



Senior Enterprise Talent Management / Enterprise Talent Management Presentation

*A Talent Management Policy and Program
for Career Army Civilians*

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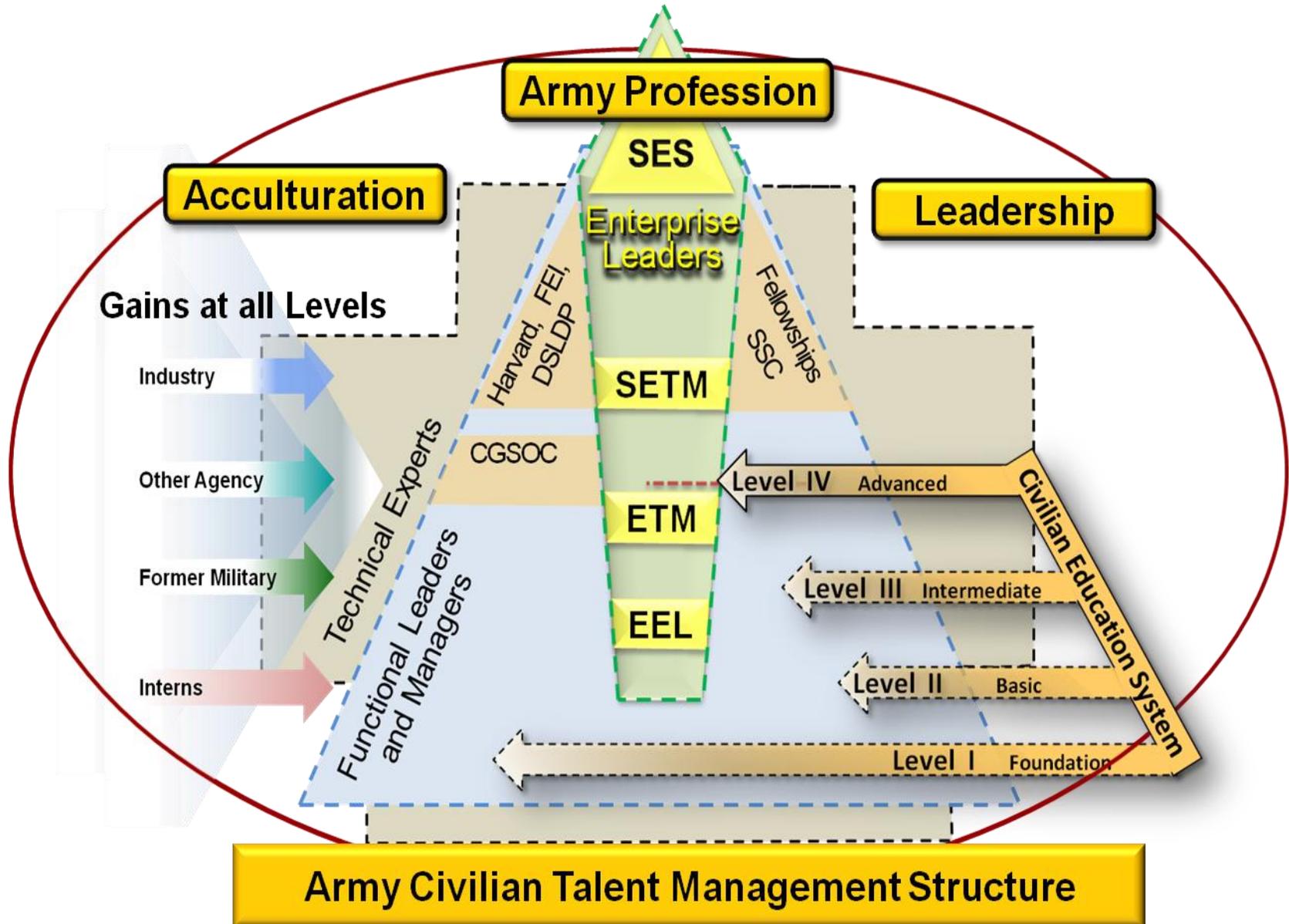
- Bottom Line Up Front
- Step-by-Step Overview
- Civilian Workforce of 2025
- SETM Program
- ETM Program
- **EEL Proposal**
- SETM/ETM Application Timelines
- Applicant and FCR Process Flow Charts
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- SETM/ETM Execution Timeline
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- The Army's Senior Enterprise Talent Management (SETM) and Enterprise Talent Management (ETM) Programs are designed to provide career-minded GS-12s/15s the opportunity to develop, broaden and stretch their educational and training experiences to prepare them for greater challenges and level of responsibilities.
- BLUF: Now is the time to assess your professional status and determine to stay still or move forward using these new developmental and training opportunities.



