1) Make every effort to sponsor and to encourage specialty development and scholarship among TCP members.

(2) Counsel the supervisors of members.

(3) Counsel members who fail to execute IDPs.

(4) Attempt to assist with problems that may be causing a lack of individual development. Activity CPMs, as well as supervisors, may elect to comment on such efforts in TCP members' career appraisal submissions.

c. Activity CPM responsibilities for overseeing and managing individual development are listed in paragraph 8-8 above.

d. Regulatory guidance on training and development is available as follows:

(1) AR 690-400, chapter 410 (Training) has basic instructions on determining training needs.

(2) AR 690-400, chapter 413 (Management Development) has guidance on training and development of individuals with high-potential to move into management positions.

(3) Chapter 3 of this regulation establishes requirements and procedures for training interns.

e. Identified training and development will be realistic and will reflect needed training (useful in terms of employee productivity and career development). TCP members are responsible for submitting requests for training. Supervisors, TCP members and the activity CPM will cooperate to ensure that planned training is scheduled and attended. All training identified according to the guidance in this chapter as essential for intern or member development and recorded in the member's training plan should be attended during the 12 to 15 months after appraisal, unless an emergency precludes such training. Methods of accomplishing training are—

(1) Formal training (both short term and long term).

(2) Informal training.

(3) Assignment in the management development group.

(4) Developmental assignments.

purposes are a major feature in career management to help ensure the availability of well-trained employees with sufficiently broad qualifications to staff senior and management positions. Interested individuals should identify and plan to achieve career goal positions and should discuss implementing their plan with their supervisor, activity CPM, or MACOM CPM.

g. Special developmental assignments include LTT and may cross career program or agency lines (under the DOD training agreement). Assignments used for this purpose are designed to develop the knowledge, skills, and abilities necessary to perform in top civilian executive positions. Interested TCP members should develop plans for this type assignment and discuss the plans with their supervisor, activity CPM, or MACOM CPM.

#### 8-24. Training career program member development

a. *Entry level development.* The intern program within the TCP is used to recruit, develop, and graduate high-potential long-term employees with the knowledge, skills, and abilities needed to perform at the target-grade level. In general, even those who have met OPM Handbook X-118 qualification standards and requirements and are generally well qualified must master Army unique approaches and procedures. Thus, one major purpose of entry level training is to accept generally qualified junior professionals from outside the Army and to train them to perform a variety of Army unique jobs and to begin their development as specialists. Chapter 3 of this regulation explains intern training in detail. Generally, intern training will include a brief period of organizational and career field orientation, administrative and procedural instruction, and cooperative development of each intern's training plan. Junior level training should be based on the TCP members background and skills measured against required skills and career skills identified in the career appraisal elements and the intern training program.

b. *Specialist and intermediate development.* The specialist is expected to be actively involved with the state-of-the-art through professional memberships, readings, course attendance, and speaking and writing activities. In the technical-vocational instruction track, substantial intermediate training to ensure full competence within a specialty may be necessary. Such training could include short-term training or LTT to pursue desirable licenses such as commercial pilot or radiological licenses with periods of alternating practice and/or instructing in the subject field. Activity CPMs will identify necessary training plans in cooperation with activity commanders to ensure these documents are obtained. Additional training may be required in alternate specialties to achieve the TCP member's career plan. The performance appraisal procedure is an opportunity to work on that career plan. The

Organization should recognize the time and effort required to develop the specialist into a senior specialist and should support appropriate training and development activities to expand both the scope and depth of job skills. Further, the senior specialist may be expected to serve as team leader and therefore should begin to develop supervisory skills and to acquire personnel management skills and information.

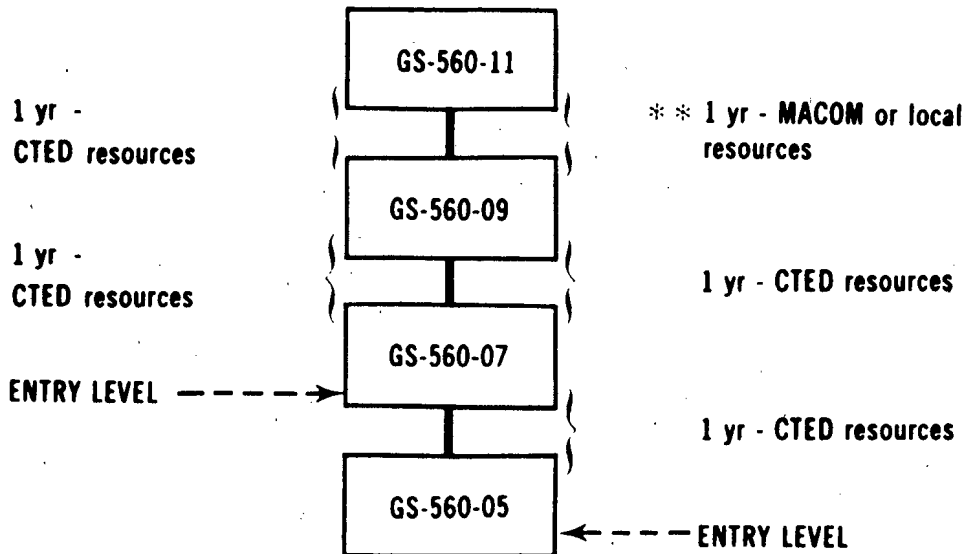
c. *Supervisory and senior specialist development.*

(1) *Purpose.* Because specialists within the TCP are employed as military occupational specialty training development team leaders, senior instructors, or de facto supervisors of enlisted training developers, first-level supervisory training, especially in basic supervisory skills, coordination techniques, and civilian/military personnel management should be scheduled concurrently with specialist development. Newly assigned supervisors (and those identified as showing supervisory potential) will be scheduled for appropriate training within 6 months of their appointment. Management training at this senior level should be aimed at developing the TCP member to serve as chief or deputy chief of medium to large-size offices. Placing quality people in higher level management positions is critical to organizational effectiveness. Employee development for these positions must be carefully planned. Lateral or other developmental assignments are just as important as formal training for this phase of career development. In-depth training in very specific job areas is appropriate for the development of senior specialists who will be the installation's prime resource for designated skills and information.

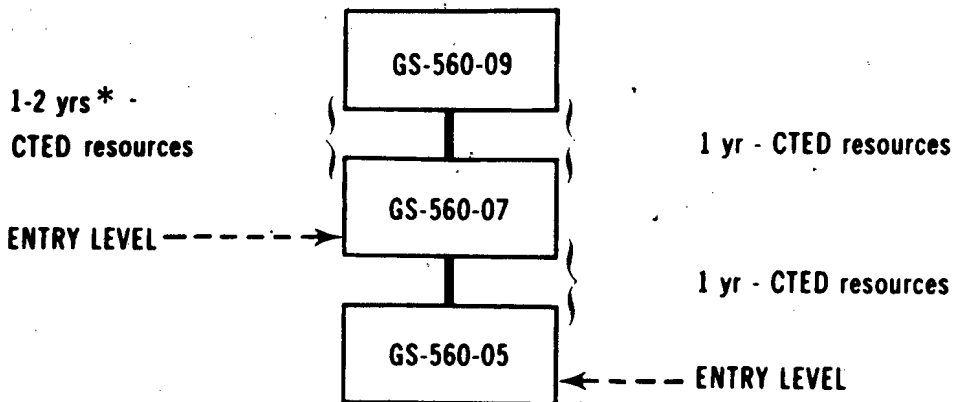
(2) *Procedures.* Members of the TCP should be designated management development group members in their performance appraisal by virtue of a supervisory assignment. (See AR 690-400, chap 413.) Others should be selected for and designated high-potential in their training plans. Activity CPMs will give particular care to see that these individuals are scheduled for training and to give them information on LTT opportunities or options.

d. *Management development.* TCP members interested in developing their potential for managerial positions, as well as organizations interested in developing high-potential individuals should explore and use lateral and developmental assignments as available options for supervisory and management training. A broad range of preparation and experience is desirable.

**TARGET GRADE GS-11**



**TARGET GRADE GS-9**

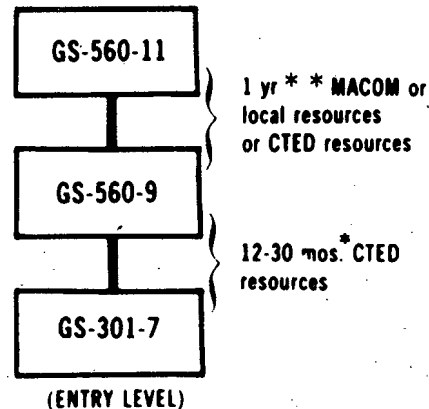
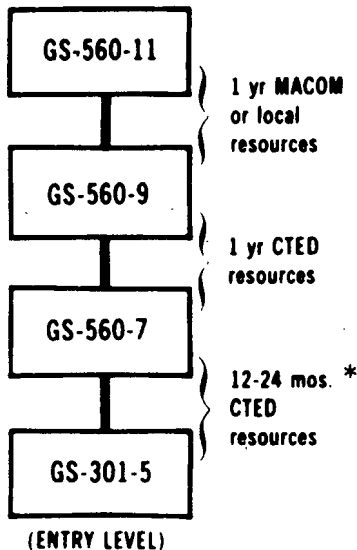
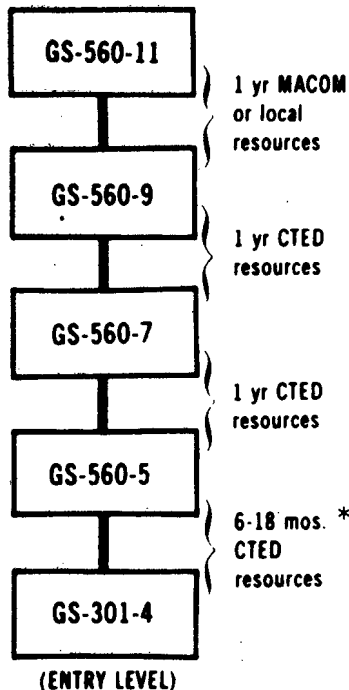


\* Depending upon qualifications and IDP of the entry-level GS-7 intern.

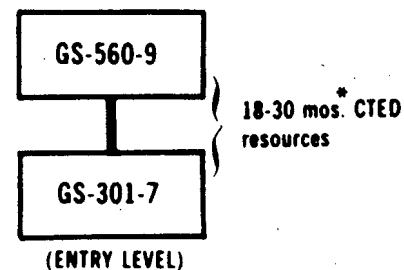
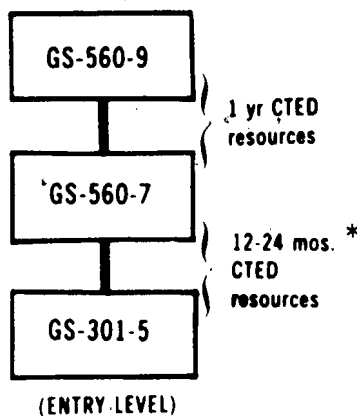
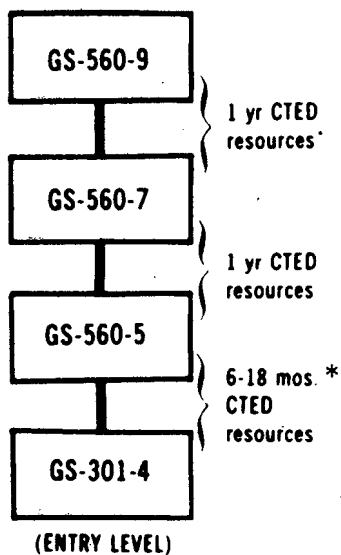
\*\* CTED resources may be used for only 2 years. Therefore, if an intern is employed at grade GS-5 in a target position of GS-11, the third year of training is accomplished by use of MACOM or local space and funds.

Figure 3-1. Examples of regular intern ladders and use of resources

**TARGET GRADE GS-11**



**TARGET GRADE GS-9**



\* Time span reflects the minimum and maximum time required from entrance at the GS-301 series to promotion into the career series if qualifications are waived (training substituted for experience). Specific length of time depends upon extent of individual's qualifications for the GS-560 series.

\* \* The year spent as a GS-560-9 going to a target GS-560-11 may be charged in full or part against central funds. It depends on the intern's specific training program and is governed by the policy that AMOD interns may spend 2 years or up to the GS-9 on central spaces and funds, whichever is longer.

Figure 3-2. Examples of AMOD intern ladders and use of resources

P878751.1

**FY CTED STUDENT DETACHMENT INTERN PROGRAM  
(ANNUAL PROJECTIONS)**

**SECTION I**

REPORTING COMMAND/ACTIVITY: \_\_\_\_\_

POINT OF CONTACT AND TELEPHONE NUMBER: \_\_\_\_\_

**SECTION II**

<u>PROGRAMED AS OF:</u>	<u>MONTHLY END STRENGTH*</u>	<u>MAN-YEARS** (Cumulative)</u>	<u>COST PER MAN-YEAR (Cumulative)</u>	<u>OBLIGATIONS*** (Cumulative)</u>
OCTOBER				
NOVEMBER				
DECEMBER				
JANUARY				
FEBRUARY				
MARCH				
APRIL				
MAY				
JUNE				
JULY				
AUGUST				
SEPTEMBER				

**SECTION III—DISCUSSION (if applicable)**

\* Planned end strength for the month of September cannot exceed the number of authorized spaces.  
 \*\* Planned man-years should reflect man-years that can be generated within funds authorized by FAD.  
 \*\*\* Planned obligations cannot exceed funds authorized by FAD.

**Figure 3-3. RCS CSGPA-1572 (PART A)**

P878751.1

FY \_\_\_\_\_ CTED STUDENT DETACHMENT INTERN PROGRAM  
 STATUS AS OF \_\_\_\_\_

**SECTION I**

REPORTING COMMAND/ACTIVITY: \_\_\_\_\_

POINT OF CONTACT AND TELEPHONE NUMBER: \_\_\_\_\_

**SECTION II**

	<u>MONTHLY END STRENGTH</u>	<u>MAN-YEARS (Cumulative)</u>	<u>COST PER MAN-YEAR (Cumulative)</u>	<u>OBLIGATIONS (Cumulative)</u>
PROGRAMED*				
ACTUAL				
DEVIATION				

**SECTION III—PCS MOVES.** (Indicate the number of PCS and/or 1st duty moves and the corresponding dollar amount of obligations included in the above "ACTUAL" column. Data reflected will be from the beginning of the fiscal year through current reporting period.)

	<u>No. of Moves</u>	<u>Amount Obligated by EOE</u>			<u>TOTAL</u>
		<u>1226</u>	<u>2100</u>	<u>2200</u>	
1st Duty Moves					
PCS Moves					

**SECTION IV—REMARKS** (explanation is required if actual cost for Cost per Man-Year and/or obligation columns versus programed deviate by 10% or \$50,000, whichever is less.)

\* Programed column must agree with data submitted on annual projection submission (PART A).

**Figure 3-4. RCS CSGPA-1572 (PART B)**

The United States District Court for the District of Columbia, in a Decree approved in a lawsuit entitled Luevano v. Devine, Civil Action No. 79-0271, has ordered that Federal Government agencies provide data on the race and national origin of applicants for certain Federal occupations. The position for which you are applying is in one of those occupations.  
 You are requested to complete this form. The data you supply will be used for statistical analysis pursuant to the requirements of the

lawsuit. Submission of this information is voluntary. Your failure to do so will have no effect on the processing of your application for Federal employment.  
 Your Social Security Number (SSN) is requested under the authority of Executive Order 9397 (November 22, 1943) for the orderly administration of personnel records. Submission of your SSN is voluntary and failure to furnish your SSN on this form will have no effect on your application.

**PLEASE READ THE INSTRUCTIONS PROVIDED BELOW BEFORE COMPLETING THIS FORM**


**SPECIFIC INSTRUCTIONS:** The categories below provide descriptions of racial and national origins. Read the Definition of Category descriptions and then place an "X" in the box next to the

category with which you identify yourself. If you are of mixed racial and/or national origin, select the category with which you most closely identify yourself. **NOTE: PLEASE MARK ONLY ONE BOX!**

Name (Last, First, Middle Initial) SMITH, Maria C.		Social Security Number (CC 1-9) 9   8   7   —   6   5   —   4   3   2   1	
Title of Position and Grade Level for Which Application is Made Personnel Management Specialist, GS-5		Location of Position HQ, U. S. Army Materiel Command	Date 30 Jan 87
NAME OF CATEGORY (Mark only ONE)		DEFINITION OF CATEGORY	

- A** Black, not of Hispanic Origin.....  
A person having origins in any of the black racial groups of Africa. Does not include persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish cultures or origins (see Hispanic).
- B** Hispanic.....  
A person of Mexican, Puerto Rican, Cuban, Central, or South American, or other Spanish cultures or origins. Does not include persons of Portuguese culture or origin.
- C** White, not of Hispanic Origin.....  
A person having origins with any of the original peoples of Europe, North Africa, or Middle East. Does not include persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish cultures or origins (see Hispanic).
- D** Other.....  
Persons not included in other categories.

**FOR AGENCY USE ONLY**

Occupational Code (cc 10-13) 0   2   0   1	Date Received (YY-MM-DD) (cc 14-19) 8   7   —   0   2   —   0   2	RNO CODE (cc 20) 
Title of Announcement, (if appropriate) Personnel Management Specialist, GS-201-5		Number of Announcement, (if appropriate) 87-10
Authorization Number, (if appropriate) PAC 86-36		Comments

Authorized for use by the Office of Personnel Management and Other Defendant Agencies only for the purposes of complying with the requirements of the Luevano v. Devine decree.

REPRODUCE LOCALLY

E Form 618 (1-83)

Figure 3-5. Sample Applicant Race and National Origin Questionnaire

GS GRADE

301  
(AMOD)

341  
(Admin)  
(Officer)

342  
(Admin)  
(Services)  
(Mgt)

343  
(Mgt)  
(Analysis)  
(RM Function)

344  
(Mgt)  
(Assistant)

14

13

12

11

9

7

5

4

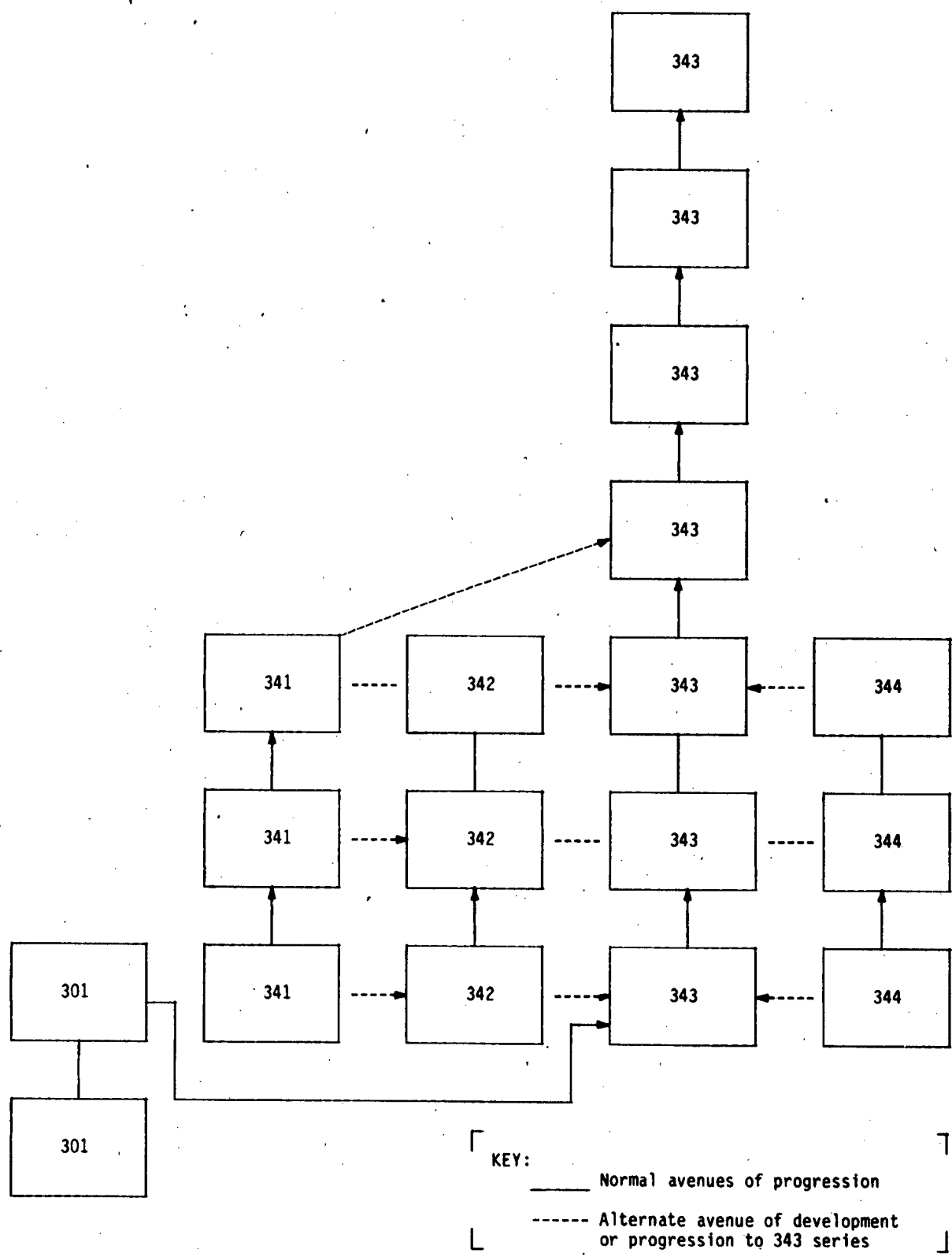
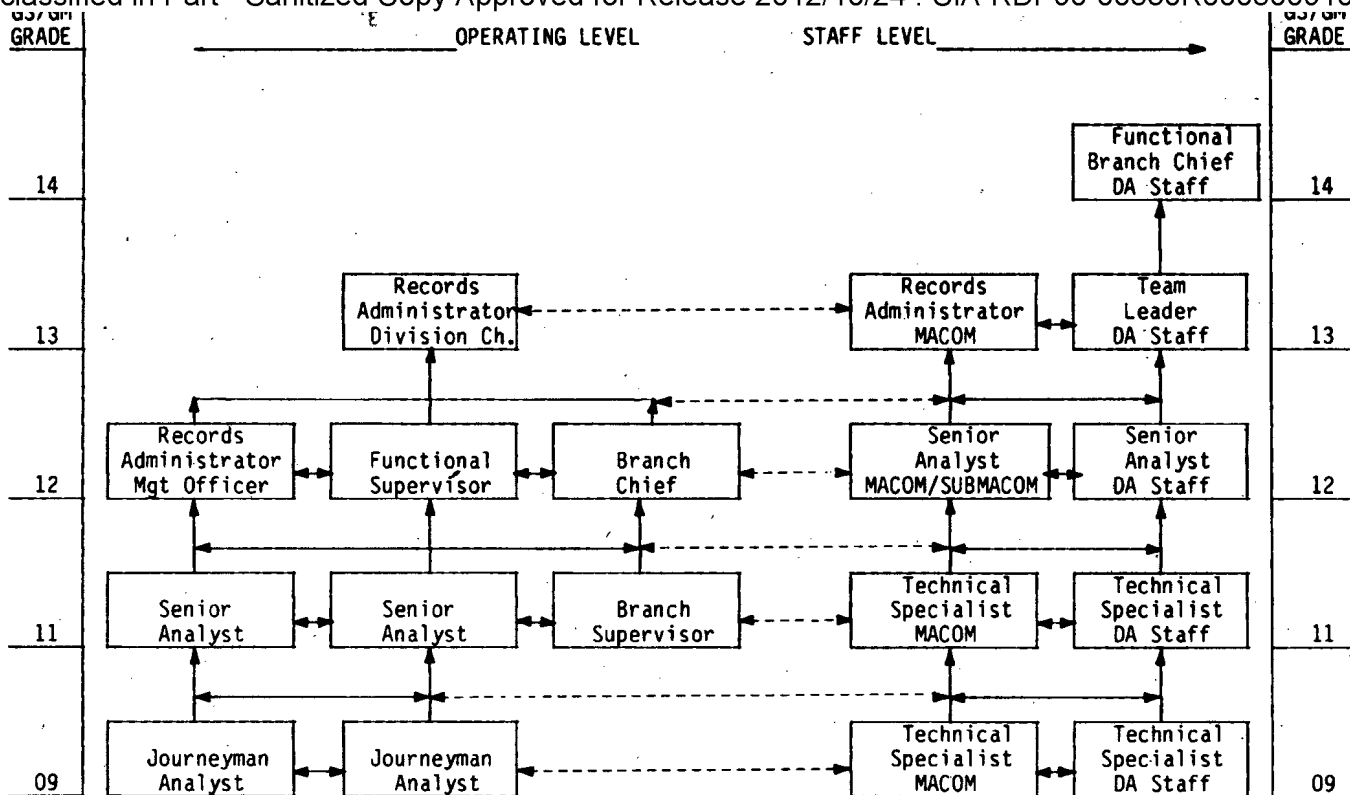


Figure 7-1. RMCP career patterns by occupational series





**NOTE:**

1. Chart denotes typical career patterns and is not all inclusive.
2. Functional: refers to one or more of the 13 functional areas within the records management field.

**LEGEND**

- Transition between operational and staff assignments.
- ↑ Direction of progression to obtain added experience.
- Progression within staff or operating level.

**Figure 7-2. RMCP career patterns—occupational staff assignments by grade**

# THE PURPOSE OF ARMY INFORMATION MANAGEMENT

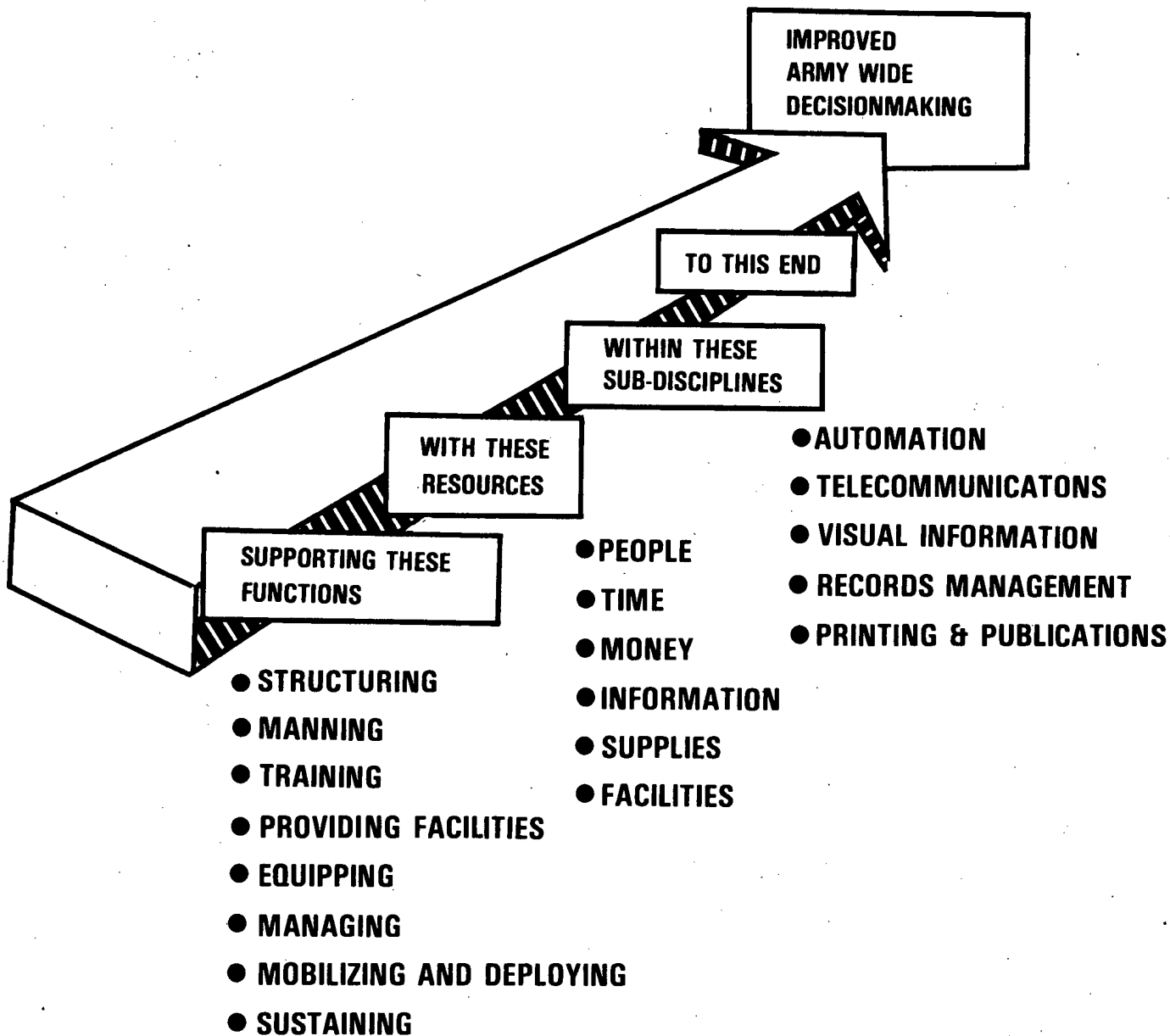


Figure 7-3. Purpose of Army information management

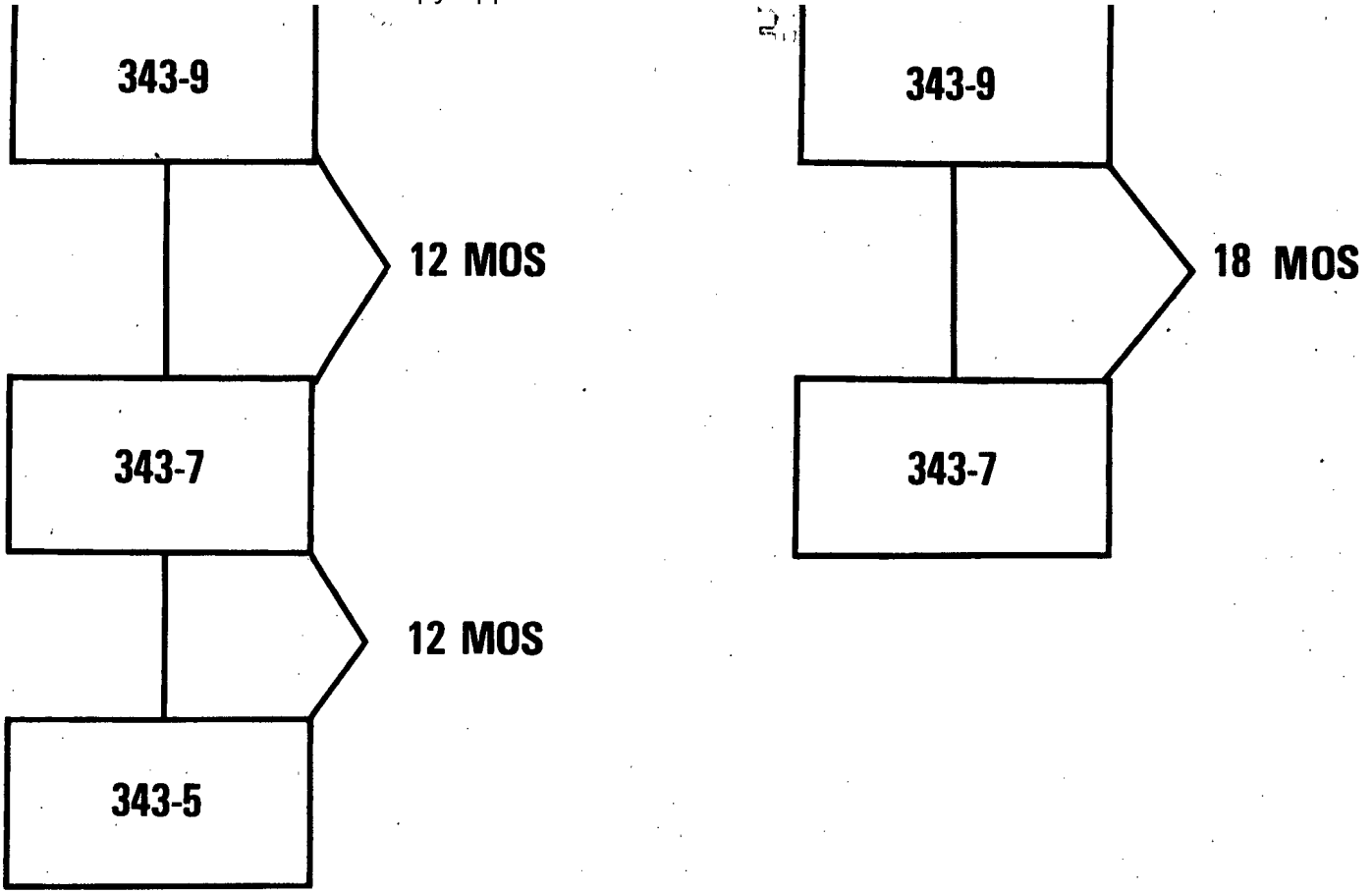
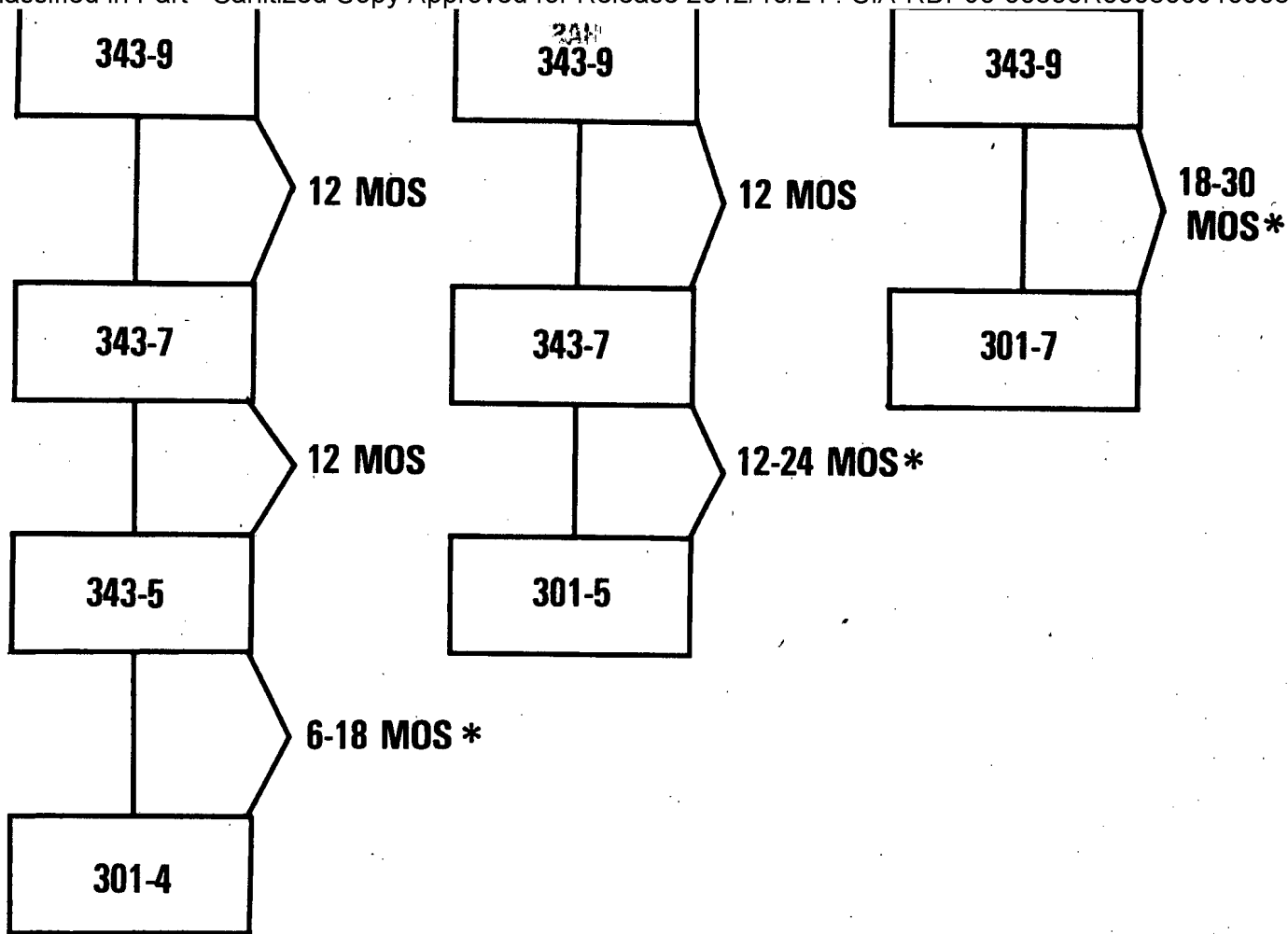


Figure 7-4. RMCP Intern ladder



**\*TIME REQUIRED FOR ENTRANCE AT THE GS-301 SERIES TO PROMOTION INTO THE CAREER SERIES IF QUALIFICATIONS ARE WAIVED (TRAINING SUBSTITUTED FOR EXPERIENCE). SPECIFIC LENGTH OF TIME DEPENDS UPON EXTENT OF INDIVIDUAL'S QUALIFICATIONS FOR THE GS-343 SERIES.**

Figure 7-5. RMCP intern ladder—GS-301 entry—target series GS-343

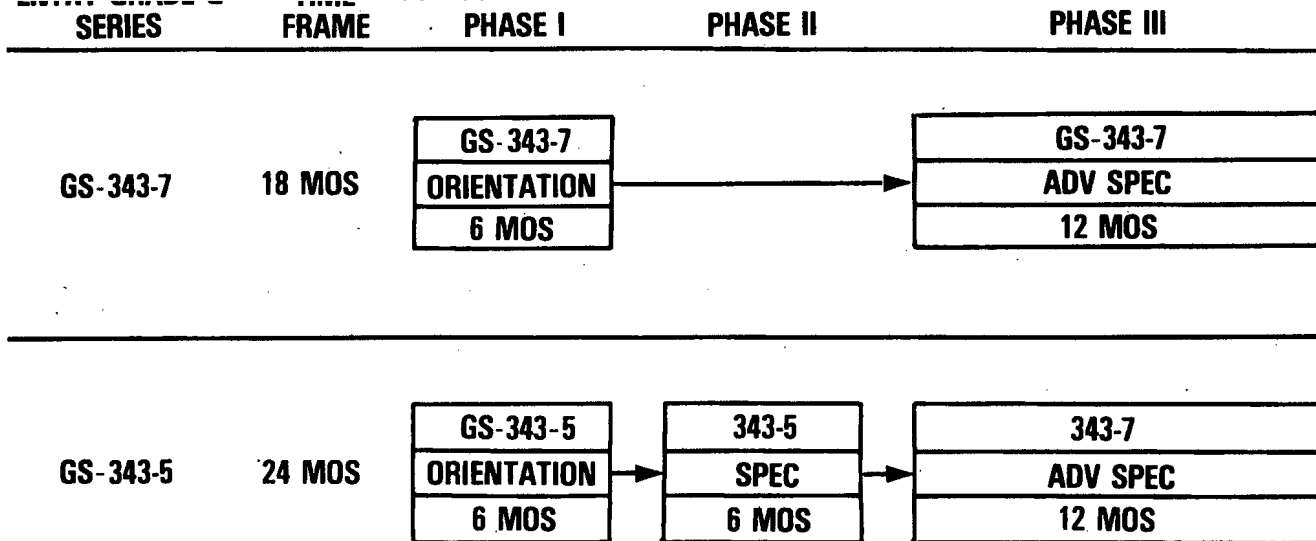
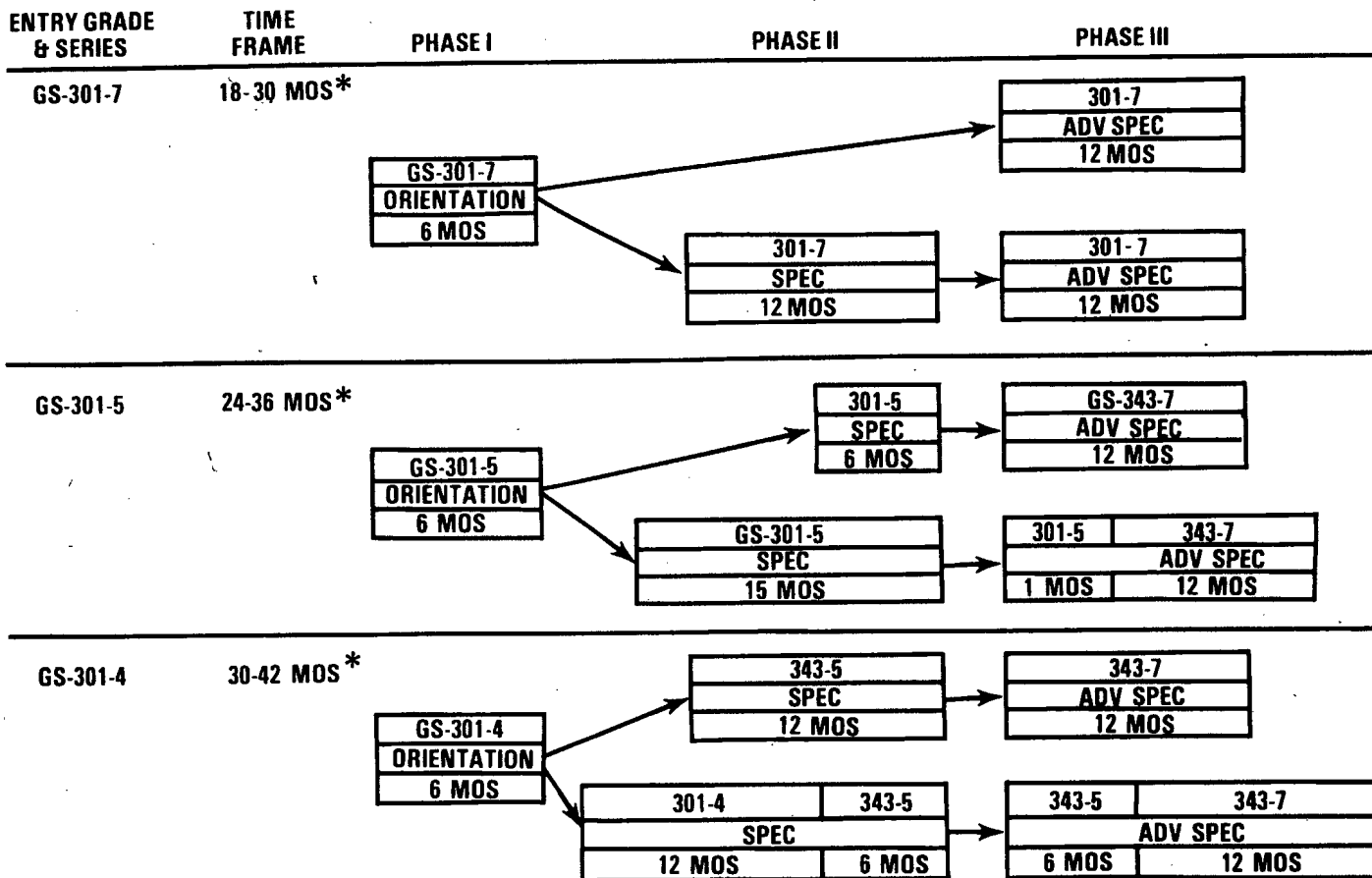


Figure 7-6. RMCP training profile for GS-343 series



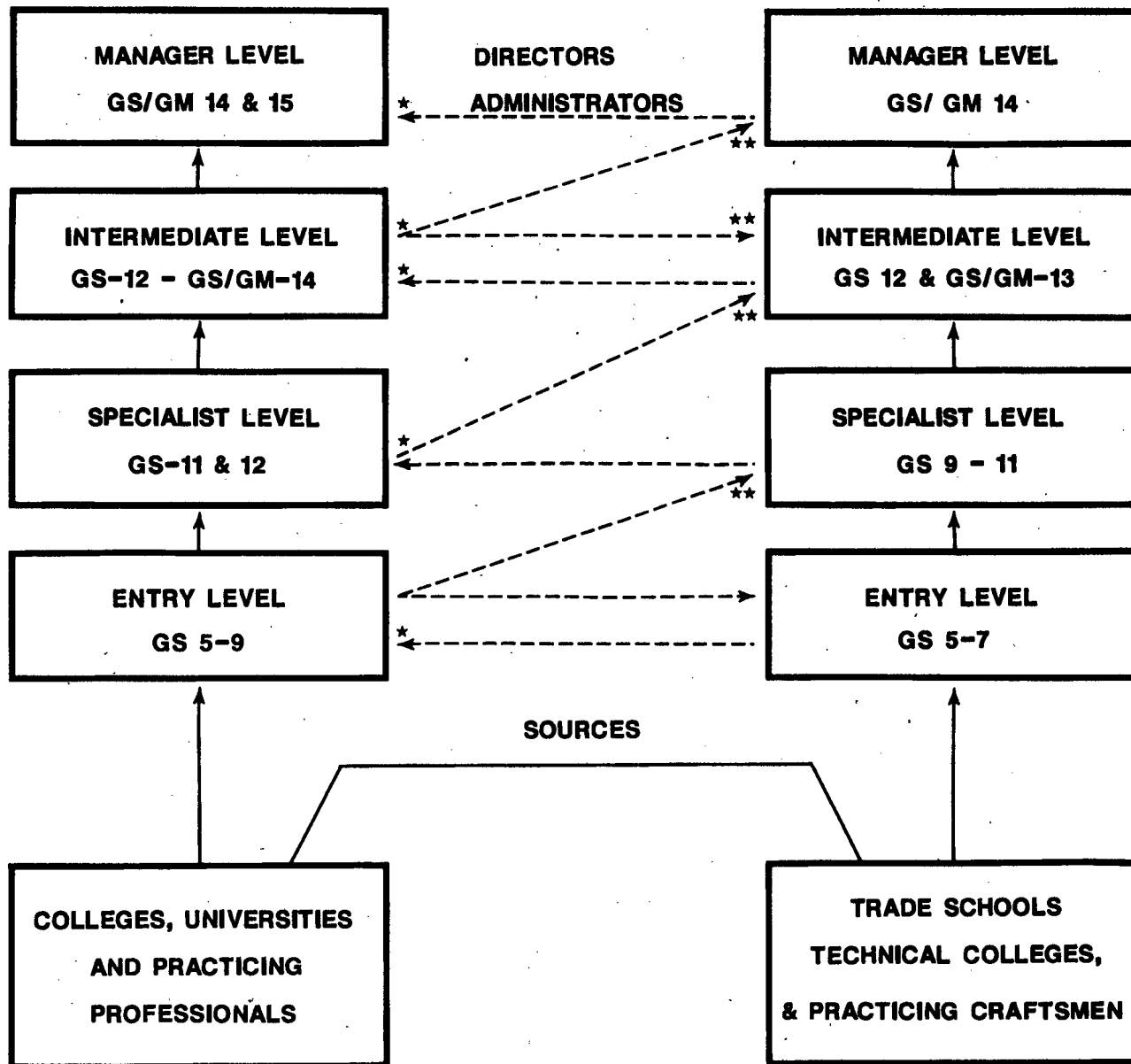
\* LENGTH OF TRAINING WILL DEPEND ON INDIVIDUAL QUALIFICATIONS. THE OPTIONS LISTED FOR EACH ENTRY GRADE SHOW THE AMOUNTS FOR PERSONS CREDITED WITH MAXIMUM OR MINIMUM QUALIFYING EXPERIENCE.

Figure 7-7. RMCP training profile for GS-301 entry

**CAREER PATTERNS**

**ACADEMIC INSTRUCTION  
INSTRUCTIONAL TECHNOLOGY  
INSTRUCTIONAL DEVELOPMENT  
(1701-1710)**

**TECHNICAL-VOCATIONAL  
INSTRUCTION  
(1712)**



\*Subject to X-118 education requirements.

\*\*Subject to X-118 practical knowledge of the craft, occupation, or subject requirement.

Figure 8-1. Training career patterns

## Appendix A References

### Section I Required Publications

**AR 690-300, chapter 335**  
Promotion and Internal Placement. (Cited in paras 2-2 and 2-7.)

**FPM chapter 335**  
Promotion and Internal Placement. (Cited in para 2-14.)

**FPM Supplement 335-1**  
Evaluation of Employees for Promotion. (Cited in para 1-14.)

### Section II Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand this regulation.

**AR 37-21**  
Establishing and Recording of Commitments and Obligations

**AR 108-2**  
Army Training and Audiovisual Support

**AR 351-1**  
Individual Military Education and Training

**AR 350-35**  
Army Modernization Training

**AR 672-20**  
Incentive Awards

**AR 690-11**  
Mobilization Planning and Management

**AR 690-300, chapter 301**  
Overseas Employment

**AR 690-300, chapter 351**  
Reduction in Force

**AR 690-400, chapter 410**  
Training

**AR 690-400, chapter 413**  
Management Development

**AR 690-400, chapter 430**  
Performance Management

**AR 690-700, chapter 752**  
Adverse Actions

**AR 690-900, chapter 920**  
Senior Executive Service

**AR 690-950-10**  
Civilian Personnel Administration Career Program

**AR 690-950-11**  
Comptroller Civilian Career Management Program

**AR 690-950-12**  
Safety Management Career Program

**AR 690-950-13**  
Civilian Career Program for Supply Management

**AR 690-950-14**  
Contracting and Acquisition Career Program

**AR 690-950-20**  
Civilian Career Program for Quality Assurance Specialists (Ammunition Surveillance)

**AR 690-950-21**  
Librarian Career Program

**AR 690-950-22**  
Civilian Career Program for Public Affairs and Communications Media

**AR 690-950-23**  
Automatic Data Processing Career Program

**AR 690-950-25**  
Communications Civilian Career Management Program

**AR 690-950-26**  
Manpower and Force Management Career Program

**AR 690-950-28**  
Army Civilian Career Program for Equal Employment Opportunity Personnel

**AR 690-950-33**  
Civilian Career Program for Ammunition Specialists

**CPR 950-2**  
Civilian Staffing and Career Development in System Acquisition Management (Project Management Offices)

**CPR 950-17**  
Army Civilian Career Program for Materiel Maintenance Management

**CPR 950-18**  
Army Civilian Career Program for Engineers and Scientists

**CPR 950-19**  
Army Civilian Career Program for Intelligence

**CPR 950-24**  
Army Civilian Career Program for Transportation Management

**CPR CP15**  
Army Civilian Career Program for Quality Control and Inspection

**DA Pamphlet 690-10-1**  
A Candidate Evaluation System—Model Crediting Plans

**EEO-MD 707**  
Instructions for Affirmative Action (Equal Employment Opportunity) Program Plans for Minorities and Women for Fiscal Years 1982-1986.