- Start your preparation now: **Your suspense is 15 May 2016**
- Read Army Directive 2015-24, SETM Program (Encls 1 – 12)
ETM Programs (Encls 13 – 22)
- Determine which program and module(s) you will apply for
- Print out and use Applicant Checklists on SETM website
- Read Review and Analysis recommendations on SETM website
- Adhere to all correspondences from CSLMO/your organization
- Save and backup all your documents for future use
- Ask for your HR POC and CPM assistance, if needed





PURPOSE: SETM/ETM are the means by which the Army prepares Senior Civilians (GS-12/15 or equivalent) to assume positions of greater responsibility across the department.

POLICY:

- Army Directive 2015-24, "Department of the Army Senior Enterprise Talent Management (SETM) / Enterprise Talent Management (ETM) Program
- Complete copy located on SETM system under SETM/ETM Policy and can be assessed by clicking http://armypubs.army.mil/epubs/pdf/ad2015_24.pdf.
- Enhances the current SETM program and establishes the new ETM program

SELECTION PROCESS:

- Army Civilians must volunteer and apply via SETM automated system
- Commands/organizations conduct selection board and submit their Order-of-Merit-List (OML) to CSLMO
- **HQDA Board Members (SEs/GOs/GS-15s/COLs)** individually assess and assign utilization ratings to each applications
- **Board Phase I** – Board determines final utilization ratings and selects Phase II candidates
- **Board Phase II** – Board conducts individual interviews and establish an OML by modules
- **Board Phase III** – Board decides placements of DSLDP/SSC/ASCF/CGSOC graduating students based on commands/organizations' input, needs of the Army and candidates' requests



PURPOSE: SETM is the means by which the Army prepares senior Civilians to assume positions of greater responsibility across the department.

Defense Senior Leader Development Program (DSLDP)

- Open to Army senior Civilians **GS-14/15 (or equivalent)**.
- 2-year program with mobility and continuation of service agreement requirement.
- Develops enterprise-wide perspective needed to lead programs in the Joint, Interagency and Multinational environment.

Senior Service College (SSC)

- Open to Army senior Civilians **GS-14/15 (or equivalent)**.
- Expands participants' knowledge of the national security mission, understanding of complex policy, and operational challenges faced by senior DoD and Army officials.
- Competes for allocated seats at the U.S. Army War College or The Dwight D. Eisenhower School.

SETM

SETM – Temporary Duty (SETM – TDY)

- Open to Army senior Civilians **GS-14/15 (or equivalent)**.
- Temporarily assigned a special command/organizational nominated project as part of a working group or to fill “critical needs” positions.
- Detail not to exceed 179 days.



Enterprise Placement Program (EPP) Option 1 - Reassignment

- Open to Army senior Civilians **GS-15 (or equivalent)**.
- Selection based on past performance/demonstrated potential.
- Considered for placement into positions across the Army.

SETM

Enterprise Placement Program (EPP) Option 2 – SES Detail

- Open to Army senior Civilians GS-15 (or equivalent).
- Temporarily detailed to a command/organizational nominated SES position.
- Detail not to exceed one year.

Army Senior Civilian Fellowship (ASCF)

- Open to Army senior Civilians **GS-14/15 (or equivalent)**.
- Part I - 12-month study that expands fellows' understanding of how National Strategy is developed and the linkages and challenges faced by senior DoD and Army officials.
- Part II - 12-month fellowship may be offered by the Federal Government, corporations, foundations, funds or educational institutions.
- Phase III – Fellow will be placed into duty positions intended to leverage the competencies fostered where the Army most requires these enhanced capabilities.