**EEO-MD 707A**  
Instructions for the Annual Accomplishment Reports and Update of the Affirmative Action (Equal Employment Opportunity) Programs for Minorities and Women Based on EEO-MD 707

**EEO-MD 711**  
Affirmative Action for Hiring, Placement, and Advancement of Handicapped Individuals

**EEO-MD 712**  
Comprehensive Affirmative Action Programs for Hiring, Placement, and Advancement of Handicapped Individuals

**FPM chapter 213**  
Excepted Service

**FPM chapter 302**  
Employment in the Excepted Service

**FPM chapter 306**  
Selective Placement Programs

**FPM chapter 308**  
Cooperative Education Program

**FPM chapter 338**  
Qualification Requirements (General)

**FPM chapter 351**  
Reduction in Force

**FPM chapter 511**  
Classification under the General Schedule

**FPM chapter 571**  
Travel and Transportation for Preemployment Interviews and Recruitment

**FPM chapter 720**  
Affirmative Employment Programs

**FPM chapter 752**  
Adverse Actions

**FPM chapter 771**  
Agency Grievance System

**FPM Supplement 296-33**  
The Guide to Processing Personnel Actions

**OPM Handbook X-118**  
Qualification Standards for Positions Under the General Schedule

**Joint Travel Regulations****Title 5, United States Code****Title 5, Code of Federal Regulations****Section III  
Prescribed Forms****DA Form 2302-R**

Civilian Career Program Qualification Record. (Prescribed in paras C-3, D-1, D-2, D-8, D-13, G-4, I-9, and 8-17.)

**DA Form 2302-1-R**

Civilian Career Program Qualification Record (Continuation Sheet) (Prescribed in paras D-1, D-9, D-10, D-12, and D-13.)

**DA Form 2302-2-R**

Civilian Career Program Referral Record. (Prescribed in paras H-1, H-2, H-3, H-4, H-5, and 8-17.)

**DA Form 4338-R**

Civilian Career Program Availability Statement. (Prescribed in paras C-3, C-6, F-1, F-2, F-4, I-9, and 8-14.)

**DA Form 4343-R**

Civilian Career Program Repromotion Registration. (Prescribed in paras C-3, I-1, I-2, and I-9.)

**DA Form 4839**

Civilian Career Intern Program Certificate of Completion. (Prescribed in para 3-35.)

**DA Form 5056-R**

CTED Career Intern Space Requirements. (Prescribed in para 3-10.)

**DA Form 5227-R**

DA Employment and Mobility Agreement for DA CTED Interns. (Prescribed in para 3-32.)

**DA Form 5227-1-R**

DA Employment and Mobility Agreement for DA CTED Interns—Schedule B. (Prescribed in para 3-32.)

**DA Form 5228-R**

Department of the Army Presidential Management Intern Mobility Agreement. (Prescribed in para 3-32.)

**DA Form 5245-R**

Civilian Career Program Appraisal. (Prescribed in paras C-3, E-1, E-2, E-3, E-4, E-5, F-1, and G-4.)

**DA Form 5307-R**

Civilian Career Program Referral Status Summary. (Prescribed in para 2-9.)

**DA Form 5308-R**

Referral and Selection Data Summary. (Prescribed in para 2-8.)

**DA Form 5469-R**

Cover Sheet for Career Intern Individual Development Plan. (Prescribed in para 3-30 and para 7-13.)

**DA Form 5509-R**

Race/National Origin (RNO) Report. (Prescribed in para 3-63.)

**DA Form 5633-R**

Training Program Outline for Records Management—Phase I. (Prescribed in para 7-13.)

**DA Form 5633-1-R**

Training Program Outline for Records Management—Phase II. (Prescribed in para 7-13.)

**DA Form 5633-2-R**

Training Program Outline for Records Management—Phase III. (Prescribed in para 7-13.)

**Section IV  
Referenced Forms****DA Form 5370-R**

Rotation Agreement—Employees Recruited Locally in Foreign Areas

**DA Form 5397-R**

Civilian Performance Plan

**DA Form 5398-R**

Civilian Performance Rating

**OPM Form E 618**

Applicant Race and National Origin Questionnaire

**SF 39**

Request for Referral of Eligibles

**SF 50-B**

Notification of Personnel Action

**SF 52**

Request for Personnel Action

**SF 171**

Application for Federal Employment

**SF 181**

Race and National Origin Identification



## Appendix B Central Referral Offices

### B-1. Introduction

This appendix lists the DA-wide and MACOM-wide referral inventories. Career program responsibility and CRO mailing addresses are shown. These CROs maintain inventories of employee registration documents. They retain documents to meet regulatory requirements on all completed career referral lists issued.

### B-2. DA central referral offices

Table B-1 is a listing of the responsible DA CRO for each DA-wide career program inventory.

#### Table B-1 Central referral offices (CRO) maintaining DA-wide referral inventories

**Responsible Authority:** Chief of Engineers

**Mailing Address:**  
HQDA (DAEN-PEC-C)  
WASH DC 20314-1000

**Career Program:** Engineers and Scientists (Resources and Construction)

**Responsible Authority:** Director, U.S. Army Defense Ammunition Center and School

**Mailing Address:**  
U.S. Army Defense Ammunition Center and School  
ATTN: SMCAC-AO Savanna, IL 61074-9639  
**Career Program:** Quality Assurance Specialist (Ammunition Surveillance)

**Responsible Authority:** Commanding General

**Mailing Address:**  
U.S. Army Information Systems Command  
Cdr, USAISC  
ATTN: AS-CP-T  
Fort Huachuca, AZ 85613-5000  
**Career Program:** Communications

**Responsible Authority:** Commanding General

**Mailing Address:**  
U.S. Army Troop Support Agency  
Cdr, USATSA  
ATTN: DALO-TAP-C  
Fort Lee, VA 23801-6020  
**Career Program:** Commissary Management

**Responsible Authority:** Director, U.S. Army Defense Ammunition Center and School

**Mailing Address:**  
U.S. Army Defense Ammunition Center and School  
ATTN: SMCAC-AX  
Savanna IL 61074-9639  
**Career Program:** Ammunition Specialist

**Responsible Authority:** Chief, U.S. Army Civilian Personnel Center

**Mailing Address:**  
HQDA (PECC-CMO)<sup>1</sup>  
ATTN: CP-  
ALEX VA 22332-0300

**Career Program:**  
Automatic Data Processing  
Civilian Personnel Administration  
Comptroller  
Education Services  
Equal Employment Opportunity  
General Intelligence/Security Administration<sup>2</sup>

Housing Management  
Librarian  
Manpower and Force Management  
Materiel Maintenance Management  
Public Affairs and Communications Media  
Records Management  
Safety Management  
Supply Management  
Training  
Transportation Management

#### Notes:

<sup>1</sup> Enter career program code in attention line; use code from table D-1.

<sup>2</sup> For DA referral, covers GS or GM-080 and -1810 positions only; for DOD referral, see table 1-2.

### B-3. Major Army command central referral offices

Table B-2 is a listing of MACOM CROs that maintain MACOM-wide referral inventories.

#### Table B-2 Central referral offices maintaining MACOM referral inventories

**Central referral office:** U.S. Army Information Systems Command

**Mailing address:**  
Cdr, USAISC  
ATTN: AS-CP-T  
Fort Huachuca, AZ 85613-5000

**Central referral office:** U.S. Army Corps of Engineers

**Mailing address:**  
HQDA (DAEN-PEC-C)<sup>1</sup>  
WASH DC 20314-1000

**Central referral office:** U.S. Army, Europe and Seventh Army

**Mailing address:**  
Commander-in-Chief  
U.S. Army, Europe and Seventh Army  
ATTN: AEAGA-CRC  
APO New York 09403

**Central referral office:** U.S. Army Finance and Accounting Center

**Mailing address:**  
Cdr, USAFAC<sup>2</sup>  
ATTN: FINCU-CE  
Indianapolis, IN 46249-0349

**Central referral office:** U.S. Army Forces Command

**Mailing address:**  
Cdr, FORSCOM  
ATTN: AFPR-CPC  
Fort McPherson, GA 30330-6000

**Central referral office:** U.S. Army Health Services Command

**Mailing address:**  
Cdr, HSC  
ATTN: HSPE-CT  
Fort Sam Houston, TX 78234-6000

**Central referral office:** U.S. Army Intelligence and Security Command

**Mailing address:**  
Cdr, INSCOM  
ATTN: IAPER-SCPO  
Arlington, VA 22212-5000

**Central referral office:** U.S. Army Japan

**Mailing address:**  
Commander  
U.S. Army Japan

ATTN: AJCP-T  
APO San Francisco 96343-0054

**Central referral office:** U.S. Army Materiel Command

**Mailing address:**  
Cdr, USAMC<sup>3</sup>  
ATTN: AMCPE-CC-C  
5001 Eisenhower Avenue  
Alexandria, VA 22333-0001

**Central referral office:** U.S. Army Military District of Washington

**Mailing address:**  
Cdr, Military District of Washington  
ATTN: ANCIV-XPJM  
1900 Half Street SW  
Washington, DC 20324-0400

**Central referral office:** U.S. Army Military Traffic Management Command

**Mailing address:**  
Cdr, MTMC  
ATTN: MT-PEC  
Falls Church, VA 22041-5050

**Central referral office:** U.S. Army Training and Doctrine Command

**Mailing address:**  
Cdr, TRADOC  
ATTN: ATPL-CE  
Fort Monroe, VA 23651-5000

**Central referral office:** U.S. Army Western Command

**Mailing address:**  
Chief  
U.S. Army Support Command Hawaii  
Career Management Staffing Assistance Branch  
Fort Shafter, HI 96858-5000

**Central referral office:** Eighth U.S. Army

**Mailing address:**  
Commander<sup>4</sup>  
Eighth U.S. Army  
ATTN: CPJ-PM  
APO San Francisco 96301-0009

#### Notes:

1. Engineers and Scientists Career Program (Resources and Construction) MACOM level referral is delegated to Corps of Engineers divisions and separate field operating agencies.

2. Comptroller Career Program only.

3. Public Affairs and Communications Media Career Program positions only.

4. CONUS applicants should forward all required career program documents to the Eighth Army Civilian Recruiting Office, P.O. Box C34102, Seattle, Washington 98124-1102; applications will be forwarded to the Eighth Army MACOM referral inventory.

## Appendix C Instructions for Registration in Central Referral Offices

### C-1. Introduction

This appendix has general procedures for CRO registration and outside recruitment.

### C-2. Registration

The instructions for preparing the forms that are used to register in a career program are in appendixes D through F.

### C-3. Cross-command registration

a. Employees at MACOM referral levels may be considered for MACOM-level positions in another MACOM or IRA. They must submit the documents listed below to the proper CRO to receive consideration. The addresses of MACOM CROs are in appendix B.

(1) DA Form 2302-R (Civilian Career Program Qualification Record).

(2) DA Form 4338-R (Civilian Career Program Availability Statement).

(3) DA Form 5245-R (Civilian Career Program Appraisal).

(4) DA Form 4343-R (Civilian Career Program Repromotion Registration), if the registrant is eligible for special consideration for repromotion.

(5) Supplemental qualifications statement (SQS), if required.

b. Cross-command registrants are considered to be within the area of consideration. They are given the same referral consideration as employees within the MACOM or IRA.

c. Consideration is based on career appraisal ratings for the job categories requested by the employee.

d. MACOMs or IRAs may not change career appraisal ratings of the employee's parent MACOM or IRA.

e. MACOMs or IRAs retain applications of employees from other MACOMs or IRAs for the same period they retain the applications of their own employees. Employees will send updated information to MACOMs or IRAs where they are registered (e.g., panel results, qualification records, availability). This updated information will include changes in office address or telephone number.

f. When an employee accepts another position, the employee will notify each CRO with which he or she has filed an application.

### C-4. Voluntary registration

a. Registration in a DA or MACOM inventory is available to qualified employees whose current positions are—

(1) Outside career program coverage, or

(2) Employed in a different career program from that in which registration is desired.

b. Voluntary registrants receive the same consideration as career program employees.

c. Voluntary registrants follow the procedures below:

(1) The employee prepares the registration and appraisal forms according to the instructions and due dates established by the career program.

(2) The supervisor and reviewer rate the qualifications of the employee for the general, program management, and personnel management elements. The supervisor and reviewer may rate the functional or occupational elements; if they are unable to rate these elements, they will enter a rating of N.

(3) Registration and appraisal forms are sent to the activity CPM of the career program in which the employee is seeking referral. The activity CPM may add relevant information concerning the employee's qualifications. The activity CPM will identify the source of the information added (e.g., personnel records, first-hand knowledge, or contacts with former supervisors). This same information is given to the employee in writing. The employee does not sign the appraisal until all information has been reviewed.

(4) The appraisal is then sent to the CPO for transmission through command channels to the proper MACOM or DA CRO.

### C-5. Multiple program registration

a. Multiple program registration is authorized for career program employees who occupy positions covered by more than one career program.

b. When more than one inventory is involved, registration is sent (and kept current) to each career program in which referral consideration is desired.

### C-6. Registration procedures for outside applicants

CRO may supplement career program inventories by recruiting qualified outside registrants. This supports the DA AAP as well as recruitment for hard-to-fill positions.

a. *DA level.* The CRO identifies, by grade level and occupational series, those DA-wide career programs the need to be supplemented by targeted recruitment of qualified minority, female, and handicapped outside registrants. The CRO then identifies viable recruitment sources and issues announcements for hard-to-fill positions at the DA referral level. The DA-level CRO will—

(1) Determine eligibility and minimum qualifications of outside registrants.

(2) Obtain appropriate documents to determine eligibility, qualifications, and availability. These documents include—

(a) SF 171 (Application for Federal Employment).

(b) SF 50 (Notification of Personnel Action) to verify appointment status.

(c) SF 181 (Race and National Origin Identification).

(d) DA Form 4338-R (Civilian Career Program Availability Statement).

(e) Performance appraisal.

(f) Supplemental applicant questionnaire (SAQ), as developed by the CRO.

b. *MACOM level.* MACOM CROs will use an SAQ to evaluate outside registrants for MACOM-level positions.

c. *Consideration.* Outside registrants are given the same consideration as DA career program employees.

**Appendix D**  
**Instructions for DA Form 2302-R**  
**(Civilian Career Program**  
**Qualification Record) and DA**  
**Form 2302-1-R (Civilian Career**  
**Program Qualification Record)**  
**(Continuation Sheet)**

**Section I**  
**Instructions for DA Form 2302-R**

**D-1. Introduction**

This section instructs users in preparing and submitting DA Form 2302-R. DA Form 2302-1-R is used to add additional experience information (sec II). DA Form 2302-R is the basic form used by DA employees to describe their qualifications. It is a source document for candidate evaluation, competitive rating procedures, and development of referral lists. This form describes the employee's work experience, training, and other accomplishments that can help selecting officials in their consideration of candidates referred for a vacant position. Therefore, the CRO sends a copy of the employee's DA Form 2302-R with an issued referral list. This form may also be used to supplement an application for LTT or other self-development opportunities. DA Form 2302-R will be reproduced locally on 8½-by 11-inch paper. A copy for local reproduction is located at the end of this regulation.

**D-2. Requirements and procedures for preparing DA Form 2302-R**

a. The employee will prepare and send an original DA Form 2302-R, signed and dated, when it is required with the career appraisal submission (app E). All requested information will be properly entered. If an employee must add, change, or update entries, a complete form will be prepared.

b. Employee identification will be entered on each side of the form. Attachments (e.g., job descriptions) are not authorized.

c. Authorized DA and standard abbreviations may be used. Acronyms or abbreviations used to describe experience in part I should be spelled out the first time used.

d. This form is required with the career appraisal prepared for each career program in which referral consideration is requested.

e. A copy of the form with sample entries is shown in figure D-1. The sample entries in part I show the employee's period and location of employment. These entries relate directly to the description of the same employee's availability in appendix F.

f. DA Form 2302-R must be prepared carefully in order to accurately show background and experience. The employee's signature affirms the accuracy of the information entered.

**D-3. Item instructions for heading**

The information requested in the heading is needed for prompt communication with the

employee. Employees will provide complete information in each entry.

a. *Name.* Enter last name, first name, and middle initial as shown on the employee's latest SF 50.

b. *AUTOVON number.* Self-explanatory.

c. *Social security number.* Enter the employee's social security number.

d. *Career program code.* Enter the career program number (two digits) from (table D-1).

e. *Employing office mail address.* Enter the office mailing address. Include the office symbol and ZIP code.

f. *Commercial telephone number and area code.* Self-explanatory.

g. *SON.* Enter four digits to identify CPO submitting office number (SON). The SON is identified on the employee's latest SF 50. Verify the SON with the servicing CPO if necessary.

h. *MACOM.* Enter the standard acronym or abbreviation to identify the MACOM or IRA.

i. *Name of immediate supervisor.* Enter last name, first name, and middle initial of the employee's immediate supervisor. Include rank, if military.

j. *Message address and office symbol.* Enter the activity message address (include complete office symbol). If referred, the message address may be needed to contact the employee for interest and availability. Verify the message address with the servicing CPO if necessary.

k. *AUTOVON and commercial number of immediate supervisor.* Self-explanatory.

l. *Date.* Enter the date prepared. The date is used to determine the most recent submission by the employee.

**Table D-1**  
**Career program numbers**

**Program Number: 10**  
**Name of career program:** Civilian Personnel Administration

**Program Number: 11**  
**Name of career program:** Comptroller

**Program Number: 12**  
**Name of career program:** Safety Management

**Program Number: 13**  
**Name of career program:** Supply Management

**Program Number: 14**  
**Name of career program:** Contracting and Acquisition

**Program Number: 15**  
**Name of career program:** Quality and Reliability Assurance

**Program Number: 16**  
**Name of career program:** Engineers and Scientists (Nonconstruction)

**Program Number: 17**  
**Name of career program:** Materiel Maintenance Management

**Program Number: 18**  
**Name of career program:** Engineers and Scientists (Resources and Construction)

**Program Number: 19**  
**Name of career program:** General Intelligence

**Program Number: 20**  
**Name of career program:** Quality Assurance Specialists (Ammunition Surveillance)

**Program Number: 21**  
**Name of career program:** Librarian

**Program Number: 22**  
**Name of career program:** Public Affairs and Communications Media

**Program Number: 23**  
**Name of career program:** Automatic Data Processing

**Program Number: 24**  
**Name of career program:** Transportation Management

**Program Number: 25**  
**Name of career program:** Communications

**Program Number: 26**  
**Name of career program:** Manpower and Force Management

**Program Number: 27**  
**Name of career program:** Housing Management

**Program Number: 28**  
**Name of career program:** Equal Employment Opportunity

**Program Number: 29**  
**Name of career program:** Commissary Management

**Program Number: 30**  
**Name of career program:** Records Management

**Program Number: 31**  
**Name of career program:** Education Services

**Program Number: 32**  
**Name of career program:** Training

**Program Number: 33**  
**Name of career program:** Ammunition Specialist

**D-4. Item instructions for Part I—Experience**

Follow general instructions printed on the form. Account for a continuous time period when preparing entries for part I. Use a separate experience block to describe a temporary promotion, temporary reassignment, or detail.

a. *From.* Use four digits to enter the month and year of appointment to the position (e.g., enter 04 84 for April 1984).

b. *To.* This entry is overprinted as PRESENT for current position. For past positions, enter the month and year to show when the employment period ended.

occupational series (no more than four digits). Enter "0000" when the listed position is—

(1) In the military service.

(2) Outside Federal Government employment.

*d. Grade.* For positions in the Federal Government, enter the pay plan and grade. For example, General Schedule (GS or GM) pay plan and grade are entered as "GS-11" or "GM-14." Military rank may be abbreviated and used in place of grade. Enter annual salary in place of pay plan and grade for a position outside Federal Government employment. For example, enter "26200" for an annual salary of \$26,200.

*e. Position title.*

(1) Enter the official position title as shown on the SF 50. Use abbreviations if required. Use descriptive titles for positions held in military service or outside Federal Government employment.

(2) If the present position is a temporary promotion or detail, identify it as such, in parentheses, after the position title in this block. For example, enter "Editor (TEMP PROM)."

*f. Organizational title (if supervisory).* This applies to the employee's present position only. Enter the organizational title assigned to the present position if the position is supervisory. For example, enter "Chief, Executive Software Branch." Nonsupervisory employees leave this item blank.

*g. Employing office and location.* Enter the name of the employing office and the location of employment (for past positions). Use authorized DA and standard abbreviations, as required.

*h. Description of work.*

(1) Enter a narrative statement that describes major duties and responsibilities. Describe work in terms of functional knowledge, skills, and abilities demonstrated. Narrative information must be limited to the space provided. An employee may also include the performance rating level assigned and the period covered by the rating. If included, end the narrative statement with the performance rating level information.

(2) The entry for the present position should describe the current assignment, even though the position may be a temporary promotion or detail. Include the number of days the temporary promotion or detail will last.

#### **D-5. Item Instructions for Part II— Education**

*a.* List each principal instance of formal education beyond high school. A single entry may be used to show all work leading to a college degree; identify the awarding school and location. Postgraduate studies may be reported by separate line entries.

*b.* Enter the information in columns provided. See figure D-1 for typical entries. List—

(1) Dates of attendance.

(2) Semester or quarter hours earned.

(3) Degree awarded.

(5) Name and location of the college or university.

*c.* Identify degrees awarded. For example, enter "BA," "BS," "MS," "MBA," or "Ph.d." When a degree does not apply to a line entry, enter "NNN."

*d.* Enter the major subject studied. In most cases, this is the subject matter area for which the degree was awarded. Enter any minor subject in parentheses. For example, enter "Accounting (Computer Systems)."

#### **D-6. Item Instructions for Part III— Training, Self-development, Skills, and Accomplishments**

*a.* Enter the information in the columns provided. See figure D-1 for typical entries. List the dates of attendance and the total number of calendar days for completion. In cases where the entry is an item of a continuing nature, enter "0000."

*b.* Employees should make their own decisions regarding the number of line entries needed to list the requested information. If necessary, entries may be continued in part IV. Do not attach additional sheets.

#### **D-7. Item Instructions for Part IV— Awards and Recognition**

*a.* Enter information in columns provided. See figure D-1 for typical entries.

*b.* Entries should provide information pertaining to recognition for performance, merit awards, acts of service, and other significant awards or pertinent official recognition.

*c.* Employees should make their own decisions regarding the number of line entries needed to list the requested information. If necessary, entries may be continued in part III.

#### **D-8. Submission**

Individual career program appraisal instructions normally require submission of an original DA Form 2302-R. In this case, the form is forwarded with the career appraisal. A registrant may send an original qualification record (to replace a previous submission) at any time. The new form may be sent directly to the proper DA or MACOM CRO. (See tables B-1 and B-2.) A complete reentry of all qualification information on the new form is necessary.

### **Section II Instructions for DA Form 2302-1-R**

#### **D-9. Introduction**

This section instructs users in preparing and submitting DA Form 2302-1-R. This form is used to add experience information to DA Form 2302-R, part I. DA Form 2302-1-R will be reproduced locally on 8½- by 11-inch paper. A copy for local reproduction is located at the end of this regulation.

#### **for preparing the DA Form 2302-1-R**

*a.* All requested information will be properly entered; use a typewriter to make entries. The employee may use one or more of the experience blocks on the form. If an employee must add, change, or update entries, a complete form will be prepared.

*b.* Employee identification will be entered on each side of the form when both sides are used. Attachments (e.g., job descriptions) are not authorized.

#### **D-11. Item Instructions for the heading**

The information in the heading is needed for identification of the employee. The employee will provide complete information in each entry.

*a. Name.* Enter the last name, first name, middle initial as shown on the employee's latest SF 50.

*b. Social security number.* Enter the social security number.

*c. Career program number.* Enter the career program number from table D-1.

*d. Date.* Enter the date the form is prepared.

#### **D-12. Item Instructions for Part I— Experience (Continued)**

Follow the instructions printed on the form. Continue descriptions of experience on the front and reverse of DA Form 2302-1-R. Number each experience block used. Follow the instructions in paragraph D-4 above to enter experience. Account for a continuous time period in the blocks on the continuation sheet.

#### **D-13. Submission**

The original copy of the completed DA Form 2302-1-R is attached to the original copy of the DA Form 2302-R being supplemented.

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## Appendix E Instructions for DA Form 5245-R (Civilian Career Program Appraisal)

### E-1. Introduction

This appendix has instructions for DA CRO to follow in adapting the DA Form 5245-R for use in career appraisal by individual career programs. The DA Form 5245-R has a standard format for career appraisal of employees in DA-administered career programs while enabling overprint of career program unique information. Two steps are involved in the adaptation process. The first step is for the CRO to overprint the DA Form 5245-R with career program unique information. The second step is to prepare instructions for employees, supervisors, reviewers, and the CPO to follow in preparing and submitting the DA Form 5245-R. DA Form 5245-R will be reproduced locally on 8½- X 11-inch paper. A copy for reproduction only by the CRO is located at the back of this regulation.

### E-2. Requirements and procedures

a. The DA CRO will overprint the DA Form 5245-R, following instructions in paragraph E-3. Other modifications to the form are not authorized. CROs may add a part VI to the form to support use of supplemental qualifications statements (SQS), special skills, or other similar supplementary requirements. HQDA (PECC-CMP) will furnish each DA CRO a master copy of DA Form 5245-R for use in overprinting. A sample overprint is shown in figure E-1.

b. DA CROs will prepare instructions for employees, supervisors, reviewers, and CPOs in accordance with instructions in paragraph E-4. Paragraph E-5 has standard instructions for all career programs. These instructions may not be modified by the CRO.

c. The DA CRO will forward the proposed overprinted DA Form 5245-R and instructions for employees, supervisors, reviewers, and CPOs to HQDA (PECC-CMP), ALEX VA 22332-0300, for prior approval at least 120 days in advance of the scheduled evaluation (e.g., screening panel) date.

d. The DA CRO will issue the overprinted DA Form 5245-R by letter to all MACOMs and IRAs at least 90 days in advance of the scheduled evaluation date. A copy of the transmittal letter will be sent to HQDA (PECC-CMP), ALEX VA 22332-0300.

### E-3. Instructions for overprinting the DA Form 5245-R

The DA CRO will overprint the DA Form 5245-R as follows:

a. Heading. Overprint the name and number of the career program.

b. Item 10a. Overprint the title and series of jobs for which employees may request

consideration in the career program. At the bottom of each page of the DA Form 5245-R, following the form number, enter the career program number (e.g., (CP13))

c. Item 11. Overprint job categories, specializations, or referral codes, as necessary, to support any special career program requirements.

d. Part III. Overprint the element number and a brief description of each element on which employees are to be rated.

e. Part V. In the instructions for each block of part V, overprint either the alpha "A" and "B" or numeric "5" and "4." These rating levels require justification.

### E-4. CRO instructions for preparing employee, supervisor, reviewer and voluntary registrant instructions

a. The DA CRO will prepare instructions for employees, supervisors, reviewers, and CPOs to use in completing the DA Form 5245-R. Paragraph E-5 has instructions that are standard for all career programs. The dotted lines in paragraph E-5 indicate places where the DA CRO must enter career program unique instructions, following the guidance in *b* below.

b. DA CRO adds career program unique instructions to the standard instructions at the dotted lines in paragraph E-5 as follows:

(1) At the first dotted line in paragraph E-5a(2), add "5" or "6" depending on whether or not a part VI is to be used. At the second dotted line in paragraph E-5a(2), add "Part VI—(title of Part VI)" if a part VI is to be used.

(2) At the dotted line in paragraph E-5c(1)(b), use paragraph (a) below if the "no change" option is in effect. Use paragraph (b) below when the "no change" option is not in effect.

(a) "No change" is an option that allows an employee to retain the previous year's element ratings for the job categories requested. Employees are eligible for this option only if they are in the same grade they held when rated the previous year. Employees who have been promoted are not eligible. The use of this option presumes there has been no change in career appraisal job elements or rating level definitions. Once this option has been used, an employee may not send an initial submission until the next referral year (e.g., annual screening panel), may not request reconsideration of the previous year's ratings that have been carried forward by using this option, and may not request new job categories. To exercise the "no change" option, the employee will complete DA Form 5245-R, part I, items 1 through 8, check "no change" in item 9 of part II, and enter date and sign in part IV. Supervisors and reviewers will sign in part IV, if they concur with the "no change" request. A supervisor can require an employee to submit a new appraisal if the employee's performance has changed during the previous year.

(b) The "no change" option is not in effect for this referral year.

(3) In paragraph E-5d(3), if item 11 is to be completed, the CRO develops and enters the necessary instructions.

(4) At the dotted line in paragraph E-5c(4), item 12, enter "Do not complete this item" or "Enter an X in the appropriate block to indicate desire for referral to HQDA or MACOM staff positions and for supervisory positions" (as appropriate for the career program).

(5) At the dotted line in paragraph E-5d(1)(a), enter "A" if alpha ratings are used or "5" if numeric ratings are used.

(6) At the dotted line in paragraph E-5d(1)(b), enter "B" if alpha ratings are used or "4" if numeric ratings are used.

(7) At the dotted line in paragraph E-5d(1)(c), enter "C" if alpha ratings are used or "3" if numeric ratings are used.

(8) At the first dotted line in paragraph E-5d(1)(d), enter "D" if alpha ratings are used or "2" if numeric ratings are used. At the second dotted line in this subparagraph, enter "C" if alpha ratings are used or "3" if numeric ratings are used.

(9) At the first dotted line in paragraph E-5d(1)(e), enter "E" if alpha ratings are used or "1" if numeric ratings are used. At the second dotted line in this subparagraph, enter "C" if alpha ratings are used or "3" if numeric ratings are used.

(10) At the dotted lines in paragraphs E-5d(2), E-5f(1), E-5f(2), and E-5f(6), enter "A and B" if alpha ratings are used or "5 and 4" if numeric ratings are used.

(11) Paragraph E-5h is developed by the DA CRO to give instructions on part VI (if used).

### E-5. Standard instructions issued by CROs

Each CRO will prepare and issue (usually by letter) individual career program instructions. The letter will be sent to operating CPOs for distribution to career program employees. The instructions will explain how DA Form 5245-R is prepared by the employees, and how employees will be considered for career referral. The CRO will use this paragraph to prepare the standard letter. Individual career program procedures, requirements, and enclosures will be listed or described in the letter. Standard instructions follow:

#### a. General

(1) *Instructions for employees.* Employees will prepare this form using these instructions and may request assistance from their supervisor, activity CPM, or the servicing CPO.

(2) *Parts.* The DA Form 5245-R has ... parts as follows:

(a) Part I, Identifying Data.

(b) Part II, Referral Desires and CPO Certification.

(c) Part III, Element Ratings.

(d) Part IV, Signatures.

(e) Part V, Justification.

(f) . . . . .

*b. Instructions for Part I, Identifying Data.* Information requested in the heading is needed for prompt communication with (and correct identification) of the employee. The employee must provide complete information in each entry listed below:

(1) Item 1, name. Enter last name, first name, and middle initial.

(2) Item 2, permanent position title, series and grade. Enter permanent position title, series, and grade.

(3) Item 3, major command/IRA/SON. Enter MACOM or IRA (e.g., AMC, EUSA, USAREC, USAFAC, USMA); enter SON (e.g., 1991, 2946, 2302).

(4) Item 4, office mailing address. Enter office mailing address. Include office symbol and ZIP code.

(5) Item 5, social security number (SSN). Enter SSN.

(6) Item 6, telephone number. Enter AUTOVON number or other.

(7) Item 7, career program name and number is overprinted.

(8) Item 8, home address. Enter complete home address with ZIP code.

*c. Instructions for Part II, Referral Desires and CPO Certification.*

(1) Item 9, status. Check one of the blocks to show career appraisal status.

(a) Initial submission. Initial submission is an employee's first appraisal submission during a referral year. Only one initial submission may be submitted in a referral year. Subsequent submissions, if appropriate, are described in (b) through (e) below. The employee must have 9 months time-in-grade when he or she signs the initial submission.

(b) No change . . . (If used, career program instructions are entered).

(c) Reconsideration. The reconsideration block program is used by an employee to request a review of ratings (e.g., panel ratings) during the referral year in which the ratings were received. When requesting reconsideration, the employee must identify which job elements are to be reconsidered and must attach specific information to support the request. The information submitted must apply to qualifications or achievements pre-dating the initial submission.

(d) Add-on. The add-on block is used by an employee to add job categories or element ratings not previously requested or rated during a referral year. If new element ratings are requested, qualifications or accomplishments up to the date of the submission may be used. The add-on block is also used by the supervisor if he or she did not have sufficient information on an employee at the time of the initial submission (e.g., employee was recently assigned), and additional information has become available that would substantially change the initial ratings. For ratings being changed by the supervisor, qualifications or accomplishments up to the date of the add-on submission may be used.

(e) Defer. The defer block is used by an employee to indicate that no promotion or reassignment consideration is requested during a referral year. A deferment precludes

an employee from referral by the CRO until after a career appraisal is submitted and evaluated.

(2) Item 10, referral desires and CPO qualifications determination. The employee will indicate grades in 10b, and the CPO will enter "Qualified (Q)" in 10(c) or "Not Qualified (NQ)" in item 10d.

(a) Title and series. This item has been overprinted by the CRO to show occupational titles and series of jobs in the career program.

(b) Grades. Employee enters grades for which he or she is qualified and for which referral consideration is desired.

(c) Qualified. The servicing CPO will certify the qualification determination by entering "Q" for qualified in this column, if appropriate.

(d) Not qualified. The servicing CPO will enter "NQ" for not qualified in this column, if appropriate. If the employee does not have 9 months' time in grade (or will not complete 12 months' time in grade on temporary promotion during the referral year), an NQ determination will be made (unless a higher grade was previously held by the employee). The servicing CPO will advise the employee when an NQ determination is made.

(3) Item 11, limited use, CRO develops necessary instructions.

(4) Item 12, optional referral categories.

(5) Item 13, current performance rating. Enter current performance rating in this space.

(6) Item 14, time in grade. A CPO representative will complete this item if the employee does not have at least 9 months' time in grade. The CPO will place an X in the block, enter the grade, month and year of eligibility, and return the career appraisal to the employee.

(7) Item 15, CPO certification. A CPO representative will sign the career appraisal, advise the employee when and why any NQ determination was made, and will provide a signed copy of page 1 to the employee. The telephone number of the CPO representative is also entered on page 1.

(8) Item 16. Enter telephone number.

(9) Item 17. Enter date.

*d. Instructions for Part III, Element Ratings.*

(1) Using the element rating definitions in enclosure 3 to these instructions, the employee must self-rate for each element specified in enclosure 4 for each job category for which he or she desires consideration. After this self-rating, the employee gives the DA Form 5245-R to his or her supervisor and reviewer so that they may enter their ratings. The employee, supervisor, and reviewer will select the appropriate rating level from the six ratings levels below for each of the elements required for referral to jobs requested in part I, item 10a.

(a) Level ..... Employee possesses knowledge, skills, and abilities at a level that clearly exceeds all aspects of the standard

described for the specific qualification element.

(b) Level ..... Employee possesses knowledge, skills, and abilities at a level that fully meets and in most aspects clearly exceeds the standard described for the specific qualification element.

(c) Level ..... Employee possesses knowledge, skills, and abilities at a level that fully meets the standard described for the specific qualification element.

(d) Level ..... Employee possesses knowledge, skills, and abilities at a level that does not meet some aspects of the standard described for the specific qualification element. Level ..... could be achieved through additional experience and/or related development in selected areas.

(e) Level ..... Employee possesses knowledge, skills, and abilities at a level that does not meet most aspects of the standard described for the specific qualification element. Extensive additional experience and/or related development is needed to achieve level .....

(f) Level N. Used only where the supervisor or reviewer does not have information sufficient to assign a rating level for the specific qualification element.

(2) *Employee rating.* Employees will consider their experience, training, background, and current level of knowledge and abilities. Employees should compare themselves with the standard described for each element, and, using one of the rating levels described in paragraph (1) above, enter a rating in column E (employee) of Part III for the element required. Justification is required to support employee (self) ratings of .....

(3) *Supervisor rating.* Supervisors will assign rating levels in column S (supervisor) of Part III. The supervisor will discuss any unresolved questions concerning the employee's self-ratings or justification for ratings with the reviewer or activity CPM. The supervisor will verify that the employee has awards, letters, etc., cited in part V.

(4) *Reviewer rating.* Reviewers will assign rating levels in column R (reviewer) of Part III.

(5) *Panel rating.* Panels, if any, will review the employee's experience and justification and will make final rating determinations. Procedures for conducting screening panels are in appendix G.

(6) *Use of an N rating.* The supervisor or reviewer may assign an N rating in part III when there is insufficient information available to assign a rating level. The employee will be advised when the supervisor intends to assign an N rating. In these situations, the employee should cite experience or qualification data in part V to support self-ratings or to provide the basis for a panel rating.

*e. Instructions for Part IV, Signature.* The supervisor, reviewer, and employee signatures and dates will be entered in items 18 through 27. The employee will normally sign the appraisal last. The employee must also enter his or her social security number in item 25.

(1) The justification blocks on the form are used to justify..... ratings. The employee, supervisor, and reviewer are each assigned a separate section of part V for their use. The employee must also enter justification for ratings when the supervisor assigns an N rating.

(2) Justification for ratings of ..... must be supported with an achievement statement that applies to the element rated and must clearly demonstrate how the employee exceeds the standard for the applicable element. The requirement does not apply to ratings assigned to the general qualifications elements. An employee, supervisor, or reviewer may initiate ..... ratings. The initiator must prepare the justification for the rating by describing achievements in part V. The supervisor and reviewer may enter "concur with employee's justification" if they determine that the employee's statement clearly supports the rating assigned by the employee. Justification is limited to one part V for each element rated ..... Attachments (other than the current performance appraisal) are not authorized and will not be used in this rating process if submitted.

(3) The nature of the written statement is, normally, a statement that may be supported by narrative extracts from pertinent performance awards (e.g., Sustained Superior Performance Appraisal (SSPA), quality step increase (QSI), or merit pay cash awards), from letters of commendation, or from statements by supervisors that clearly show how the employee exceeds the standard.

(4) If the supervisor's rating is lower than the employee's rating, the supervisor will enter the reasons for the lower rating.

(5) If either the supervisor's or reviewer's ratings are higher than the employee's rating, and the supervisor's or reviewer's rating is an ..... rating, the supervisor or reviewer must explain the higher rating. The supervisor will review awards, letters, and other documents furnished by the employee to authenticate the justification statements made by the employee. These documents, however, are not forwarded to the CRO with the career appraisal. Employee, supervisor, and reviewer will initial and date the blocks on each page. The employee's initials certify the accuracy of the information he or she submitted and indicate that the employee has seen the entire part V. The supervisor's initials certify authenticity of documents used by the employee in support of ..... ratings (or in support of any rating when the supervisor or reviewer assigns an N rating). The reviewer will initial when the reviewer enters justification or explanation for higher or lower ratings, or when concurring with the employee's or supervisor's justification.

*g. Procedures for voluntary registrants.* Instructions in this paragraph apply to qualified employees who submit a career appraisal for positions outside of their primary career program (or who are not in a career program position). The supervisor of the

program management, and personnel management elements. Supervisors will rate the technical elements only if they are knowledgeable in the subject matter covered. The voluntary registrant will contact the activity CPM or MACOM CPM to discuss career patterns, goals, and previous work history. The activity or MACOM CPM may add information in part V which may be useful in assisting the rating process. The statement should identify the source of the information (i.e., first-hand knowledge, previous supervisor, etc.) If the CPM is unable to provide information deemed useful, the CPM will indicate that no information is available. The CPM will initial in the space provided.

*h. Additional information.* This paragraph may be developed by a CRO if a part VI is used. (See para E-4b(11).)



CIVILIAN CAREER PROGRAM APPRAISAL			
For use of this form, see AR 690-950; the proponent agency is DCSPER			
DATA REQUIRED BY THE PRIVACY ACT OF 1974			
AUTHORITY	5 US Code 1302		
PRINCIPAL PURPOSE:	Provide management with information on the career and promotion desires and qualifications of career program registrants in the Department of the Army		
ROUTINE USES	Used by DA staff agencies, commands and installations as an applicant and referral file for designated civilian career program positions, to determine qualifications, availability and mobility of employees for existing and future vacancies. Information is used for selecting and career planning purposes, preparing reports, replying to correspondence, responding to requests from courts and regulatory bodies, and responding to grievances and complaints related to such qualifications determinations and nonselection		
DISCLOSURE	Disclosure of the Social Security Number and other personal information is voluntary. However, failure to provide the requested information may result in improper identification, thus, eliminating the individual's consideration for DA-wide referral adversely affecting the employee's opportunity for development		
PART I - IDENTIFYING DATA			
1 NAME (last first MI)	5 SOCIAL SECURITY NUMBER		
2 PERMANENT POSITION TITLE, SERIES, GRADE	6 TELEPHONE NUMBER (AF or other)		
3 MAJOR COMMAND IRA SON	7 CAREER PROGRAM TITLE AND NUMBER Transportation Management 24		
4 OFFICE MAILING ADDRESS (include ZIP Code)	8 HOME ADDRESS (include ZIP Code)		
PART II - REFERRAL DESIRES AND CPO CERTIFICATION			
9 STATUS (Check one)			
<input type="checkbox"/> a INITIAL SUBMISSION <input type="checkbox"/> b NO CHANGE <input type="checkbox"/> c. RECONSIDERATION <input type="checkbox"/> d ADD ON <input type="checkbox"/> e DEFER			
10 REFERRAL DESIRES AND CPO QUALIFICATION DETERMINATION EMPLOYEE WILL INDICATE GRADES IN b. AND CPO WILL ENTER Q FOR QUALIFIED IN c. OR NQ FOR NOT QUALIFIED IN d			
	POSITION TITLE, SERIES	GRADE	QUAL
	a	b	c
			d
Transportation Management Specialist	2101		
Transportation Planning Specialist	2101		
Transportation Systems Analyst	2101		
Traffic Manager	2130		
Traffic Management Specialist	2130		
Transportation Operations	2150		
Marine Cargo Specialist	2161		
Logistics Management Specialist (Transportation)	0346		

DA FORM 5245-R, MAY 86 (CP 24)

EDITION OF APR 84 WILL BE USED UNTIL EXHAUSTED

Figure E-1. Sample of first two pages of DA Form 5245-R

**PART II - REFERRAL DESIRES AND CPO CERTIFICATION (Cont'd)**

11. INDIVIDUAL CAREER PROGRAM REQUIREMENTS (If used, career program will preprint the type of information to be entered)

12. OPTIONAL REFERRAL CATEGORIES  
 a.  I AM  AM NOT AVAILABLE FOR STAFF POSITIONS  
 b.  I AM  AM NOT AVAILABLE FOR SUPERVISORY POSITIONS

13. MY CURRENT PERFORMANCE RATING IS: \_\_\_\_\_

14.  EMPLOYEE WILL MEET TIME-IN-GRADE FOR PROMOTION TO \_\_\_\_\_ IN \_\_\_\_\_  
(grade) (month and year)

15. SIGNATURE OF CIVILIAN PERSONNEL OFFICE REPRESENTATIVE \_\_\_\_\_  
 16. TELEPHONE NO. \_\_\_\_\_  
 17. DATE \_\_\_\_\_

NOTE: Signature of CPO Representative indicates that employee meets OPM X-118 standards for the series and grades for which he or she is certified as Qualified in 10c, and that employee has been advised when a Not Qualified determination in 10d has been made.

**PART III - ELEMENT RATINGS (Key listed below)**

ELEMENT	E	S	R	P	L	ELEMENT	E	S	R	P	L
GENERAL QUALIFICATIONS	■	■	■	■	■	Furthering EEO					
Work Planning	■					Dealing with Unions					
Written Communications	■					TECHNICAL/FUNCTIONAL	■	■	■	■	■
Oral Communication	■					Transportation Regulations					
Initiative-Innovation	■					Technical Advisory Svcs					
Interpersonal Relations	■					Program Evaluation					
Analytical Ability	■					Policy Management(Staff)					
PROGRAM MANAGEMENT	■	■	■	■	■	Surveys and Studies					
Plan Program & Control						Programs and Budget					
Coordination						Systems Analysis/ADP					
Meet Organization Goals						Contingency Planning					
PERSONNEL MANAGEMENT	■	■	■	■	■	Operations Management					
Effectiveness in Pers Mg						Logistics Management					
Performance Appraisal						Transportability					
Organizational Dev						Transportation Safety					

KEY: E - Employee S - Supervisor R - Reviewer P - Panel L - Limited Use

DA FORM 5245-R, MAY 86

(CP 24)

2

Figure E-1. Sample of first two pages of DA Form 5245-R—Continued

## Appendix F Instructions for DA Form 4338-R (Civilian Career Program Availability Statement)

### F-1. Introduction

This appendix instructs the user in preparing and submitting DA Form 4338-R. This form is used by registrants (within or outside DA) to document availability for career referral consideration in the DA civilian career management system. The DA Form 4338-R is the source document used to determine availability for career program vacancies and to develop referral lists. The availability statement must match the referral ratings requested in career appraisal documents (DA Form 5245-R, Part II) for referral consideration to take place. Availability for promotion, reassignment, or change to lower grade may be entered for any location on the form. Registrants eligible for repromotion or priority consideration also use this form.

### F-2. Requirements and procedures

a. DA Form 4338-R is completed by the registrant.

b. DA Form 4338-R will be reproduced locally on 8½- by 11-inch paper. A copy for local reproduction is located at the end of this regulation.

c. Name, SSN, and date prepared must be typed or printed on each page of the form to ensure match of copies reproduced or stored in microform. The date prepared is used to determine the most recent submission by the registrant.

d. Submission is mandatory for referral consideration. To change availability, all items on the new form must be completed, including previous geographic locations that are still desired. No changes to DA Form 4338-R will be accepted by telephone (other than changes in Item 8, Telephone Number).

e. Blank spaces at the end of the list of geographic locations will be used for entry of added locations that are authorized by HQDA letter or message. The servicing CPO will inform employees and the activity CPM if locations are added. Servicing CPOs will maintain an office reference copy of the HQDA letter or message. A registrant interested in any of the added locations will type or print the name of the locations on the designated line number, and enter an X in the column desired. This updated availability statement must be submitted as discussed in *d* above.

f. A separate submission is required for each career program in which a person registers.

g. A copy of the form with sample entries is shown in figure F-1. Sample entries show availability and grade levels of the same GM-13 employee who prepared the sample qualification statement in appendix D. Explanation of the relationship of the

sample availability and qualifications entries follows:

(1) The employee (Mr. Reerac) selected geographic locations where positions in his functional specialty, and at the desired grade level, are located. He does not exclude his current duty station (Fort George G. Meade) even though he currently occupies the highest grade in his functional specialty at Fort Meade.

(2) The employee indicates availability for Fort McPherson, GA (which includes the headquarters of his current MACOM, i.e., HQ FORSCOM). His previous employment at the headquarters was at the GS-11 level. Both promotion and reassignment availability for Fort Monroe, VA (which includes the headquarters of another MACOM, i.e., HQ TRADOC), indicates interest in broadening experience in a new environment. Request for a lower grade (LG) assignment in Honolulu, Hawaii, could be based on personal or family reasons. The employee requests promotion consideration at several DA installations where GM-14 positions are located.

(3) He previously served in Germany and recognizes the value of overseas experience. Availability for five specific overseas locations at a higher grade (HQ) is entered.

(4) Promotion opportunities in the employee's functional specialty exist throughout the Washington, DC, metropolitan area. He has indicated availability for promotion in Washington, DC, and Virginia (Washington, DC metropolitan area). Entries for specific locations are not permitted when availability for an entire State or overseas area is entered.

h. A Privacy Act statement is printed on each DA Form 4338-R. Registrants should read the statement carefully.

### F-3. Item instructions for the availability statement

Name, SSN, and date prepared will be entered at the top of pages 2 and 3. An incomplete or improperly prepared availability statement will be returned to the registrant for resubmission. This return may result in loss of, or delay in, referral consideration. Consideration is based on the availability statement on record at the DA or MACOM CRO at the time a referral list is prepared.

a. *Item 1, career program title.* Enter the name of the career program. A separate submission is required for each career program in which a person registers.

b. *Item 2, career program code.* Enter the appropriate two-digit code from table D-1. The career program code restricts the availability search to a single career program at locations where more than one career program is represented.

c. *Item 3, date prepared.* Enter the year, month, and day. For example, enter 20 January 1984 as 84 01 20. Enter the same date in item 14 in this manner.

d. *Item 4, SSN.* Enter the social security number. Enter the same SSN in item 12. Doublecheck both entries.

e. *Item 5, name.* Type last name, first name, and middle initial.

f. *Item 6, position title, series, and grade.* Enter the position title as shown on the latest SF 50. Use abbreviations if required; add "TEMP" if position is temporary. Enter position title, series and grade.

g. *Item 7, address.* Enter the complete office mailing address. Include the office symbol and ZIP code.

h. *Item 8, telephone number.* Enter AUTOVON and commercial telephone numbers. Changes to this entry may be submitted to the CRO by telephone.

i. *Item 9, travel.* The registrant indicates availability for TDY travel by entering an X in the appropriate block.

j. *Item 10, employee statement.* Enter an X opposite those locations at which a job will be accepted if offered. Additional instructions are on the last page of this form. Stated availability is interpreted literally. Registrants who enter availability interest for a location are expected to be *available when contacted* and to *accept a job when offered*. Individual career program regulations may include a penalty if the registrant declines a definite job offer. Application of the penalty will be explained in the individual career program regulation or in referral procedures issued by the CRO.

(1) The registrant will enter availability for current employing location if referral there is desired.

(2) Availability for same grade (SG) does not imply availability for HG. Indication of availability for HG does not simply availability for SG. Entry of an X is required in each column for which availability is requested.

(3) The availability statement must match the grade level consideration requested in career appraisal documents (promotion, reassignment, lower grade). For example, if higher grade was requested, referral consideration can occur only if availability for HG is entered for a geographic location. The employee may consult a supervisor or the activity CPM to determine realistic availability. The servicing CPO or the MACOM CPM may be other sources of information about career program opportunities and grade span at specific locations.

(4) A registrant may enter the grade level consideration desired at selected locations. Enter X in LG column when available at a lower grade. Enter X in SG column if available at a current grade. Enter X in HG column if available for a promotion. An employee eligible for repromotion consideration should determine referral interest on the basis of current grade and highest grade held. Also, an employee may consult a supervisor or the servicing CPO if assistance is needed.

(5) Availability for all locations within a given State (including Washington, DC) or a foreign country is shown by entering an X in the appropriate columns opposite the name of the State or foreign country.

*k. Item 11, typed name and signature.*

Enter the typed name of the employee. Sign in black ink.

*l. Item 12, SSN.* Enter the social security number.

*m. Item 13, telephone number.* Enter AUTOVON and commercial office telephone numbers.

*n. Item 14, date signed.* Enter the date signed. Usually, this is the same date shown in item 3. Use six digits to enter the year, month, and day.

#### **F-4. Submission**

Procedures in career appraisal instructions may require submission of an original DA Form 4338-R. In this case, the availability statement is forwarded with the career appraisal. A registrant may send a new availability statement (to replace a previous form) at any time. The new form may be sent directly to the proper DA or MACOM CRO. (See tables B-1 and B-2.) A complete reentry of all availability locations is required with each submission. The registrant will include geographic locations (from the previous availability statement) that continue to apply.

**Page Denied**

Next 3 Page(s) In Document Denied

## Appendix G Instructions for Conducting Screening Panels

### G-1. Introduction

This appendix has instructions for DA and MACOM screening panel operations. It also prescribes the membership of screening panels.

### G-2. Requirements and procedures

These instructions—

a. Apply to competitive rating of candidates for vacancies filled through centralized referral.

b. May be supplemented as required by each career program. Supplemental instructions will be approved by the FC or FCR of the career program, the CRO that administers the career program, and DCSPER. Supplemental instructions are published in individual career program regulations in the AR 690-950 series.

### G-3. Scheduling screening panels

a. Normally, screening panels will be convened annually by the CRO with the concurrence and assistance of the FC, FCR, or the MACOM CPM.

b. Ad hoc, midyear, and reconsideration panels will be convened as needed by CROs.

### G-4. Functions of screening panels

a. DA and MACOM screening panels will meet all of the requirements of—

(1) This regulation.

(2) Individual career program regulations.

b. The panel will evaluate career appraisals submitted and compare them with the job element definitions. It will assign ratings that represent the knowledge, skills, or abilities described in appraisal instructions. The career appraisal documents normally submitted to the panel include the following:

(1) The career appraisal form (DA Form 5245-R) with supporting justifications or ratings assigned or a supplemental qualifications statement (for outside DA applicants).

(2) A current DA Form 2302-R or SF 171 (for outside DA candidates).

(3) Supplemental qualifications statements, if required of employees by the career program. These forms list experience and related information.

c. The panel will review documents that list achievements and experience directly related to an element being rated. It will fully consider the element ratings assigned by the employee, supervisor, and reviewer. In some cases, the panel may assign a rating lower than the lowest rating by the employee, supervisor, and reviewer. In such cases, the panel will make comments to the employee or outside candidate that explain the basis for the lower rating by the panel.

d. The chairperson or designated panel member will prepare an information memorandum for the FC, FCR, or the MACOM

CPM and will forward the memorandum to the functional official concerned. A copy will be sent to the CRO that convened the panel. This memorandum will summarize the panel actions and will—

(1) Describe actions taken during its deliberations.

(2) Discuss circumstances or conditions that the panel has found to be of concern or interest.

(3) Make recommendations.

### G-5. Panel membership

a. Members will be subject matter experts in the functional fields of the persons to be rated.

b. Membership of each panel will be held to a reasonable number so that it can carry out its duties effectively. This number may vary due to several factors; for example, the number of job series and elements in the career program, the number of panels needed, and the number of career appraisals to be evaluated. While the number of members, in all cases, cannot be prescribed, the following guidance is provided—

(1) Where only one panel is convened for a career program, there should be three or five members.

(2) Some career programs may need several subpanels, each with at least three members, including a chairperson. A presiding chairperson may be appointed to coordinate and observe sub-panel actions. This can contribute to the consistency of ratings assigned for the same type of experience. Additional responsibilities may be assigned to the presiding chairperson.

(3) Panels should have an odd number of members, including the chairperson, in order to avoid tie votes.

c. The panel chairperson will be chosen by the FC, FCR, or the MACOM CPM. The grade of the chairperson will at least equal the grade of the highest ranking panel member. When possible, it will be one grade higher.

d. Members will be nominated by the FC, FCR, or MACOM CPM and approved by the CRO. They will hold positions at or above the grade for which candidates are being evaluated and rated.

e. The CRO, with the aid of the FC, FCR, or MACOM CPM, will ensure that each panel member receives—

(1) Written confirmation of assignment as a member of the panel.

(2) Instructions and rules of order.

(3) Appropriate training.

f. A civilian personnel adviser from the CRO will provide instructions and guidance on—

(1) Merit principles and requirements.

(2) Candidate evaluation procedures and methods.

(3) Regulatory requirements cited in G-4a above.

g. The CRO, with the aid of the FC, FCR, or MACOM CPM, should take action to locate and choose qualified minorities and women as panel members.

h. A person acting as a recorder will assist members with documentation and administration during the panel session. The recorder should know (or be trained in) panel procedures.

### G-6. Rules of order

a. Once membership on the panel is confirmed, attendance at each session is mandatory.

b. Final panel ratings will be based on the consensus of members after they review all documents presented. The chairperson must ensure that prescribed procedures are followed and that members fully understand their duties. Each panel member, including the chairperson, will have an equal voice in making panel decisions.

c. A panel member must inform other panel members if he or she has served as a supervisor or reviewer during the appraisal period of an employee being rated. There must be no conflicts of interest. Members may exchange objective opinions or clarify information through discussion, but panel members must not serve as a sponsor or advocate of an employee being rated.

d. Panel decisions will be as objective as possible. Decisions will not be based on extraneous, undocumented, or subjective information.

e. In some cases, the panel may assign ratings to a candidate consistently lower than the ratings assigned by the supervisor or reviewer. In such cases, the panel will review the candidate's previous year's rating (if ratings were given) and any interim change thereto.

f. Candidates will be rated only by the panel reviewing at the highest grade for which the candidate is eligible for consideration. Element ratings assigned by that panel will apply to all grades for which the candidate is rated.

g. Exceptional performance appraisals and similar awards are not required for A (or 5) and B (or 4) ratings. Recency of achievements will not be used as a basis for denial of an A (or 5) or B (or 4) rating without documented evidence that it is a factor. The panel must consider the achievements with the standard described and decide if the achievements are relevant.

h. Members will assign ratings without reference to race, color, religion, sex, national origin, political affiliation, age, or handicapping condition of candidates.

## Appendix H Instructions for DA Form 2302-2-R (Civilian Career Program Referral Record)

### H-1. Introduction

This appendix has instructions for preparing and submitting DA Form 2302-2-R. The form is used by the servicing CPO, the CRO, and the selecting official. The CPO uses the form to refer local repromotion candidates to the selecting official and to request a career referral list from the CRO. The CRO uses the form to refer a list of eligible candidates to the servicing CPO and, in turn, to the selecting official. The completed original form with all related documents is retained by the CRO and a copy of the original form is retained by the CPO as a record of action taken to permit complete reconstruction of the referral action, if necessary.

### H-2. Requirements and procedures

a. DA Form 2302-2-R will be locally reproduced on 8½- by 11-inch paper. A copy for local reproduction is located at the end of this regulation.

b. Career program candidates who decline a definite offer of a position vacancy may be denied further referral consideration. Individual career program regulations or CRO referral procedures may establish conditions for denial of referral consideration. Registrants must be informed when such conditions apply.

c. The selecting official is not required to select from among candidates on the referral list. Other sources of candidates may be used. (See para 2-7a(2).)

d. The servicing CPO may request a supplemental referral list when there are fewer than three promotable candidates available. Availability of all referred candidates will be determined and the appropriate action-taken symbol will be entered on the DA Form 2302-2-R for each candidate. When requesting a supplemental referral list, a new DA Form 2302-2-R will be sent to the CRO with the properly annotated original referral list attached.

e. All candidates contacted for interest and availability will be notified by the CPO (or selecting supervisor) of their nonselection and the name of the candidate selected.

### H-3. Item instructions for Section A, Request for Referral List

The servicing CPO will complete all items in this section.

a. *Item 1, requesting activity.* Enter complete mailing address.

b. *Item 2, local request number.* Enter a local request number or the number of the SF-52 (Request for Personnel Action).

c. *Item 3, submitting office number (SON).* Enter four-digit submitting office number.

d. *Item 4, civilian personnel office contact.* Enter the name of the person who can furnish additional information about the vacancy, if needed.

e. *Item 5, telephone number.* Enter the office telephone number (AUTOVON or other).

f. *Item 6, duty station.* Enter the name of the duty station where the vacancy exists (activity or city and state).

g. *Item 7, title of vacant position.* Enter the title of the vacant position and the job description number. Attach a copy of the certified job description to the DA Form 2302-2-R.

h. *Item 8, series and grade.* Enter the series and grade of the vacant position.

i. *Item 9, career program numbers.* Enter the number of the career program code (or codes in the case of a mixed job involving two or more career programs). (See table D-1.)

j. *Item 10, appraisal factors.* As applicable, enter job requirements, minimum acceptable level of career appraisal elements, commodity codes, experience codes, supplemental qualifications, selective placement factors, highly qualified rosters to be screened, or other required information.

k. *Item 11, last incumbent, reason vacated, new duty station.* Enter the name of the last incumbent of the position, the reason the incumbent vacated the position (e.g., promotion, reassignment, retirement, transfer, or CLG), and the incumbent's new duty station.

l. *Item 12, signature.* Enter the signature of the CPO/CPO contact.

m. *Item 13, enter the date the request is forwarded to the CRO.* (App B has a list of CROs.)

### H-4. Career referral list codes and symbols

The servicing CPO will use action-taken symbols and the CRO will use candidate category codes to annotate the DA Forms 2302-2-R.

a. *Candidate category codes.* The order in which candidates are to be referred for the various categories are identified by a numeric candidate category code as follows:

(1) Candidate Category Code 1—Reserved.

(2) Candidate Category Code 2—Candidates eligible for special consideration for repromotion. (See para 2-14.)

(3) Candidate Category Code 3—Candidates eligible for priority consideration (after failure to receive proper consideration in a previous promotion action that was allowed to stand): (See para 2-15.)

b. *Action-taken symbols.* The action-taken symbols are acronyms to be used by the CPO for annotating directly in front of the candidate's name on the referral lists the appropriate action taken. The action-taken symbols are defined as follows:

- (1) S—Selected
- (2) ANS—Available, not selected
- (3) DDO—Declined definite offer

(4) RNA—Replied not available

### H-5. Item instructions for Section B, Career Referral List

This section is used to refer local repromotion eligible candidates within a serviced area to a selecting official.

a. *Item 14, local repromotion eligibles within serviced area.* The CPO refers local repromotion eligible candidates to the selecting official for consideration. (If no local repromotion candidates are selected by the selecting official, the CPO prepares a new DA Form 2302-2-R and sends it to the CRO with a copy of the locally issued repromotion eligible referral list attached.)

b. *Item 14a, action-taken symbol.* The CPO enters the appropriate action-taken symbol directly in front of the name of each repromotion candidate. (See para H-4b.)

c. *Item 14b, name, series, and grade of candidates.* The CPO enters the name, series, and grade of local repromotion eligible candidates who must be referred to the selecting official for consideration before requesting a referral list from a CRO.

### H-6. Item instructions for Section C, Career Referral List

This section is used by the CRO to refer special consideration candidates to the CPO.

a. *Item 15, special consideration candidates.* This item is used by the CRO to refer DA-wide or MACOM-wide career program registrants who are entitled to either special consideration for promotion or priority consideration.

b. *Item 15a, action-taken symbol.* The CPO enters the appropriate action-taken code directly in front of the name of each candidate listed. (See para H-4b.)

c. *Item 15b, candidate category code.* The CRO enters the appropriate candidate category code for each special consideration candidate referred. (See para H-4a.)

d. *Item 15c, name, series, and grade of candidates.* The CRO enters the name, series, and grade for each special consideration candidate referred.

### H-7. Item instructions for Section D, Career Referral List Authentication

This section is completed by the servicing CPO, the CRO, and the selecting official.

a. *Item 16, referral summary.* The servicing CPO or the CRO enters referral summary data related to EEO goals and objectives established in the AAP. Enter, in the total block, the total number of candidates referred in item 14 or item 15, as appropriate, on the referral list. Then, separate the total number of candidates referred into groups by female, male, minority, and those not identified. The number of candidates shown as minority include both male and female; each candidate is counted both by minority and sex. In order to protect the privacy of the candidates, no summary data are provided when the total number of candidates is fewer than three (or when more

than three candidates are referred and all are minority or of the same sex).

b. *Item 17, referral office authentication.* The CPO representative completes this item when sending to the selecting official a list of local repromotion eligibles within the serviced area. The CRO completes this item when sending to the CPO a list of special consideration candidates.

c. *Item 17a, issuing authority.* The CPO representative or the CRO career program administrator will enter name, title, and signature.

d. *Item 17b, date issued.* The CPO representative or the CRO career program administrator will enter the date of issue of the referral list.

e. *Item 17c, list number.* The CPO representative will enter either the SF 52 number or a referral list number. The CRO career program administrator will enter a referral list number.

f. *Item 17d, expiration date.* The CPO representative or the CRO career program administrator will enter the expiration date of the referral list. The expiration date establishes the period during which the referral list is valid. No selection may be made from the referral list after the date of expiration. The selecting official may request the CPO to obtain from the CRO an extension of the referral list, if the request is made prior to the date of expiration. The referral list, properly annotated and signed by the selecting official, will be returned to the CPO within the timeframe established by the local activity when issuing lists under item 14. The CRO special consideration candidates referral list, properly annotated and signed by the CPO, will be returned to the CPO/CRO within 5 days after the date of expiration.

g. *Item 18, selecting official authentication.* This item must be completed by the selecting official before returning the completed or unused list to the CPO.

h. *Item 18a, name of selectee.* The selecting official may select any candidate referred on a referral list. Enter the name of the selectee in this block. No reasons for selection are required for non-competitive selectees.

i. *Item 18b, typed name and title.* Enter typed name and title of the selecting official.

j. *Item 18c, signature.* The selecting official signs in this block.

k. *Item 18d, date.* The selecting official dates the referral list when returning the list to the CPO.

l. *Item 19, requesting activity authentication.* The CPO representative completes this item after reviewing all processing entries on the form for correctness.

m. *Item 19a, name and title of civilian personnel representative.* Enter the typed name and title of the CPO representative.

n. *Item 19b, signature.* The CPO representative signs in this block before returning the referral list to the CRO.

o. *Item 19c, date list returned.* The CPO representative dates the referral list when returning the list to the CRO.

**H-8. Item instructions for Section E, Career Referral List**

This section is used by the CRO to refer competitive, reassignment, and change to lower grade candidates to the CPO. This section E is to be released by the CPO representative to the selecting official only after action has been taken by the selecting official on sections B and C, in sequence.

a. *Item 20, competitive, reassignment, and change to lower grade candidates.* This item is to be completed by both CPO and the CRO as discussed in b and c below.

b. *Item 20a, action-taken symbol.* The CPO enters the action-taken symbol directly in front of the name of each candidate listed. (See para H-4a.)

c. *Item 20b, name, series, and grade of candidates.* The CRO enters the name, series, and grade for each candidate referred within a specific category; e.g., all reassignment eligibles will be listed as a group and so identified; all promotion eligibles will be listed as a group and so identified, and all change to lower grade candidates will be listed as a group and so identified.

**H-9. Item instructions for Section F, Career Referral List Authentication**

This section is completed by the CRO, the selecting official, and the CPO.

a. *Item 21, referral summary.* The CRO enters referral summary data related to EEO goals and objectives established in the AAP. The CRO will enter, in the total block, the total number of candidates referred on the referral list. Then, the CRO will separate the total number of candidates referred into groups by female, male, minority, and those not identified. The number of candidates shown as minority include both male and female; each candidate is counted both by minority and sex. In order to protect the privacy of the candidates, no summary data are provided when the total number of candidates is fewer than three (or when more than three candidates are referred and all are minority or of the same sex).

b. *Item 22, referral office authentication.* The CRO representative completes this item when authenticating the referral list for dispatch to the requesting activity.

c. *Item 22a, issuing authority.* Enter the name, title, and signature of the CRO career program administrator.

d. *Item 22b, date issued.* The CRO career program administrator enters the date of issue of the referral list.

e. *Item 22c, list number.* The CRO career program administrator enters the referral list number.

f. *Item 22d, expiration date.* The CRO career program administrator enters the expiration date of the referral list. The expiration date establishes the period during which the referral list is valid. No selection may be made from the referral list after the date of expiration. The CPO may request an extension of the expiration date if the request is made prior to the date of expiration. The referral list, properly annotated

and signed, will be returned by the CRO to the CRO within 5 days after the date of expiration.

g. *Item 23, selection statement.* This item must be completed by the selecting official before returning the completed or unused list to the CPO. The selecting official may select any candidate referred on a referral list or may request from the CPO that a supplemental list be provided. (See para H-2d.) When an unused referral list is returned to the CRO, reasons for nonuse must be provided in this block.

h. *Item 23a, name of selectee and reasons for selection.* The selecting official enters the name of the selectee in this item. If the selectee is from a competitive promotable group of candidates, the selecting official must enter job-related reasons.

i. *Item 23b, typed name and title.* Enter the typed name and title of the selecting official.

j. *Item 23c, signature.* The selecting official signs in this block before returning the referral list to the CPO.

k. *Item 23d, date.* The selecting official enters the date the referral list is returned to the CPO.

l. *Item 24, requesting activity authentication.* The CPO representative completes this item after reviewing all processing entries on the form for correctness.

m. *Item 24a, name and title of civilian personnel representative.* Enter the typed name and title of the CPO representative.

n. *Item 24b, signature.* The CPO representative signs in this block before returning the referral list to the CRO.

o. *Item 24c, date list returned.* The CPO representative dates the referral list when returning the list to the CRO.



**Appendix I****Instructions for DA Form 4343-R  
(Civilian Career Program  
Repromotion Registration)****I-1. Introduction**

This appendix instructs users in preparing and submitting DA Form 4343-R. The purpose of the completed form is to provide to the CRO essential information about an employee who has been involuntarily placed in a lower grade position through no fault of the employee. Submission of the form is essential to establish an employee's eligibility for noncompetitive repromotion consideration for career program positions at DA or MACOM levels.

**I-2. Requirements and procedures**

a. DA Form 4343-R (Civilian Career Program Repromotion Registration) will be locally reproduced on 8½- by 11-inch paper. A copy for local reproduction is located at the end of this regulation.

b. Authorized DA abbreviations are permitted.

c. A copy of the original DA Form 4343-R completed by the employee and validated by the CPO representative is required for each DA or MACOM CRO in which an employee is registered. (See tables B-1 and B-2 for a list of CROs.)

d. The DA Form 4343-R is completed by the employee and the servicing CPO representative. The employee completes parts I through IV, and the servicing CPO representative completes and validates parts V and VI.

**I-3. Item instructions for Part I,  
Identifying Data**

a. *Item 1, name.* Enter your last name, first name, and middle initial.

b. *Item 2, current position title, series, grade.* Enter your current position title, series, and grade.

c. *Item 3, official mailing address.* Enter your official mailing address and ZIP code.

d. *Item 4, social security number.* Enter your social security number.

e. *Item 5, telephone number.* Enter AUTOVON or other.

f. *Item 6, career program title.* Enter the name and number of the career program in which registration is desired. See table D-1 for the list of career program name and number.

g. *Item 7, MACOM or IRA.* Enter the abbreviated name of the MACOM or IRA (e.g., AMC, EUSA, FORSCOM, USAFAC).

h. *Item 8, submitting office number.* Enter the four-digit submitting office number (SON). The SON may be obtained from the servicing CPO.

**I-4. Item instructions for Part II,  
Eligibility Information**

a. *Item 9, eligible for special consideration for repromotion.* Check the appropriate block. Generally, only one category will be checked; however, in some instances, more than one category may be checked.

b. *Item 10, grade, salary, or pay retention status.* Check the appropriate block in 10a. If applicable, give retained grade, salary, or pay in 10b. Enter the date of change to lower grade or the beginning date of receipt of the grade, salary, or pay retention benefit in 10c. Get the effective date from the employee's SF 50 (Notification of Personnel Action).

**I-5. Item instructions for Part III,  
Referral Desires and CPO Certification**

a. *Item 11, application status.* Check the appropriate block to show the reason for submission.

(1) "Initial submission" means first-time entry into the special consideration referral system.

(2) "Change in referral desires" means a change in title, series, and grade of positions originally requested in item 12 (column A).

(3) "Eligibility change" means that either a declination of a valid job offer or repromotion has occurred, or that the period of grade, salary, or pay retention has expired.

b. *Item 12, referral desires and CPO qualification determination.* The employee enters the title, series, and grade in column A for those positions for which referral consideration is desired. The CPO will annotate under column C or D (following the title, series, and grade entered by the employee) either a "Q" for qualified or an "NQ" for not qualified. The CRO will use column B, if applicable, to annotate any special career program job requirements that are unique to a career program.

c. *Item 13, optional referral categories.* Check appropriate referral category.

**I-6. Item instructions for Part IV,  
Employee Statement**

a. *Item 14.* The employee should read carefully part IV before signing and dating in items 15 and 16. If there are questions regarding part IV, they should be addressed to the servicing CPO. Employees who desire MACOM-level referral consideration must complete item 14d by checking the MACOM or IRA in which repromotion consideration is desired. (See table B-2 for addresses of MACOM CROs.)

b. *Item 15.* The employee signs and dates this item.

c. *Item 16.* Enter date.

**I-7. Item instructions for Part V, CPO  
Statement**

a. *Item 17.* The CPO representative will ensure that the employee—

(1) Meets the criteria for special repromotion consideration.

(2) Is qualified for the position for which consideration is requested.

(3) Is advised of those positions, by series and grade, for which the employee does not qualify.

b. *Item 18.* The CPO representative will advise the appropriate CROs of any action that changes the employee's eligibility for repromotion referral.

c. *Item 19.* The CPO representative signs as verification that the form has been reviewed and that the information of the form is correct.

d. *Item 20.* Enters his or her telephone number.

e. *Item 21.* Enter date.

**I-8. Item instructions for Part VI,  
Eligibility Change**

a. *Item 22.* The CPO representative completes this item when there is a change in the employee's eligibility status for repromotion referral, and notifies the employee.

b. *Item 23.* The CPO representative signs this item to certify that a change in the employee's eligibility status for repromotion referral has occurred. The CPO representative also—

c. *Item 24.* Enters his or her telephone number.

d. *Item 25.* Enter date.

**I-9. Submitting the DA Form 4343-R  
and related materials**

a. The employee sends to the CPO representative three copies (original plus two copies) of the forms described in (1) through (3) below.

(1) DA Form 4343-R (Civilian Career Program Repromotion Registration).

(2) DA Form 4338-R (Civilian Career Program Availability Statement).

(3) DA Form 2302-R (Civilian Career Program Qualification Record).

b. The employee also sends to the CPO representative three reproduced copies of the SF 50 that recorded the initial entitlement of the employee to grade, salary, or pay retention action. (Do not send the original SF 50.)

c. The CPO representative reviews the information on the employee's DA Form 4343-R and validates the information as being correct by signing and dating the form in part V. Then, The CPO representative sends a copy of the DA Form 4343-R, and a copy of the DA Form 4338-R, a copy of the DA Form 2302-R, and a copy of the employee's SF 50 to the proper CRO. When the employee has requested registration in more than one inventory or career program, the CPO representative will send one copy of the four forms to each CRO in which the employee maintains registration in a career program. The CPO representative returns to the employee a validated copy of DA Form 4343-R, DA Form 4338-R, DA Form 2302-R, and one copy of the SF 50. The CPO representative retains one validated copy of each of the four forms.

**Glossary****Section I  
Abbreviations****AAP**

Affirmative Action Plan

**AMC**

U.S. Army Materiel Command

**AMOD**

Army's Mobility, Opportunity, and Development Program

**AMSC**

Army management structure code

**ANS**

available not selected

**BQ**

best qualified

**CFR**

Code of Federal Regulations

**CIVPERCEN**

U.S. Army Civilian Personnel Center

**CLG**

change to lower grade

**CE**

Corps of Engineers

**CONUS**

continental United States

**CP**

career program

**CPD**

civilian personnel director (MACOM)

**CPM**

career program manager

**CPO**

civilian personnel office

**CPPC**

Career Program Policy Committee

**CRA**

centralized referral activity

**CRO**

central referral office

**CTED**

civilian training, education and development (student detachment)

**DA**

Department of the Army

**DCP**

Director of Civilian Personnel (HQDA)

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**DCSPER**

Deputy Chief of Staff for Personnel

**DCSOPS**

Deputy Chief of Staff for Operations and Plans

**DDO**

declined definite offer

**DEP**

Displaced Employee Program

**DISCAS**

Defense Intelligence Special Career Automated System

**DISC4**

Director of Information Systems for Command, Control, Communications and Computers

**DOD**

Department of Defense

**EDS**

employee development specialist

**EEO**

equal employment opportunity

**FAD**

funding authorization document

**FC**

functional chief

**FCR**

functional chief representative

**FEORP**

Federal Equal Opportunity Recruitment Program

**FLSA**

Fair Labor Standards Act

**FOA**

field operating agency

**FORSCOM**

U.S. Army Forces Command

**FPM**

Federal Personnel Manual

**FY**

fiscal year

**GS**

General Schedule

**HG**

higher grade

**HQ**

highly qualified

**HQDA**

Headquarters, Department of the Army

**HSC**

U.S. Army Health Services Command

**IDP**

individual development plan

**IMA**

information mission area

**ISC**

U.S. Army Information Systems Command

**IPAP**

Interagency Placement Assistance Program

**IRA**

independent reporting activity

**IREC**

Intern Requirements Executive Committee

**JTR**

Joint Travel Regulations

**LG**

lower grade

**LTT**

long-term training

**MACOM**

major Army command

**MITP**

master intern training plan

**NS**

not selected

**OJT**

on-the-job training

**OLA**

overseas limited appointment

**OPM**

Office of Personnel Management

**PAC**

professional and administrative career

**PCS**

permanent change of station

**PMI**

Presidential management intern

**PMIP**

Presidential management intern program

**PMS**

personnel management system

**QSI**

quality step increase

**RMCP**

Records Management Career Program

**RIF**

reduction in force

**RNA**  
replied not available

**RNO**  
race and national origin

**SAQ**  
supplemental applicant questionnaire

**SG**  
same grade or current grade

**SHARP**  
Severely Handicapped Recruitment Program

**SON**  
submitting office number

**SPEP**  
special employment program

**SQS**  
supplemental qualifications statement

**SSN**  
social security number

**SSPA**  
sustained superior performance appraisal

**TCP**  
Training Career Program

**TRADOC**  
U.S. Army Training and Doctrine Command

**TDA**  
tables of distribution and allowances

**TDY**  
temporary duty

**TOF**  
transfer of function

## Section II Terms

**Affirmative Action Plan**  
Action required to achieve appropriate representation of minorities, women, and disabled persons at all grade levels within the Army work force.

**Career development**  
A method of obtaining additional knowledge, skills, and abilities within a career program through training, assignment, or self-development.

**Career program**  
Specified occupational series and functional fields grouped together on the basis of population, occupational structure, grade range, and commonality of job and qualification characteristics.

**Career program employee**  
An employee whose position has been identified as being covered by an occupational

series and functional area in a career program.

**Career program registrant**  
A DA employee rated eligible for a position covered by a career program and within the area of consideration who files for referral.

**Competitive service**  
Civilian positions in the Federal Government that are not specifically excepted from the Civil Service laws by or under statute, by the President, or by OPM under civil service rules VI or IX (5 CFR part 6 and part 9).

**Courtesy referral list**  
A referral list issued by the CRO that is to be used to supplement local merit promotion or existing CRO inventories.

**Cross-command registrant**  
A DA employee registered at a MACOM referral level who applies for MACOM referral level positions at another MACOM.

**Delegated examining authority**  
An agreement between OPM and an agency authorizing that agency to recruit applicants, evaluate their qualifications, establish competitive registers of eligible candidates, and issue certificates of eligibles.

**Department of the Army Central Referral Office**  
Offices designated to develop DA-level referral rosters and administer DA career program files for particular career programs.

**Equal Employment Opportunity Program**  
A program designed to provide for appropriate work force representation and fair treatment of minorities, women, and disabled persons and to resolve charges of discrimination.

**Federal Equal Opportunity Recruitment Program**  
An agency affirmative recruitment program designed to ensure the consideration of underrepresented race, sex, and national origin groups comparable to their representation in the civilian labor market.

**Functional trainee**  
An employee occupying a local TDA position which has been engineered from a target level to a lower level and announced with indication of promotion potential. The employee receives OJT and whatever other training is deemed necessary to learn how to perform a specific job rather than the broad OJT and formal training outlined in the DA MITP. Functional trainees are not reported as interns.

**HQDA survey report**  
The product of a formal survey within DA to evaluate civilian personnel management practices and procedures used by the organizational element surveyed.

**Individual career program regulation**  
A self-contained regulation that gives functional guidance for the administration and operation of a career program. These regulations will be consolidated by publishing them as chapters in this regulation.

**Intern**  
An employee who has met all entrance requirements for an entry-level position in an established career program. The employee accepts an obligation to complete a highly structured training program and occupies a position with known potential for noncompetitive promotion to the target level.

**Journeyman position**  
A typical operating-level position within an organization. The journeyman-level position may or may not be the same grade as the target-level position. The grade of the target-level position could be established as grade GS-9 while the journeyman level in a specific organization might be classified at grade GS-11 or GS-12. The target grade depends upon the level of work assigned to the organization.

**MACOM central referral offices**  
Those MACOMs and specifically designated IRAs maintaining MACOM referral inventories.

**MACOM referral inventories**  
Central referral inventories held and administered by MACOMs or specifically designated IRAs.

**Master intern training plan**  
A detailed training plan issued by HQDA showing on-the-job training and formal courses that will prepare career interns for target-level career program positions DA-wide.

**Multiple career program registrant**  
A DA employee whose position is covered by more than one career program (e.g., Logistics Management Specialist positions covered by both the Supply and Materiel Maintenance Management Career Programs).

**Next appropriate vacancy**  
A vacancy for which the candidate has indicated geographical availability and for which the candidate has been determined to be highly qualified, as defined in AR 690-300, chapter 335.

**Nondisqualifying handicapping condition**  
Any disability that permits the candidate to perform essential functions of the job safely with allowances for reasonable accommodation, if needed.

**Outside registrant**  
Any status applicant for a DA career program position not currently employed by DA who files for referral consideration.

**Referral rosters**

A standing list of candidates for referral to positions of the same, higher, or lower grade on the basis of review and evaluation.

**Screening panels**

Operating panels that review and screen the qualifications of career program and outside registrants in order to develop a referral roster.

**Special consideration for repromotion**

Consideration given to employees for a reasonable period of time (i.e., from 2 to 4 years) to nontemporary employees who have been changed to a lower grade without personal cause and not at their own request.

**Target position**

The position in which the intern is placed when the training program is completed.

**Voluntary career program registrant**

A DA employee in a position outside career program coverage or one who is in a different career program from that in which registration is desired.

USE TYPEWRITER SIGN IN BLACK INK ATTACHMENTS ARE NOT AUTHORIZED

**PRIVACY ACT STATEMENT:** Title 5 of the US Code, sections 1302, 3301, 3304, is the authority for gathering employment data. The principal purpose of this form is to collect information needed to determine qualifications for position change (reassignment, promotion, etc.). It is in your best interest to furnish all necessary information to receive appropriate credit, although it is not mandatory to do so. Disclosure of your SSN is mandatory to obtain the services, benefits, or processes that you are seeking and is authorized by E.O. 9397. The SSN is used as an identifier throughout the period your application is valid. The use of the SSN is made necessary due to the large number of applicants who have identical names and birth dates. The information gathered through the use of the SSN will be used only when necessary in personnel administration processes carried out in accordance with established regulations and published notices of systems of records.

NAME (Last, First, MI)	AUTOVON NUMBER	SOCIAL SECURITY NUMBER	CAREER PROGRAM CODE
EMPLOYING OFFICE MAIL ADDRESS (Include office symbol and ZIP Code)	COMMERCIAL NO AND AREA CODE	S.O.N.	
	NAME (Last, First, MI) OF IMMEDIATE SUPERVISOR		
MESSAGE ADDRESS AND OFFICE SYMBOL	AUTOVON AND COMMERCIAL NUMBER OF IMMEDIATE SUPERVISOR	DATE	

**PART I - EXPERIENCE**

Describe present and previous positions held in government, industry, or military service. Start with PRESENT position and work back. List separately those positions characterized by differences in grade or in major duties, or in employing office. Include significant temporary promotion or detail for periods over 30 days (clearly identify as such in experience block used). In space provided for block 5, identify and summarize additional periods of relevant career field related experience. If needed, additional experience blocks are provided on DA Form 2302-1-R (Continuation Sheet)

1	FROM (Mo, Yr)	TO (Mo, Yr)	SERIES	GRADE	POSITION TITLE	ORGANIZATIONAL TITLE (IF SUPERVISORY)
DESCRIPTION OF WORK						

2	FROM (Mo, Yr)	TO (Mo, Yr)	SERIES	GRADE	POSITION TITLE	EMPLOYING OFFICE AND LOCATION
DESCRIPTION OF WORK						

3	FROM (Mo, Yr)	TO (Mo, Yr)	SERIES	GRADE	POSITION TITLE	EMPLOYING OFFICE AND LOCATION
DESCRIPTION OF WORK						

4	FROM (Mo, Yr)	TO (Mo, Yr)	SERIES	GRADE	POSITION TITLE	EMPLOYING OFFICE AND LOCATION
DESCRIPTION OF WORK						



NAME (Last, First, MI)		SOCIAL SECURITY NUMBER		DATE		
<b>PART I EXPERIENCE (Continued)</b>						
<b>5</b>	FROM (Mo Yr)	TO (Mo Yr)	SERIES	GRADE	POSITION TITLE	EMPLOYING OFFICE AND LOCATION
DESCRIPTION OF WORK						
<b>PART II EDUCATION (Show only formal education beyond high school)</b>						
FROM (Mo Yr)	TO (Mo Yr)	HOURS		DEGREE	MAJOR (Minor)	SCHOOL AND LOCATION (City and State)
		SEM	QTR			
<b>PART III TRAINING, SELF DEVELOPMENT, SKILLS, AND ACCOMPLISHMENTS (Include Army sponsored courses)</b>						
FROM (Mo Yr)	TO (Mo Yr)	DAYS	DESCRIPTION			LOCATION (City and State)
<b>PART IV AWARDS AND RECOGNITION</b>						
FROM (Mo Yr)	TO (Mo Yr)	KIND OF AWARD OR NATURE OF ACHIEVEMENT				AWARDING AGENCY (City and State)
STATEMENT OF EMPLOYEE THE INFORMATION I HAVE FURNISHED ON THIS FORM IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE AND BELIEF AND HAS BEEN SUBMITTED IN GOOD FAITH				DATE	SIGNATURE OF EMPLOYEE	

USE TYPEWRITER TO MAKE ENTRIES

NAME (Last, first, MI)	SOCIAL SECURITY NUMBER	CAREER PROGRAM CODE	DATE
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PART I EXPERIENCE (Continued)

INSTRUCTIONS Use this form if you need to continue Part I - Experience from DA Form 2302-R. Attach completed continuation sheet to DA Form 2302-R. Other attachments are not authorized.

<b>6</b>	FROM (Mo. Yr.)	TO (Mo. Yr.)	SERIES	GRADE	POSITION TITLE	EMPLOYING OFFICE AND LOCATION
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DESCRIPTION OF WORK

	FROM (Mo. Yr.)	TO (Mo. Yr.)	SERIES	GRADE	POSITION TITLE	EMPLOYING OFFICE AND LOCATION
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DESCRIPTION OF WORK

	FROM (Mo. Yr.)	TO (Mo. Yr.)	SERIES	GRADE	POSITION TITLE	EMPLOYING OFFICE AND LOCATION
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DESCRIPTION OF WORK

	FROM (Mo. Yr.)	TO (Mo. Yr.)	SERIES	GRADE	POSITION TITLE	EMPLOYING OFFICE AND LOCATION
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DESCRIPTION OF WORK

	FROM (Mo. Yr.)	TO (Mo. Yr.)	SERIES	GRADE	POSITION TITLE	EMPLOYING OFFICE AND LOCATION
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DESCRIPTION OF WORK



NAME (Last, First, MI)				SOCIAL SECURITY NUMBER		CAREER PROGRAM CODE		DATE		
<b>PART I - EXPERIENCE (Cont'd.)</b>										
FROM (Mo. Yr.)		TO (Mo. Yr.)		SERIES	GRADE	POSITION TITLE			EMPLOYING OFFICE AND LOCATION	
		PRESENT								
DESCRIPTION OF WORK										
FROM (Mo. Yr.)		TO (Mo. Yr.)		SERIES	GRADE	POSITION TITLE			EMPLOYING OFFICE AND LOCATION	
DESCRIPTION OF WORK										
FROM (Mo. Yr.)		TO (Mo. Yr.)		SERIES	GRADE	POSITION TITLE			EMPLOYING OFFICE AND LOCATION	
DESCRIPTION OF WORK										
FROM (Mo. Yr.)		TO (Mo. Yr.)		SERIES	GRADE	POSITION TITLE			EMPLOYING OFFICE AND LOCATION	
DESCRIPTION OF WORK										
FROM (Mo. Yr.)		TO (Mo. Yr.)		SERIES	GRADE	POSITION TITLE			EMPLOYING OFFICE AND LOCATION	
DESCRIPTION OF WORK										

**CIVILIAN CAREER PROGRAM REFERRAL RECORD**

For use of this form, see AR 690-950; the proponent agency is DCSPER

**SECTION A - REQUEST FOR CAREER REFERRAL LIST (Items 1 - 12 completed by requesting activity)**

1. REQUESTING ACTIVITY <i>(Enter complete mailing address)</i>		2. LOCAL REQUEST NUMBER	
		3. SUBMITTING OFFICE NUMBER <i>(SON)</i>	
4. CIVILIAN PERSONNEL OFFICE CONTACT	5. TELEPHONE NO. <i>(AV or other)</i>	6. DUTY STATION <i>(Activity or City and State)</i>	
7. TITLE OF VACANT POSITION <i>(Attach certified job description, enter job number)</i>		8. SERIES AND GRADE	9. CAREER PROGRAM NUMBER
10. APPRAISAL FACTORS <i>(As applicable, enter job requirements, minimum acceptable level of career appraisal elements, commodity codes, experience codes, supplemental qualifications, selective placement factors, or highly qualified rosters to be screened; and other required information)</i>			
11. LAST INCUMBENT, REASON VACATED, NEW DUTY STATION		12. SIGNATURE OF CPO/CPO REPRESENTATIVE	13. DATE

**14. SECTION B - CAREER REFERRAL LIST (Local repromotion eligibles within serviced area) (Symbols listed below)**

ACTION TAKEN SYMBOL <i>a</i>	NAME, SERIES AND GRADE OF CANDIDATES <i>b</i>

**ACTION TAKEN SYMBOLS**

NOTE: Requesting activity enters directly in front of each candidate's name the symbol describing the action taken:

S - Selected                  ANS - Available, Not Selected                  DDO - Declined Definite Offer                  RNA - Replied Not Available

**CANDIDATE CATEGORY CODES**

Candidate Category Code 1 - Reserved  
 Candidate Category Code 2 - Candidates eligible for Special Consideration for Repromotion; see AR 690-950, para 2-14.  
 Candidate Category Code 3 - Candidate eligible for Priority Consideration *(after failure to receive proper consideration if a previous promotion action which was allowed to stand)*; see AR 690-950, para 2-15.

15. SECTION C - CAREER REFERRAL LIST <i>(Special Consideration Candidates) (Symbols and Codes listed on page 1)</i>		
ACTION TAKEN SYMBOL <i>a</i>	CANDIDATE CATEGORY CODE <i>b</i>	NAME, SERIES AND GRADE OF CANDIDATES <i>c</i>

**SECTION D - CAREER REFERRAL LIST AUTHENTICATION**

**16. REFERRAL SUMMARY**

TOTAL CANDIDATES \_\_\_\_\_; FEMALE \_\_\_\_\_; MALE \_\_\_\_\_; MINORITY \_\_\_\_\_; NOT IDENTIFIED \_\_\_\_\_

a. ISSUING AUTHORITY <i>(Name, Title and Signature)</i>	b. DATE ISSUED	c. LIST NO.	d. EXPIRATION DATE

**18. SELECTING OFFICIAL AUTHENTICATION**

a. NAME OF SELECTEE <i>(No reasons are required for noncompetitive selectees)</i>		
b. TYPED NAME AND TITLE	c. SIGNATURE	d. DATE

**19. REQUESTING ACTIVITY AUTHENTICATION *(Complete when all required processing information is shown) (Return list to CRO)***

a. NAME AND TITLE OF CIVILIAN PERSONNEL REPRESENTATIVE	b. SIGNATURE	c. DATE LIST RETURNED

**20. SECTION E - CAREER REFERRAL LIST** (Competitive, reassignment, and change to lower grade candidates) (Symbols below)

Candidates for promotion, reassignment, or change to lower grade are listed below. Selecting official may select any candidate listed. If a selection is made from the promotable group, the selecting official must enter one or more job-related reasons in item 23a. Candidates contacted for interest and availability will be notified of their nonselection and the name of the candidate selected. Extensions will be approved for reasonable/logical delays if an extension is requested and approved by the CRO prior to the expiration date of the referral record. When a selection is not made prior to the expiration date, this referral list, properly annotated and signed, will be returned to the CRO within 5 workdays after the expiration date.

ACTION TAKEN SYMBOL <i>a</i>	NAME, SERIES AND GRADE OF CANDIDATES <i>b</i>

S - Selected      ANS - Available, Not Selected      DDO - Declined Definite Offer      RNA - Replied Not Available

**CAREER REFERRAL RECORD IDENTIFICATION**

TITLE OF VACANT POSITION		SERIES AND GRADE
CIVILIAN PERSONNEL OFFICE CONTACT	LOCAL REQUEST NUMBER	CRO REFERRAL LIST NO.

**20. SECTION E - CAREER REFERRAL LIST (Cont'd) (Symbols on Page 3)**

ACTION TAKEN SYMBOL <i>a</i>	NAME, SERIES AND GRADE OF CANDIDATES <i>b</i>

**SECTION F - CAREER REFERRAL LIST AUTHENTICATION**

**21. REFERRAL SUMMARY**  
 TOTAL CANDIDATES \_\_\_\_\_; FEMALE \_\_\_\_\_; MALE \_\_\_\_\_; MINORITY \_\_\_\_\_; NOT IDENTIFIED \_\_\_\_\_

**22. REFERRAL OFFICE AUTHENTICATION**

<b>a. ISSUING AUTHORITY (Name, Title and Signature)</b>	<b>b. DATE ISSUED</b>	<b>c. LIST NO.</b>	<b>d. EXPIRATION DATE</b>

**23. SELECTION STATEMENT (Completed by Selecting Official)**

**a. NAME OF SELECTEE (Provide job-related reasons if selectee is a promotable candidate)**

<b>b. TYPED NAME AND TITLE</b>	<b>c. SIGNATURE</b>	<b>d. DATE</b>

**24. REQUESTING ACTIVITY AUTHENTICATION (Complete when all required processing information is shown) (Return list to CRO)**

<b>a. NAME AND TITLE OF CIVILIAN PERSONNEL REPRESENTATIVE</b>	<b>b. SIGNATURE</b>	<b>c. DATE LIST RETURNED</b>

**Page Denied**

Next 3 Page(s) In Document Denied

**CIVILIAN CAREER PROGRAM REPROMOTION REGISTRATION**

For use of this form, see AR 690-950; the proponent agency is DCSPER

**DATA REQUIRED BY THE PRIVACY ACT OF 1974**

**AUTHORITY:** 5 US Code 3302  
**PRINCIPAL PURPOSE:** Provides management with information on eligibility of DA Career Program registrants for special consideration for repromotion.  
**ROUTINE USES:** Used by DA staff agencies, commands, and installations, as part of an applicant and referral file for civilian career program positions and to develop referral lists. Information is used for preparing reports and correspondence, responding to requests from regulatory bodies and courts, and responding to grievances and complaints regarding referral.  
**DISCLOSURE:** Disclosure of the social security number and other personal information is voluntary. However, failure to provide the requested information may result in improper identification, or nonconsideration for referral.

**PART I - IDENTIFYING DATA**

1. NAME (Last, first, MI)	4. SOCIAL SECURITY NUMBER
2. CURRENT POSITION TITLE, SERIES, GRADE	5. TELEPHONE NUMBER (AV or other)
3. OFFICIAL MAILING ADDRESS (Include ZIP Code)	6. CAREER PROGRAM TITLE AND NUMBER
	7. MAJOR COMMAND/IRA
	8. SUBMITTING OFFICE NUMBER

**PART II - ELIGIBILITY INFORMATION (Completed by employee)**

9. ELIGIBLE FOR SPECIAL CONSIDERATION FOR REPROMOTION (See AR 690-950, para. 2-14, for reason for demotion) (Check appropriate box(es))
- a. REDUCTION IN FORCE (RIF)
    - b. CORRECTION OF A CLASSIFICATION ERROR
  - c. DECLINATION OF AN OFFER OF REASSIGNMENT OUTSIDE THE COMMUTING AREA UNDER TRANSFER OF FUNCTION (TOF)
    - d. RETURN FROM OVERSEAS TOUR (I have completed an oversea assignment under terms of a preestablished agreement; was not offered another position in CONUS that would have retained my oversea grade and was placed in the lower grade position because I exercised my reemployment rights).
  - e. HANDICAPPING CONDITION
10. GRADE, SALARY, OR PAY RETENTION STATUS (Check one and enter all requested information)
- a.  I AM  AM NOT RECEIVING A GRADE, PAY OR SALARY RETENTION BENEFIT
  - b. MY RETAINED GRADE, PAY OR SALARY IS \_\_\_\_\_
  - c. THE DATE OF MY CHANGE TO LOWER GRADE, OR THE DATE I BEGAN TO RECEIVE MY GRADE, SALARY OR PAY RETENTION BENEFIT WAS \_\_\_\_\_ (Use effective date of SF 50)

**PART III - REFERRAL DESIRES AND CPO CERTIFICATION (Completed by employee)**

11. APPLICATION STATUS (Check one)
- INITIAL SUBMISSION       CHANGE IN REFERRAL DESIRES       ELIGIBILITY CHANGE
12. REFERRAL DESIRES AND CPO QUALIFICATION DETERMINATION. EMPLOYEE WILL INDICATE IN COLUMN A THE POSITION TITLE, SERIES, AND GRADE(S), AND IN COLUMN B ANY SPECIALTIES FOR WHICH HE OR SHE DESIRES REFERRAL FOR REPROMOTION. CPO WILL CERTIFY IN COLUMN C, QUALIFIED, OR IN COLUMN D, NOT QUALIFIED. (Q for qualified, NQ for not qualified) (See Part V below).

POSITION TITLE, SERIES, GRADE <i>a</i>	SPECIALTY <i>b</i>	QUAL <i>c</i>	NOT QUAL <i>d</i>

12. (Continued)

POSITION TITLE, SERIES, GRADE <i>a</i>	SPECIALTY <i>b</i>	QUAL <i>c</i>	NOT QUAL <i>d</i>

13. OPTIONAL REFERRAL CATEGORIES

- a.  I AM  AM NOT AVAILABLE FOR STAFF POSITIONS
- b.  I AM  AM NOT AVAILABLE FOR SUPERVISORY POSITIONS

**PART IV - EMPLOYEE STATEMENT** (Completed by employee)

14. a. INFORMATION IN PART II IS ACCURATE AND COMPLETE. PART III ACCURATELY REFLECTS MY DESIRES FOR REFERRAL. DA FORM 4338-R (Civilian Career Program Availability Statement), DA FORM 2302-R (Civilian Career Program Qualification Record) AND SF FORM 50 (Notification of Personnel Action) ARE ATTACHED.
- b. I UNDERSTAND THAT MY SPECIAL CONSIDERATION FOR REPROMOTION WILL CEASE IF I DECLINE A VALID OFFER. (REPROMOTION CONSIDERATION WILL CEASE AT AND BELOW THE GRADE LEVEL OFFERED)
- c. I UNDERSTAND THAT I WILL BE CONSIDERED FOR REPROMOTION TO POSITIONS IN THE PAY SCHEDULE OF THE POSITION FROM WHICH I WAS DEMOTED. FOR THIS PURPOSE, THE GS AND GM PAY SYSTEMS ARE CONSIDERED ONE PAY SCHEDULE.
- d. I DESIRE MACOM LEVEL PROMOTION CONSIDERATION BY THE MACOM/IRA(s) CHECKED BELOW. (See Table B-2 for addresses). (Complete ONLY if referral at the MACOM level is desired).
- USACE     USAISC     AMC     FORSCOM     HSC     INSCOM     EUSA     MDW
- MTMC     TRADOC     TSA     USAREUR     WESTCOM     USARJ     USAFAC

15. SIGNATURE OF EMPLOYEE

16. DATE

**PART V - CPO STATEMENT** (Completed by CPO)

17. THE EMPLOYEE MEETS OPM HANDBOOK X-118 QUALIFICATION STANDARDS AND CRITERIA FOR REPROMOTION CONSIDERATION FOR THE SERIES AND GRADE(S) FOR WHICH HE/SHE IS CERTIFIED AS QUALIFIED IN PART III. THE EMPLOYEE HAS BEEN ADVISED OF ANY NOT QUALIFIED DETERMINATIONS WHICH WERE MADE.
18. THIS CIVILIAN PERSONNEL OFFICE WILL ADVISE THE APPROPRIATE CENTRAL REFERRAL OFFICE(S) OF ANY ACTION WHICH CHANGES THE EMPLOYEE'S ELIGIBILITY FOR REFERRAL FOR SPECIAL CONSIDERATION FOR REPROMOTION.

19. SIGNATURE OF CIVILIAN PERSONNEL OFFICE REPRESENTATIVE

20. TELEPHONE NO.

21. DATE

**PART VI - ELIGIBILITY CHANGE** (Completed by CPO)

22. EMPLOYEE'S ELIGIBILITY FOR REPROMOTION CONSIDERATION HAS CHANGED AS FOLLOWS (Check one and enter all requested information)
- EMPLOYEE DECLINED A VALID OFFER AT GRADE \_\_\_\_\_
  - EMPLOYEE HAS BEEN REPROMOTED TO GRADE \_\_\_\_\_
  - EFFECTIVE \_\_\_\_\_, EMPLOYEE IS NO LONGER RECEIVING A GRADE, SALARY, OR PAY RETENTION BENEFIT.

EMPLOYEE HAS BEEN ADVISED ABOVE ELIGIBILITY CHANGE IS BEING SUBMITTED.

23. SIGNATURE OF CIVILIAN PERSONNEL OFFICE REPRESENTATIVE

24. TELEPHONE NO.

25. DATE



<b>CTED CAREER INTERN SPACE REQUIREMENTS</b> For use of this form, see AR 690-950; the proponent agency is ODCSPER.			<b>REQUIREMENTS CONTROL</b> <b>SYMBOL-CSGPA-1609</b>
ADDRESS (MACOM/HQDA STAFF ACTIVITY/IRA)			FISCAL YEAR
CAREER PROGRAM NUMBER AND TITLE  <i>a</i>	CTED SPACE ALLOCATIONS (Current FY)  <i>b</i>	CHANGES MADE UNDER 20% FLEXIBILITY  <i>c</i>	REQUIREMENTS FOR CTED SPACES FOR THE NEXT FY  <i>d</i>
10. CIVILIAN PERSONNEL ADMINISTRATION			
11. COMPTROLLER			
12. SAFETY MANAGEMENT a. ENGINEER b. OTHER			
13. SUPPLY MANAGEMENT			
14. CONTRACTING AND ACQUISITION			
15. QUALITY AND RELIABILITY ASSURANCE			
17. MATERIEL MAINTENANCE MANAGEMENT			
18. ENGINEERS AND SCIENTISTS a. RESOURCES AND CONSTRUCTION b. NON-CONSTRUCTION			
19. INTELLIGENCE			
20. AMMUNITION SURVEILLANCE			
21. LIBRARIANS			
22. PUBLIC AFFAIRS AND COMMUNICATIONS MEDIA			
23. AUTOMATIC DATA PROCESSING			
24. TRANSPORTATION MANAGEMENT			
25. COMMUNICATIONS			
26. MANPOWER AND FORCE MANAGEMENT			
27. HOUSING MANAGEMENT			
28. EQUAL EMPLOYMENT OPPORTUNITY			
29. COMMISSARY MANAGEMENT			
30. RECORDS MANAGEMENT			
31. EDUCATION SERVICES			
32. TRAINING			
33. AMMUNITION SPECIALIST			

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**34. JUSTIFICATION** (*If additional space is needed, use separate sheet(s)*).

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**INSTRUCTIONS**

- Column a:** Identifies DOD and DA Career Program. **NOTE:** Career Program 16, Education and Training, has been deleted. The two occupational fields are identified separately as Career Programs 31 and 32.
- Column b:** Enter the number of CTED interns which were allocated to your command by career program for current FY.
- Column c:** Complete this column only when spaces have been changed from one career program to another career program under the 20% flexibility provision. Leave blank if no change has been made to column b.
- Column d:** Enter total CTED intern requirements for the next FY by career program. This figure should include any AMOD, PMI or regular interns who will be on board during the next FY plus any additional intern requirements for the next FY.
- Item 34:** Separate justification will be submitted for each career program where intern spaces are being requested. Justify all intern requirements, not just requirements above the current FY allocation. Give reason if future requirements are less than current FY allocation. Requests for central intern(s) will identify any mission changes, procurement of equipment or other factors which will affect the requirement for interns. Use continuation sheet(s) as necessary.

**DA EMPLOYMENT AND MOBILITY AGREEMENT FOR DA CTED INTERNS**

*(Not to be used for Schedule B Interns)*

For use of this form, see AR 690-950; the proponent agency is ODCSPER.

Execution of the following agreement is required as a condition of employment upon entrance into the position of \_\_\_\_\_ in the \_\_\_\_\_ career program.  
*(Position title, series and grade)*

Selection for the position is contingent upon the selectee's timely execution of this agreement.

1. Management acknowledges the obligation to exercise judgment and integrity in providing required training and directing permanent placement for interns.
2. The intern understands:
  - a. The requirements of the intern training plan for the career program which are set forth in the career program regulation AR 690-950- \_\_\_\_ .
  - b. Location of Initial Training Site: \_\_\_\_\_
  - c. Entrance on Duty (EOD) Date: \_\_\_\_\_
  - d. Normal duration of training: \_\_\_\_\_ *(may be lengthened not to exceed 6 months IAW AR 690-950, chap 3.)*
  - e. During tenure in the Career Intern Program, promotions are dependent upon successful performance and completion of required training and recommendation by the supervisor, as follows:

- |                                 |                        |
|---------------------------------|------------------------|
| (1) Entry Grade _____           | (2) Target Grade _____ |
| (3) Minimum Time to Grade _____ | is _____ months.       |
| (4) Minimum Time to Grade _____ | is _____ months.       |
| (5) Minimum Time to Grade _____ | is _____ months.       |
| (6) Minimum Time to Grade _____ | is _____ months.       |

f. Activity Career Program Manager (ACPM) will certify successful completion of training prior to promotion to target level.

g. Promotion beyond the target grade will be consistent with the Office of Personnel Management's merit promotion policy, appropriate DA career management regulations, and local merit promotion plans.

h. Normally, interns are expected to remain with the Department of the Army for a period equal to the length of their training.

3. The intern understands and agrees to accept:

a. Permanent Changes of Station (PCS) and temporary training or developmental assignments at various installations and training sites during the internship as directed by the Command Career Program Manager or DA Functional Chief in \_\_\_\_\_ career program.

b. Assignment to a permanent duty location (PDL) wherever management determines to be appropriate prior to or upon completion of the internship. Intern preferences for PDL will be considered.

4. Appropriate pay adjustments will be provided in the inservice placement of current Federal employees within the entry level grade for which selected and initial PCS benefits will be provided under controlling regulations.

5. Authorized travel and transportation expenses incident to temporary duty or PCS, after EOD, will be borne by the Federal Government.

6. Failure to comply with this agreement may result in separation in accordance with applicable regulations.

7. This agreement may be terminated or modified by HQDA(PECC-TDP) with the concurrence of the civilian personnel director or designated representative at the command level at which the agreement is approved for reasons which are in the best interests of the Army by issuing a written notice to that effect.

8. The intern, or the activity on behalf of the intern, may request in writing release from provisions of the agreement through command channels to HQDA(PECC-TDP) in the event that subsequent circumstances become such that undue hardships or gross inequity would result if release were not granted. (See AR 690-950, chap 3.)

\_\_\_\_\_  
INTERN'S SIGNATURE

\_\_\_\_\_  
DATE

\_\_\_\_\_  
CIVILIAN PERSONNEL REPRESENTATIVE'S SIGNATURE

\_\_\_\_\_  
DATE

**DA EMPLOYMENT AND MOBILITY AGREEMENT FOR DA CTED INTERNS—SCHEDULE B**

For use of this form, see AR 690-950; the proponent agency is DCSPER.

Execution of the following agreement is required as a condition of employment upon entrance into the position of \_\_\_\_\_ in the \_\_\_\_\_ career program.  
*(Position title, series and grade)*

Selection for the position is contingent upon the selectee's timely execution of this agreement.

1. Management acknowledges the obligation to exercise judgment and integrity in providing required training and directing permanent placement for interns.

2. The intern understands:

a. The requirements of the intern training plan for the career program which are set forth in the career program regulation AR 690-950- \_\_\_\_ .

b. Location of Initial Training Site: \_\_\_\_\_

c. Entrance on Duty (EOD) Date: \_\_\_\_\_

d. Normal duration of training: \_\_\_\_\_ *(may be lengthened not to exceed 6 months IAW AR 690-950, chap 3.)*

e. Promotions are dependent upon meeting time-in-grade requirement, successful completion of training assignment under the Individual Development Plan (IDP), and supervisory and Activity Career Program Manager (ACPM) recommendation for promotion. Prior to promotion to GS-9, interns who do not have personal competitive status and reinstatement eligibility must be recommended for conversion to the competitive service and for promotion by the supervisor and ACPM; they must also be certified and within reach at the GS-9 level from an Office of Personnel Management (OPM) register. Interns who have personal competitive status and reinstatement eligibility must compete under local merit promotion procedures for the GS-9 level if the promotion will place the intern at a higher level than the highest grade previously held in a nontemporary position in the competitive Federal Service.

(1) Entry Grade \_\_\_\_\_ (2) Target Grade \_\_\_\_\_

(3) Minimum Time to Grade \_\_\_\_\_ is \_\_\_\_\_ months.

(4) Minimum Time to Grade \_\_\_\_\_ is \_\_\_\_\_ months.

(5) Minimum Time to Grade \_\_\_\_\_ is \_\_\_\_\_ months.

(6) Minimum Time to Grade \_\_\_\_\_ is \_\_\_\_\_ months.

f. ACPM will certify successful completion of training prior to promotion to target level.

g. Promotion beyond the target grade will be consistent with OPM's merit promotion policy, appropriate DA career management regulations, and local merit promotion plans.

h. Normally, interns are expected to remain with the Department of the Army for a period equal to the length of their training.

3. The intern understands and agrees to accept:

a. Permanent Changes of Station (PCS) and temporary training or developmental assignments at various installations and training sites during the internship as directed by the Command Career Program Manager or DA Functional Chief in \_\_\_\_\_ career program.

b. Assignment to a permanent duty location (PDL) wherever management determines to be appropriate prior to or upon completion of internship. Intern preferences for PDL will be considered.

4. Appropriate pay adjustments will be provided in the inservice placement of current Federal employees within the entry level grade for which selected and initial PCS benefits will be provided under controlling regulations.

5. Authorized travel and transportation expenses incident to temporary duty or PCS, after EOD, will be borne by the Federal Government.

6. Failure to comply with this agreement may result in separation in accordance with applicable regulations.

7. This agreement may be terminated or modified by HQDA(PECC-TDP) with the concurrence of the civilian personnel director or designated representative at the command level at which the agreement is approved for reasons which are in the best interests of the Army by issuing a written notice to that effect.

8. The intern, or the activity on behalf of the intern, may request in writing release from provisions of the agreement through command channels to HQDA(PECC-TDP) in the event that subsequent circumstances become such that undue hardships or gross inequity would result if release were not granted. (See AR 690-950, chap 3.)

\_\_\_\_\_  
INTERN'S SIGNATURE

\_\_\_\_\_  
DATE

\_\_\_\_\_  
CIVILIAN PERSONNEL REPRESENTATIVE'S SIGNATURE

\_\_\_\_\_  
DATE

---

**DEPARTMENT OF THE ARMY  
PRESIDENTIAL MANAGEMENT INTERN MOBILITY AGREEMENT**

For use of this form, see AR 690-950; the proponent agency is DCSPER.

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1. Execution of the following agreement is required as a condition of participation in the Department of the Army's (DA) Presidential Management Intern Program (PMIP).
  
2. Management acknowledges the obligations to exercise judgment and integrity in providing required training and directing placement for interns. Authorized travel and transportation expenses incident to temporary duty assignments to attend formal training courses or participate in on-the-job training assignments will be borne by the Federal Government. In the event final placement is at a location other than the training site, Permanent Change of Station (PCS) will be provided under controlling regulations.
  
3. The following information is applicable to this internship assignment:
  - a. Career Program covering position: \_\_\_\_\_
  - b. Title, series code, and grade of entry position: \_\_\_\_\_
  - c. Location of training site: \_\_\_\_\_
  - d. Entrance on duty date: \_\_\_\_\_
  
4. The intern understands the following:
  - a. The internship is a two-year program in which the intern is required to actively engage in all planned training assignments.
  
  - b. Intern may be promoted to the GS-11 level upon recommendation of the intern's supervisor that the intern has completed all requirements of the Individual Development Plan (IDP) and fully demonstrates by the quality of his/her performance to have the potential to effectively perform at the GS-11 level. Minimum period prior to promotion is twelve months.
  
  - c. Intern may be promoted to a GS-12 position following conversion to a career-conditional or career appointment based on the supervisor's recommendation and Activity Career Program Manager (ACPM) certification that the intern has completed all requirements of the IDP and fully demonstrates by the quality of his/her performance to have the potential to effectively perform at the GS-12 level.
  
  - d. If the intern is reassigned to a different career program, the conditions in paragraphs 4b and/or c above must be met prior to promotion.
  
  - e. Intern may be assigned prior to or upon completion of the internship to a position consistent with the IDP which may involve a PCS based upon the availability of an appropriate position at that time. Intern preferences for this PCS will be considered.
  
  - f. Failure to comply with this agreement may result in separation in accordance with applicable regulations.

**g. If the intern resigns from the PMIP, he/she may not be reinstated except through normal Civil Service competitive procedures.**

**h. This agreement may be terminated or modified by HQDA (PECC-TDP) with the concurrence of the civilian personnel director or designated representative at the command level at which the agreement is approved for reasons which are in the best interests of the Army by issuing a written notice to that effect.**

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**REQUIRED SIGNATURES**

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**INTERN** **DATE**

**ACPM** **DATE**

**CIVILIAN PERSONNEL REPRESENTATIVE** **DATE**









**PART V - JUSTIFICATION (Cont'd)**

<b>NAME (Last, first, MI)</b>	<b>SOCIAL SECURITY NO.</b>	<b>DATE</b>
-------------------------------	----------------------------	-------------

<b>ELEMENT NUMBER</b>	<b>ELEMENT TITLE</b>
-----------------------	----------------------

**EMPLOYEE JUSTIFICATION**

EMPLOYEE USES THIS BLOCK TO JUSTIFY \_\_\_\_\_ LEVEL SELF-RATINGS, OR TO JUSTIFY RATINGS WHEN SUPERVISOR ASSIGNS AN "N" RATING.

EMPLOYEE'S INITIALS \_\_\_\_\_ DATE \_\_\_\_\_

**SUPERVISOR JUSTIFICATION**

SUPERVISOR USES THIS BLOCK TO JUSTIFY \_\_\_\_\_ LEVEL RATINGS, OR TO EXPLAIN LOWERED RATINGS.

SUPERVISOR'S INITIALS \_\_\_\_\_ DATE \_\_\_\_\_

**PART V - JUSTIFICATION (Cont'd)**

<b>NAME (Last, first, MI)</b>		<b>SOCIAL SECURITY NO.</b>	<b>DATE</b>
<b>ELEMENT NUMBER</b>	<b>ELEMENT TITLE</b>		

**REVIEWER JUSTIFICATION**

REVIEWER USES THIS BLOCK TO JUSTIFY \_\_\_\_\_ LEVEL RATINGS OR TO EXPLAIN LOWERED RATINGS

REVIEWER'S INITIALS \_\_\_\_\_ DATE \_\_\_\_\_

**VOLUNTARY REGISTRANT INFORMATION**

ACTIVITY OR MACOM CPM USES THIS BLOCK TO SUMMARIZE INFORMATION THAT MAY BE USEFUL IN ASSISTING THE RATING PROCESS (Identify the sources of the information, i.e., first hand knowledge, was a previous supervisor, etc.)

ACTIVITY OR MACOM CPM INITIALS \_\_\_\_\_ DATE \_\_\_\_\_

<b>CIVILIAN CAREER PROGRAM REFERRAL STATUS SUMMARY</b> <small>For use of this form, see AF 690-950; the proponent agency is DCSPER.</small>		<i>Requirements Control Symbol</i> <b>CSGPA-1424</b>	
<b>CAREER PROGRAM NAME AND NUMBER</b>		<b>QUARTER</b>	<b>FISCAL YEAR</b>
<b>CENTRAL REFERRAL OFFICE (CRO)</b>	<b>POINT OF CONTACT</b>	<b>TELEPHONE NUMBER</b>	

**REFERRAL REQUESTS**

NUMBER OF REFERRAL REQUESTS ON HAND AT BEGINNING OF QUARTER *(Include courtesy referral requests):* \_\_\_\_\_

NUMBER OF REFERRAL REQUESTS RECEIVED DURING REPORTING QUARTER: \_\_\_\_\_

NUMBER OF REFERRAL LISTS RELEASED OR CANCELLED DURING REPORTING QUARTER:

TOTAL RELEASED \_\_\_\_\_

TOTAL CANCELLED \_\_\_\_\_

CALENDAR DAYS FROM RECEIPT TO RELEASE OF ALL REFERRAL LISTS ISSUED: \_\_\_\_\_

REFERRAL REQUESTS REMAINING ON HAND AT END OF REPORTING QUARTER: \_\_\_\_\_

NUMBER OF REFERRAL REQUESTS ON HAND FOR THE TIME PERIODS INDICATED: NUMBER ON HAND

0 - 15 DAYS \_\_\_\_\_

16 - 30 DAYS \_\_\_\_\_

31 - 45 DAYS \_\_\_\_\_

46 - 60 DAYS \_\_\_\_\_

60 OR MORE DAYS \_\_\_\_\_

CUMULATIVE FISCAL YEAR TOTALS: LISTS RELEASED REQUESTS CANCELLED

1ST QUARTER \_\_\_\_\_

2ND QUARTER \_\_\_\_\_

3RD QUARTER \_\_\_\_\_

4TH QUARTER \_\_\_\_\_

**REMARKS**

<b>REFERRAL AND SELECTION DATA SUMMARY</b>				<i>Requirements Control Symbol SAOSA 187(R1)</i>	
For use of this form, see AR 690-950; the proponent agency is DCSPER					
CAREER PROGRAM CODE	GRADE/TYPE OF SELECTION	LIST NUMBER	QUARTER	FISCAL YEAR	
CENTRAL REFERRAL OFFICE		MACOM	NUMBER OF POSITIONS TO BE FILLED		

PART I - DA PROMOTION CANDIDATES									
RNO	REFERRED			DDO/RNA		ANS		SELECTED	
	M	F	TOT	M	F	M	F	M	F
AMERICAN INDIAN/ ALASKAN NATIVE									
ASIAN/PACIFIC ISLANDER									
BLACK									
HISPANIC									
WHITE									
<b>SUBTOTAL</b>									

PART III - NON-DA PROMOTION CANDIDATES									
	REFERRED			DDO/RNA		ANS		SELECTED	
	M	F	TOT	M	F	M	F	M	F

DA PROMOTION CANDIDATES NOT IDENTIFIED			
REFERRED	DDO/RNA	ANS	S

NON-DA PROMOTION CANDIDATES NOT IDENTIFIED			
REFERRED	DDO/RNA	ANS	S

PART II - DA REASSIGNMENT CANDIDATES									
RNO	REFERRED			DDO/RNA		ANS		SELECTED	
	M	F	TOT	M	F	M	F	M	F
AMERICAN INDIAN/ ALASKAN NATIVE									
ASIAN/PACIFIC ISLANDER									
BLACK									
HISPANIC									
WHITE									
<b>SUBTOTAL</b>									

PART IV - NON-DA REASSIGNMENT CANDIDATES									
	REFERRED			DDO/RNA		ANS		SELECTED	
	M	F	TOT	M	F	M	F	M	F

DA REASSIGNMENT CANDIDATES NOT IDENTIFIED			
REFERRED	DDO/RNA	ANS	S

NON-DA REASSIGNMENT CANDIDATES NOT IDENTIFIED			
REFERRED	DDO/RNA	ANS	S

- 1/ RNO - Race, national origin
- 2/ DDO - Declined definite offer
- 3/ RNA - Replied not available
- 4/ ANS - Available not selected
- 5/ S - Selected

NOTE: Report change to lower grade candidates under Part II and Part IV as applicable.

**COVER SHEET FOR CAREER INTERN INDIVIDUAL DEVELOPMENT PLAN**

For use of this form, see AR 690-950; the proponent agency is DCSPER.

NAME OF INTERN		CAREER PROGRAM	ENTRANCE ON DUTY DATE
OFFICE ADDRESS			OFFICE TELEPHONE
ENTRY POSITION TITLE/SERIES/GRADE		TARGET POSITION TITLE/SERIES/GRADE	
<b>GENERAL PERFORMANCE APPRAISAL SYSTEM (GPAS) SCHEDULE</b>			
RATING PERIOD (DATES)		EVALUATOR'S NAME	
SIGNATURE OF INTERN		SIGNATURE OF ACTIVITY CAREER PROGRAM MANAGER	
SIGNATURE OF SUPERVISOR		SIGNATURE OF EMPLOYEE DEVELOPMENT SPECIALIST	



<b>RACE/NATIONAL ORIGIN (RNO) REPORT</b> <small>For use of this form, see AR 690-950; the proponent agency is DCSPER.</small>			<b>REQUIREMENT CONTROL SYMBOL</b> <i>CSGPA-1642 (R1)</i>		
1. REPORTING PERIOD FROM: TO:		2. MISSING DATA		3. NAME OF MACOM/IRA CONTACT AND PHONE NUMBER	
5. ADDRESS OF SUBMITTING OFFICE			6. OCCUPATIONAL TITLE/CAREER PROGRAM CODE AND SERIES  GS- / / / / /		7. GRADE LEVEL(S)
					8. <input type="checkbox"/> INTERN <input type="checkbox"/> NON-INTERN

9. NUMBER OF QUALIFIED* APPLICANTS BY ZONE** BY SEX AND RNO																												
DESIGNATION CATEGORY	NY		CR		CH		PH		SL		BN		AL		SE		DN		AT		DA		PC		SF		WAO	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
A. Black, not of Hispanic Origin																												
B. Hispanic Origin																												
C. White, not of Hispanic Origin																												
D. Other Qualified Applicants																												
Zone Totals																												

\* Only those applicants who meet the appropriate qualification requirements for the position.  
 \*\* Zone definitions are on the reverse side of this form.

10. NUMBER OF APPOINTEES BY ZONE** BY SEX AND RNO																													
DESIGNATION CATEGORY	NY		CR		CH		PH		SL		BN		AL		SE		DN		AT		DA		PC		SF		WAO		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
A. Black, not of Hispanic Origin																													
B. Hispanic Origin																													
C. White, not of Hispanic Origin																													
D. Other Qualified Applicants																													
Zone Totals																													

11. DECLINATION OF MINORITY SELECTEES BY ZONE** BY SEX AND RNO																													
DESIGNATION CATEGORY	NY		CR		CH		PH		SL		BN		AL		SE		DN		AT		DA		PC		SF		WAO		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
A. Black, not of Hispanic Origin																													
B. Hispanic Origin																													
Zone Totals																													

12. NUMBER OF NON-BLACK/NON-HISPANIC VETERANS WHO BLOCKED THE SELECTION OF A BLACK OR HISPANIC																									
--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

## OPM Regional Offices

## Geographic Jurisdiction

## \*\*Zone Code

Eastern Regional Office 26 Federal Plaza New York, New York 10278	New York; New Jersey ( <i>Except Camden County</i> )  Puerto Rico; Virgin Islands	NY  CR
Great Lakes Regional Office 230 South Dearborn Street Chicago, Illinois 60604	Illinois ( <i>except Madison and St. Clair Counties</i> ); Indiana ( <i>except Clark and Floyd Counties</i> ); Scott County, Iowa; Michigan; Minnesota ( <i>except Clay County</i> ); Ohio ( <i>except Belmont, Jefferson and Lawrence Counties</i> ); Wisconsin; Henderson, Boone, Campbell and Kenton Counties, Kentucky	CH
Mid-Atlantic Regional Office William J. Green, Jr. Federal Building 600 Arch Street Philadelphia, Pennsylvania 19106	Delaware; Maryland ( <i>except Prince George's, Charles and Montgomery Counties</i> ); Pennsylvania; Virginia ( <i>except Arlington, Fairfax, Loudoun, Stafford, Prince William and King George Counties</i> ); West Virginia; Belmont, Jefferson and Lawrence Counties, Ohio; Camden County, New Jersey	PH
Mid-Continent Regional Office 300 Old Post Office Building 815 Olive Street St. Louis, Missouri 63101	Iowa ( <i>except Scott County</i> ); Kansas; Missouri; Nebraska; Madison and St. Clair Counties, Illinois	SL
New England Regional Office John J. McCormack Post Office and Courthouse Boston, Massachusetts 02109	Connecticut; Maine; Massachusetts; New Hampshire; Rhode Island; Vermont	BN
Northwest Regional Office Federal Building 915 Second Avenue Seattle, Washington 98174	Alaska  Idaho; Oregon; Washington	AL  SE
Rocky Mountain Regional Office Denver Federal Center, Bldg. 20 Denver, Colorado 80225	Colorado; Montana; North Dakota; South Dakota; Utah; Wyoming; Clay County, Minnesota	DN
Southeast Regional Office 75 Spring Street, S. W. Atlanta, Georgia 30303	Alabama; Florida; Georgia; Kentucky ( <i>except Henderson, Boone, Campbell and Kenton Counties</i> ); Mississippi; North Carolina; South Carolina; Tennessee; Crittenden County, Arkansas; Floyd and Clark Counties, Indiana	AT
Southwest Regional Office 1100 Commerce Street Dallas, Texas 75242	Arkansas ( <i>except Crittenden County</i> ); Louisiana; New Mexico; Oklahoma; Texas	DA
Western Regional Office 525 Market Street 23rd Floor San Francisco, California 94105	Hawaii; Guam; Pacific Ocean Area  Arizona; California; Nevada	PC  SF
Washington, D. C. Area Office 1900 E Street, N. W. Washington, D. C. 20415	Washington Metropolitan Area ( <i>District of Columbia; Charles, Montgomery and Prince George's Counties, Maryland; the cities of Alexandria, Fairfax and Falls Church, Virginia; and Arlington, Fairfax, Loudoun, Stafford, Prince William and King George Counties, Virginia; overseas area (except Pacific Ocean Area)</i> )	WAO

**TRAINING PROGRAM OUTLINE FOR RECORDS MANAGEMENT-PHASE I**

For use of this form, see AR 690-950; the proponent agency is DCSPER

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<b>Phase I (NTE 3 months)</b>						
1. General Administration	B, D, RR, SA		At the end of Phase I, the intern will be able to-			
a. Employment orientation. (1) Appointment status. (2) Employee Benefits. (3) Career program.		5%	1. Understand provisions, benefits, and responsibilities of federal employment and provisions of Army Civilian Career Programs.			
b. Agency organizational structure and mission. (1) Organization of the Department of the Army. (2) Organization of the Major Army Commands (MACOM). (3) Organization of the Office of the Assistant Chief of Staff for Information Management.		10%	2. Describe organizational structure and mission of DA, MACOMs, ACSIM, and activity to which assigned.			
c. Organization and mission of activity to which assigned.		5%	3. Understand and describe the current concepts of recordskeeping and information resource management in the Department of the Army and the Federal Government.			
d. Creation and Concepts of the Information Mission Area.		10%				
e. Functions of Army Records Management.		10%				
f. The Federal Records Act of 1950.		10%				
g. The Paperwork Reduction Act of 1980.		10%				
h. Lead agencies of the Federal Government for information Management: (1) Office of Budget and Management. (2) General Accounting Office. (3) General Services Administration. (4) National Archives and Records Administration.		10%				

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<p>2. Records Management.</p> <p>This segment consists primarily of Army correspondence courses administered by the Soldier Support Center complemented with appropriate on-the-job discussions and hands-on application. The intern should be registered for <u>ALL</u> of the following courses during Phase I. Completion realistically should extend into Phase II due to grading and other administrative processing time lags.</p> <p>a. AG 400 Army Records Management Program.</p> <p>b. AG 401 Mail Management.</p> <p>c. AG 402 Distribution Management.</p> <p>d. AG 403 Files Maintenance and Disposition.</p> <p>e. AG 404 Modern Army Recordskeeping System (MARKS).</p> <p>f. AG 405 Military Correspondence.</p> <p>g. AG 406 Forms Management.</p> <p>h. AG 409 Freedom of Information and Privacy Acts.</p>	<p>B, D, DEM, RR, SA</p> <p>Reading Self Study</p>	<p>2%</p> <p>1%</p> <p>1%</p> <p>2%</p> <p>2%</p> <p>1%</p> <p>1%</p> <p>2%</p>	<p>At the end of this segment, the intern will possess general understanding of the following:</p> <p>1. Inactive and retired records operations.</p> <p>2. Factors that must be considered and the processes involved in a records management survey.</p> <p>3. Procedures for requesting office automation equipment.</p> <p>4. Freedom of Information Act and Privacy Act programs, and their legal implications.</p> <p>5. Methods of file maintenance, including the investigation of problems of files maintenance, cut off, retention schedules, disposal, retirement to holding area and records centers, and archival accessioning.</p> <p>6. Management and administrative control systems involving:</p> <p>a. Administrative procedures.</p> <p>b. Correspondence methods.</p> <p>c. Mail handling procedures.</p> <p>7. Security classification rules, historical guidelines for declassification, staffing procedure, and continued security protection.</p> <p>8. Physical media used for records, including justification for and methods of requesting non-standard filing equipment.</p>			

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<p>i. AG 410 Wordprocessing.</p> <p>j. AG 411 Micrographics.</p> <p>k. AG 21 Publications Management.</p> <p>3. Formal Training.</p> <p>a. Intern Leadership Development for course. (prescribed)</p> <p>b. Any Phase II formal training courses with course starting dates which indicate scheduling in the Phase I time block.</p>	C	<p>1%</p> <p>15%</p>	<p>9. Procedures for determining whether proposed forms are essential, or can be simplified, consolidated with existing ones, or standardized for wider use.</p> <p>10. Identification of data elements appearing in forms for integration into the Army Corporate Data Base and Federal Information Location System (FILS).</p> <p>11. Methods for processing, disseminating, and controlling the flow of information.</p> <p>12. Benefits and interfaces of automatic data processing with respect to records management.</p> <p>At the end of this segment, the intern will possess an academic understanding of Army leadership doctrine as it applied to the civilian component of the force structure.</p>			



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<p>3. <u>Concepts of Office Technology (AINFO730)</u>. This course is designed to provide a practical view of the uses and management of modern office technology. It examines the concept, design, and management of word processing and other office information systems, emphasizing practical solutions to problems. The roles of different office systems are analyzed, with emphasis on word processing and microcomputers. Special topics such as micrographics, data processing, communications and optical character recognition as related to word processing and the office information handling environment are discussed. The following topics are addressed in detail: "Centralized versus Decentralized Management," "Problems of Technology Personnel," "Office Environment," and "Productivity."</p>		40	<p>3. Upon completion of this course, the participants will:</p> <ul style="list-style-type: none"> <li>a. understand word processing and office technologies, and know how to select types of equipment most suited to particular needs;</li> <li>b. know the techniques of determining information processing requirements including the particular characteristics of different types of equipment;</li> <li>c. understand the basic methods of design, cost justification, installation, and management of small office systems;</li> <li>d. anticipate the future trends in word processing and office automation; and</li> <li>e. know where to obtain more information on office systems and how to apply this knowledge to practical office management problems.</li> </ul>			
<p>4. <u>Information Access Laws (AINFO856)</u>. This course explains the functions and interrelationships of Federal laws which regulate the custody, access, management, and disclosure of information held by Federal agencies. This course also analyzes the foundation of laws which govern Federal information, explains legislative histories and significant court cases, provides participants with the principles judges use, and enables access officials to obey the laws of the land in access cases.</p>		16	<p>4. Upon completion of this course, the participants will understand how to determine access policies and adjudicate access cases while reducing their chances of being sued in the Federal courts.</p>			
<p>5. <u>Micrographics Management Techniques (AINFO745)</u>. This is the "technical version" of Image Processing (AINFO770) pertaining solely to microform technique.</p>		8	<p>5. Upon completion of this course, the participants will be able to:</p> <ul style="list-style-type: none"> <li>a. Process COM applications; and</li> <li>b. Process source document microform applications.</li> </ul>			

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<p>6. <u>Implementation of the Freedom of Information and Privacy Acts (APUAP855)</u>. This 2-day seminar provides the participants with a basic introduction to the provisions of both the Freedom of Information Act (FOIA) and the Privacy Act. The seminar consists of a summary of each act, workshop on processing requests, discussions of administrative considerations, and an analysis of the interaction between the acts. In addition, the participants' specific concerns will be addressed.</p>		16	<p>6. Upon completion of this course, the participant will be able to:</p> <ul style="list-style-type: none"> <li>a. identify situations in which disclosure is appropriate.</li> <li>b. recognize situations in which records may be withheld; and</li> <li>c. interpret the provisions of these Acts and the guidelines issued by the Department of Justice and the Office of Management and Budget.</li> </ul>			
<p>7. <u>Image Processing: Technology and Applications (AINFO770)</u>. This course surveys the emerging technologies and products for capturing, storing, transmitting, and presenting printed text and graphics. Participants will learn about digital scanners, optical disk equipment, microprocessors, micrographics, laser printers, and other image-processing technology. Implications for management resulting from developments in image-processing technology and systems will be discussed.</p>		8	<p>7. Upon completion of this course, participants will:</p> <ul style="list-style-type: none"> <li>a. possess a working knowledge of various optical disk formats;</li> <li>b. understand the implications of image processing technology developments for information management; and</li> <li>c. be familiar with the design, capabilities and features of image processing technology and optical disk systems.</li> </ul>			
<p>8. <u>Managing the Dynamics of Change in the Automated Environment (SMGMT911)</u>. When something new is introduced into the work environment -- such as personal computing or office equipment -- some employees will resist the change. In government and industry, resistance to change traditionally has been at the operational level while managers fostered and implemented the change. However, change due to automated technologies has created a different situation. Managers today often feel distressed by the change and their own level of resistance runs fairly high.</p>						



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<p>This two-day course identifies the knowledge and skill necessary to work with and through personal organizational changes. Through lectures, small discussion groups, and innovations diagnostic tools, managers will begin to understand how change can be made to work for them. They will explore various strategies to assist them in dealing constructively with change. This workshop will provide those competencies necessary for today's successful manager to understand the dynamics of change.</p>		16	<p>8. Upon the completion of this course, the participants will:</p> <ul style="list-style-type: none"> <li>a. understand the concepts of personal and organizational change.</li> <li>b. be aware of how one typically reacts and responds to change;</li> <li>c. be able to identify the attitudinal and behavioral competencies that support constructive change; and</li> <li>d. identify steps to bring about change.</li> </ul>			
<p>9. <u>Advanced Seminar on Information Management in Public Administration (AINFO710)</u>. This seminar addresses the major issues that gave rise to the Commission on Federal Paperwork and the enactment of related laws. The seminar explores the basic principles of information dynamics in public administration. Through lectures, roundtable discussions, and luncheon addresses, participants are exposed to the work of renown authorities on information management, including the management of information resources processes, and policy information. The impact of information management on public and on organizational change will also be examined. In addition there are lectures concerning the state-of-the-art in related automated techniques.</p>		32	<p>9. This seminar is designed to provide participants with an understanding of:</p> <ul style="list-style-type: none"> <li>a. the emerging discipline of information resources management and its applications to public administration;</li> <li>b. the relationship between information management and knowledge management;</li> <li>c. information technologies as instruments of political and social change and their implication for organizational change; and</li> <li>d. the past, present, and future of institutionally-generated information and need for planning, budgeting, and accounting for information resources in public institutions.</li> </ul>			

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<p><b>10. Introduction to Information Resources Management for Federal Agency Staff (AINFO701).</b> This course provides an introduction to the basic concepts, laws, regulations, and structures important in implementing Information Resources Management programs in Federal agencies. The course presents the key legislative and regulatory documents instituting IRM in the Federal Government, including the Paperwork Reduction Act of 1980 and subsequent Congressional action, current regulations and OMB policy circulars, and other key documents important for understanding the development of IRM. A guest speaker will provide a view of current Congressional expectations for implementation of IRM.</p> <p>The course also covers the Information Collection Budget (<i>formerly known as: Federal Information Locator System-FILS</i>) and the requirements of the ICB clearance process. Participants will have an opportunity to discuss initiatives toward reducing the paperwork burden with a representative from the Office of Management and Budget. Current status and trends for implementing IRM as an agency management system of the future also will be presented.</p>		16	<p>10. Upon completion, participants will:</p> <ul style="list-style-type: none"> <li>a. Understand the techniques and processes of the "Corporate Data Based" concept;</li> <li>b. understand the conceptual and operational definitions of IRM as applied to Federal agencies;</li> <li>c. know the provisions of the Paperwork Reduction Act of 1980 and subsequent legislative and regulatory actions implementing IRM;</li> <li>d. be familiar with the current Congressional, OMB, GAO, and GSA views of agency implementation of IRM;</li> <li>e. know the requirements and restrictions impacting agencies in the Information Collection Budget clearance process; and</li> <li>f. understand the current status and future trends for Information Resource Management in the Federal Government.</li> </ul>			
<p><b>11. Tools for Information Resources Management (AINFO735).</b> The tools which support the management of information resources follow the life cycle of information and the traditional management functions. The participants of this course will look at a comprehensive IRM plan and become familiar with the techniques that have been developed to support information management in the plan. Specific tools to be discussed include: information requirements analysis, inventories, data dictionaries, information locators, economic analysis of information, value assessment, the management matrix, and IRM audits.</p>		16	<p>11. Upon completion of this course, participants will:</p> <ul style="list-style-type: none"> <li>a. be familiar with the techniques developed to support information management at the operational level;</li> <li>b. understand how and when to use specific tools for managing information; and</li> <li>c. understand the place of IRM tools in overall information plans and management activities.</li> </ul>			

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Participants will have an opportunity to increase their understanding of the IRM tools presented through case studies, exercises and class discussion.						
<p>12. <u>Information Resources Management Reviews (AINFO810)</u>. One of the requirements of the Paperwork Reduction Act of 1980 (PL 96-511) is that Federal Agencies periodically review their information management activities to ensure that they are carried out in an efficient and effective manner. To implement these and other governmentwide review responsibilities, the General Services Administration has developed regulations requiring triennial review and reporting processes. This course is designed to assist Federal IRM Program staff in sorting out OMB and GSA IRM review requirements and to become familiar with some useful evaluation techniques for IRM reviews.</p>		16	<p>12. Upon completion of this course, participants will:</p> <ul style="list-style-type: none"> <li>a. understand the role of IRM review in Federal efforts to manage information and resources;</li> <li>b. understand the OMB and GSA requirements for reviews;</li> <li>c. learn the type of reviews and the goals and issues specific to each of them; and</li> <li>d. learn methods for planning, managing, and conducting reviews and reporting review results for impact on agency policy and plans.</li> </ul>			
Participants will acquire a basic knowledge of the types of IRM reviews, the goals of each type, staffing considerations, and issues which arise in each Table A-2 (Continued).						
<p>13. <u>Data Administration: Design and Use Seminar (ACOMP810)</u>. The focus of this seminar will be on constructing and managing data modeling in an organizational environment of data administration, database technology, and traditional data processing. Participants will learn how to use data models in designing applications, logical data bases, and physical databases. The relationships of data modeling to strategic, tactical and sustaining base planning of operational Department of the Army systems in the IMA will be discussed.</p>		40	<p>13. Participants in this seminar will learn:</p> <ul style="list-style-type: none"> <li>a. goal setting and measurement;</li> <li>b. data administration vocabulary;</li> <li>c. top-down strategic planning;</li> <li>d. bottom-up data modeling; and</li> <li>e. staff responsibilities within data administrative cycle.</li> </ul>			

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<p><b>14. End User Requirements Analysis (ACOMP735).</b> This seminar has been designed especially to help those in a managerial role understand the current meaning and importance of organizational information needs. It deals with management issues as they relate to building effective information bases through the use of a project team approach.</p> <p>Throughout the seminar, the major emphasis is placed on the effective use of people in the organization to determine information needs and in developing a commitment to the project's success.</p>		24	<p>14. This seminar provides participants with:</p> <ul style="list-style-type: none"> <li>a. an understanding of the conceptual meaning of organizational needs and related terms -- communications, decision-making, organization and management; and</li> <li>b. an understanding of how to determine the information needs of an organization and how to select software and hardware to support those needs.</li> </ul>			
<p><b>15. Telecommunications: An Introductory Overview for Managers (ACOMP910).</b> The advent of office automation, with its heavy dependency on linking systems through telecommunications, has meant that managers need to become aware of the basic concepts of telecommunications.</p> <p>This course is designed to make managers feel more at ease with telecommunications vocabulary -- bauds, protocols modems, analog, and digital signals, asynchronous and bisynchronous modes, etc. In addition, managers will examine appropriate applications, limitations, and potential developments in telecommunications.</p>		16	<p>15. Upon completion, participants will:</p> <ul style="list-style-type: none"> <li>a. better understand and be able to use the terminology of telecommunications;</li> <li>b. know the ways information is transmitted and received via telecommunications;</li> <li>c. understand the problems and limitations involved in using telecommunications;</li> <li>d. understand how telecommunication is used in office automation; and</li> <li>e. be sensitive to future development.</li> </ul>			
<p><b>16. Fundamentals of ADP Project Management (ACOMP805).</b> This four-day course is designed to provide an overview on the essential components of effective ADP project management. Emphasis is placed on planning techniques, control mechanisms, communication skills, and reporting procedures. Practical case studies as well as discussions of participants' experiences will be used to augment lectures and resource material. Traditional approaches to project management will be altered to fit data processing applications.</p>		32	<p>16. Participants will become more familiar with:</p> <ul style="list-style-type: none"> <li>a. traditional approaches to project management including related terminology;</li> <li>b. specific steps in effective ADP project management: project planning, implementation, management and control, and reporting techniques;</li> <li>c. Federal considerations in ADP project management such as OMB Circulars A-76, A-123 and Reform 88; and</li> <li>d. real-life case studies demonstrating successes and failures in ADP projects.</li> </ul>			

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<p>17. ADP Procurement for Procurement and Contracting Officers and Specialists (<i>APRFM 749</i>). The procurement of data processing equipment presents very different problems than the acquisition of most other articles. This course is designed to identify and present solutions to the problems that arise in the acquisition process.</p> <p>This course covers the responsibilities of the General Services Administration and the agency in need of the ADP equipment. It follows the procurement process from the identification of need for the equipment to the award of the contract.</p> <p>As GSA has the procurement authority for data processing equipment under the Brooks Law, the course covers in-depth the role that GSA plays in acquisitions.</p> <p>The procurement of data processing services, as distinguished from data processing equipment, is covered as well.</p> <p>The topical outline of the course is as follows:</p> <ul style="list-style-type: none"> <li>a. Brook Law (<i>PL89-306</i>): Background and interpretation;</li> <li>b. Freedom of Information Act;</li> <li>c. Paper Reduction Act of 1980, (<i>PL96-511</i>);</li> <li>d. GSA operations: organization and division of responsibility;</li> <li>e. the initiation of acquisition: requirements, and the role of technical and contracting staff;</li> <li>f. acquisition without procurement: sharing, excess hardware, requirements contracts;</li> <li>g. procurement authority: agency procurement request/delegation of procurement authority;</li> <li>h. competition in ADP procurement;</li> <li>i. procurement from schedule: kind of contracts-advantages, conditions;</li> </ul>		40	<p>17. Upon completion of this course, the participant:</p> <ul style="list-style-type: none"> <li>a. will have an understanding of the role of GSA in the procurement process as defined by the Brooks Law (<i>PL89-306</i>);</li> <li>b. will have reviewed, in depth, the standard GSA solicitation document; and</li> <li>c. will have an understanding of the acquisition of entire systems, of components, of time-sharing, and how to procure programming, analyst and teleprocessing services.</li> </ul>			

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<p>j. pre-proposal; k. selection plan; l. solicitation document: specifications, terms and evaluation criteria; m. receipt of proposals; n. preliminary reviews; o. benchmark-live test demonstration; p. negotiations; q. best and final offers; r. cost and pricing computations; s. excess equipment; t. award and special situations.</p> <p>B. National Archives and Records Administration (NARA)</p> <p>1. (NARA) Files Improvement. A reliable system for filing and retrieving information is imperative if government operations are to run on schedule. This course provides participants with a working knowledge of basic records keeping practices, principles and techniques that can be used to organize an agency's records efficiently. Topics include: separating files into manageable groups; developing appropriate file and classification systems; organizing and maintaining record and non-record material; and filing records in a manner that facilitates disposition.</p> <p>2. (NARA) Introduction to the Maintenance and Disposition of Federal Records. A properly managed agency records program stresses the important connection between file maintenance and efficient disposition of records. The course teaches participants such a coordinated approach. Topics include: development and improvement of current agency filing and classification systems; inventory process of records; writing, approval, and implementation of disposition schedules; storage and transfer of records; and publicizing the agency program.</p>		<p>16</p> <p>16</p>	<p>1. Upon completion of the course, participants will be able to: a. develop filing and classification systems; b. organize and maintain record and non-record materials; and c. apply correct filing systems principles.</p> <p>2. Participants completing the course will be able to: a. develop agency filing systems; b. apply the inventory process of records; c. prepare disposition schedules; and d. relate connections between file maintenance and disposition.</p>			

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<p>3. (NARA) Records Disposition. Because of the volume of government paperwork, agencies must dispose of records as soon as deemed appropriate. This course reveals the basic principles and techniques that enable participants to inventory holdings and schedule them for disposition. Topics include: conducting a records inventory; determining agency retention periods; computing costs and benefits; writing and implementing disposition schedules; and devising procedures for records transfers and storage.</p>		40	<p>3. After course completion participants will be able to:</p> <ul style="list-style-type: none"> <li>a. conduct a records inventory;</li> <li>b. plan retention periods;</li> <li>c. determine costs and benefits;</li> <li>d. establish disposition schedules; and</li> <li>e. write procedures for transfer and storage of records.</li> </ul>			
<p>C. General Services Administration</p>						
<p>1. Mail Management. This workshop shows how to study an agency's total mail system and determine the most efficient method of operation. During the workshop, each participant draws up an action plan pinpointing specific ways to cut costs in his/her agency's mail program. Ninety days later, participants return to discuss their progress. The topics include: management analysis techniques, incoming mail procedures, internal mail operations, and outgoing mail economy.</p>		8	<p>1. At the end of the course, participants will be able to:</p> <ul style="list-style-type: none"> <li>a. develop mail survey techniques; and</li> <li>b. design mail systems;</li> <li>c. identify needed improvements in all mail operations;</li> <li>d. speed the flow of incoming, internal, and outgoing mail, and</li> <li>e. implement an action plan to improve mail management programs for their agencies.</li> </ul>			
<p>2. Writing Effective Directives. This one-day course covers basic techniques for planning and writing clear, concise directives that communicate effectively. Topics include: analyzing the audience, planning and researching the directives, organizing and outlining materials, and measuring readability.</p>		8	<p>2. After attending the course, participants will be able to:</p> <ul style="list-style-type: none"> <li>a. define the audience for specific regulations and procedures;</li> <li>b. select the most useful structure and format;</li> <li>c. organize and outline material according to the chosen format;</li> <li>d. apply characteristics of well-written directives; and</li> <li>e. edit directives for readability</li> </ul>			

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<p>D. Office of Personnel Management or equivalent courses from another source.</p> <p>1. <u>Elements of Management Analysis (Code: 23GH)</u>. Many administrative and clerical employees have the aptitude -- but lack the training -- to become management analysts. Management analysis produces improved management. This course provides a proven scientific framework for management process. Basic management analysis techniques popular within the American government are presented in case study and lecture format. Heavy reliance is made on simple descriptive statistics, i.e., concepts like mean, average, median, mode and range -- as opposed to inferential statistics, which concerns probability.</p> <p>2. <u>Management Analysis and Review (Code: 23FL)</u>. This course is designed to build on the basic instruction contained in <u>Elements of Management Analysis</u> and address the practical needs of the journey level management analyst. Basic analytic techniques are equated to the workaday situation using the case study method. <u>Elements of Management Analysis</u> is a prerequisite for this course.</p> <p>3. <u>Advanced Management Analysis (Code: 23FE)</u>. This course is designed to refine the skills of experienced management analysts. The courses described above are prerequisites for this course. Participants should also have considerable time on-the-job before taking this course. Complex problems are discussed during the course in a seminar setting.</p>		<p>40</p> <p>40</p> <p>40</p>	<p>1. Upon completion of this course, the participant will be able to:</p> <ul style="list-style-type: none"> <li>a. understand basic organization and management theory;</li> <li>b. use simple descriptive statistics to present facts;</li> <li>c. measure work;</li> <li>d. write reports; and</li> <li>e. brief management.</li> </ul> <p>2. Upon completion of this course, participant will be able to:</p> <ul style="list-style-type: none"> <li>a. understand the role of the management analyst in the organization;</li> <li>b. use basic analytic technique, including modeling;</li> <li>c. carry out the major steps in a management analysis (<i>define the problem, write a study proposal, get management's approval, propound alternatives and compare them, report, install and follow up</i>).</li> </ul> <p>3. Upon the completion of this course, the participants will be able to:</p> <ul style="list-style-type: none"> <li>a. plan a study to include staffing;</li> <li>b. identify and analyze the problem systematically;</li> <li>c. analyze organizational direction;</li> <li>d. find out how workers feel;</li> <li>e. judge efficiency economy, effectiveness and productivity; and</li> <li>f. talk with management in resolution of organizational, staffing, labor or procedural problems.</li> </ul>			



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<p>E. Defense Security Institute</p> <p>1. <u>Information Security Management (Code: 5220.7)</u>. This course is designed to provide a comprehensive understanding of the Department of Defense Information Security Program. It includes proper classification, downgrading and declassification of information, and safeguarding of classified information from unauthorized disclosure lectures and case studies. Topics included: marking; safeguarding (<i>access and dissemination control</i>); accountability; secure storage; disposal and destruction; transmission; violations and compromise; security education and program oversight.</p>		80	<p>1. Upon completion of this course, the participants will understand:</p> <ul style="list-style-type: none"> <li>a. information security;</li> <li>b. physical security;</li> <li>c. document security;</li> <li>d. management of information security programs at command or installation levels;</li> <li>e. personnel security;</li> <li>f. industrial security;</li> <li>g. contractor personnel and plant security programs;</li> <li>h. Executive Orders 11652, 12065 and 12356; and</li> <li>i. DOD Directive 5200.1-R.</li> </ul>			
<p>F. Professional Conferences, Seminars, Societies Institutes, and Associations</p> <p>During each year of the two-year internship at least one annual meeting, training conference or seminar of national or international stature may be attended. Highly recommended in this area are the Association of Records Managers and Administrators, National Classification Management Society, National Micrographics Association, and the Federal Office Systems Exposition; however, others may be approved to meet this requirement on an individual basis by the Functional Chief's Representative.</p>		80				
<p>G. On-the-job-training</p> <p>Interns will be given work assignments that relate to various record management projects systems in the IMA. Practical tasks and assignments provide the intern an opportunity to relate and apply the skills learned to the various segments of the Records Management Program.</p>	B, D, DEM, RR, SA		<p>At the end of this segment, the intern will be able to --</p> <ul style="list-style-type: none"> <li>1. Demonstrate overall understanding of the records management mission, functions, and goals and how they interface with other subdiscipline of the IMA.</li> <li>2. Effectively coordinate work assignments and outputs across functional line.</li> <li>3. Show confidence, skills, and ability in performing the wide variety of Records Management duties.</li> </ul>			

**TRAINING PROGRAM OUTLINE FOR RECORDS MANAGEMENT — PHASE III**

For use of this form, see AR 690-950; the proponent agency is DCSPER

TRAINING DESCRIPTION (a)	TYPE OF TRAINING (b)	PERCENTAGE OF TRAINING TIME (c)	KNOWLEDGE, SKILLS, AND ABILITIES TO BE ACQUIRED (d)	DATES OF TRAINING (e)	TRAINING LOCATION (f)	SUPERVISOR (g)
<p>Phase III (3 to 12 months)</p> <p>1. Formal Training</p> <p>Academic or formal training to be accomplished during Phase III of the Records Management Internship must be directly related to the mission of the target assignment. It will be tailored individually to prepare the intern to become immediately effective in the target assignment.</p> <p>2. Rotational Training Assignments</p> <p>Maximum utilization will be made of rotational training assignments in this training phase. Each must be directly related to the mission needs of the target assignment. Whenever possible, target assignment will be made sufficiently early in Phase III to allow maximum training possible be accomplished in the target assignment.</p>	D, DEM, RR, B, C	5%	<p>A. After completing formal training course, the intern will be able to –</p> <p>Apply the acquired knowledges, skills, and abilities to work assignments.</p> <p>B. At the end of this on-the-job training, the intern will be able to perform the duties of a management analyst GS-343-9 in the IMA.</p>			