SETM Execution Timeline

February 2018, HQDA SETM Phase III (Graduate Placement)

July 2017 – June 2018, SETM-SSC (Resident)

June 2017 – June 2019, SETM-ASCF

May 2017 – July 2019, SETM SSC (Distance Education)

January 2017 – April 2019 SETM-DSLDP

February – September, 2017 SETM-TDY

December 2016, SETM Results Published

September 2016, Release SETM-EPP Option 2 Selections

22 – 26 August 2016, HQDA SETM Phase II Board (Interviews)

26 – 29 July 2016, HQDA SETM Phase I Board (Pre-Selection)

1 July 2016, SETM OMLs due to CSLMO

1 – 30 June 2016, Command Boards SETM

16 – 31 May 2016, FCR Assess and Rank Applications

15 May 2016, SETM Application Closes

1 March – 15 May 2016, SETM Application Period

2016
Application Period
1 Mar 16 – 15 May 16



PURPOSE: ETM is the means by which the Army prepares senior Civilians to assume positions of greater responsibility across the department.

Command and General Staff Officer College (CGSOC)

- Open to Army senior Civilians **GS-13 (or equivalent)**.
- Expands participants' knowledge of the operational and tactical Army and prepares the generating force for challenges of a complex environment.
- Competes for allocated seats at CAC-Leavenworth.

Executive Leader Development Program (ELDP) DoD Level Program

- Open to Army senior Civilians **GS-12/13 (or equivalent)**.
- 10-month program of learning and training experiences requiring both mental and physical agility - requires continuity of service agreement and medical authorization.
- Compete for allocated seats in DoD-wide program.

ETM

Leadership Shadowing Experience

- Open to Army senior Civilians **GS-13 (or equivalent)**.
- 20 Working Day structured leadership shadowing experience
 - GS-13 → GS-15/SES
- Develops first hand knowledge of what it takes to lead at senior levels in the Army.

Enterprise Talent Management - Temporary Duty (ETM – TDY)

- Open to Army senior Civilians **GS-13 (or equivalent)**.
- TDY assignment not to exceed 90 days.
- Broadens experience through participation on a special project or filling a different position to build enterprise level experience.



February 2018, **HQDA ETM Phase III (Graduate Placement)**

August 2017, ETM-ELDP Begins

July 2017 - June 2018, ETM-CGSOC Residence Begins

April 2017, ETM-CGSOC Distance Education Begins

February 2017, ETM-TDY and ETM-Shadowing Begins

December 2016, ETM Results Published

14 – 18 November 2016, **HQDA ETM Phase II Board (Interviews)**

18 – 21 October 2016, **HQDA ETM Phase I Board (Pre-Selection)**

1 July 2016, ETM OMLs due to CSLMO

1 – 30 June 2016, Command Boards ETM

16 – 31 May 2016, FCR Assess and Rank Applications

15 May 2016, ETM Application Closes

March 1 – 15 May 2016, ETM Application Period



2016
Application Period
1 Mar 16 – 15 May 16



PURPOSE: The EEL Program targets leadership potential earlier than SETM/ETM, engaging aspiring mid-grade GS-11 and GS-12 (or equivalent) Civilian employees who are competitively selected and developed locally in leadership competencies. *(Pre-decisional upon AD approval by SecArmy)*

Mentoring

- Establishes a formal mentoring relationship between the participant and a more experienced senior Civilian employee, early in the EEL program.
- Provides guidance focused on professional or personal growth for the duration of the EEL program.
- Mentor must be at least two grades above the protégé's grade, and outside the protégé's immediate chain of command.

Team-Based Problem Solving

- EEL participants work within a results-driven team to address a complex task.
- Members get to practice the leader's role in problem solving and broaden their experience and perspective.
- Problem solving should practice how to attack problems, gather data, weigh alternatives and derive solutions.
- Commands should leverage virtual collaboration tools to facilitate project teams.

EEL

Self-Development

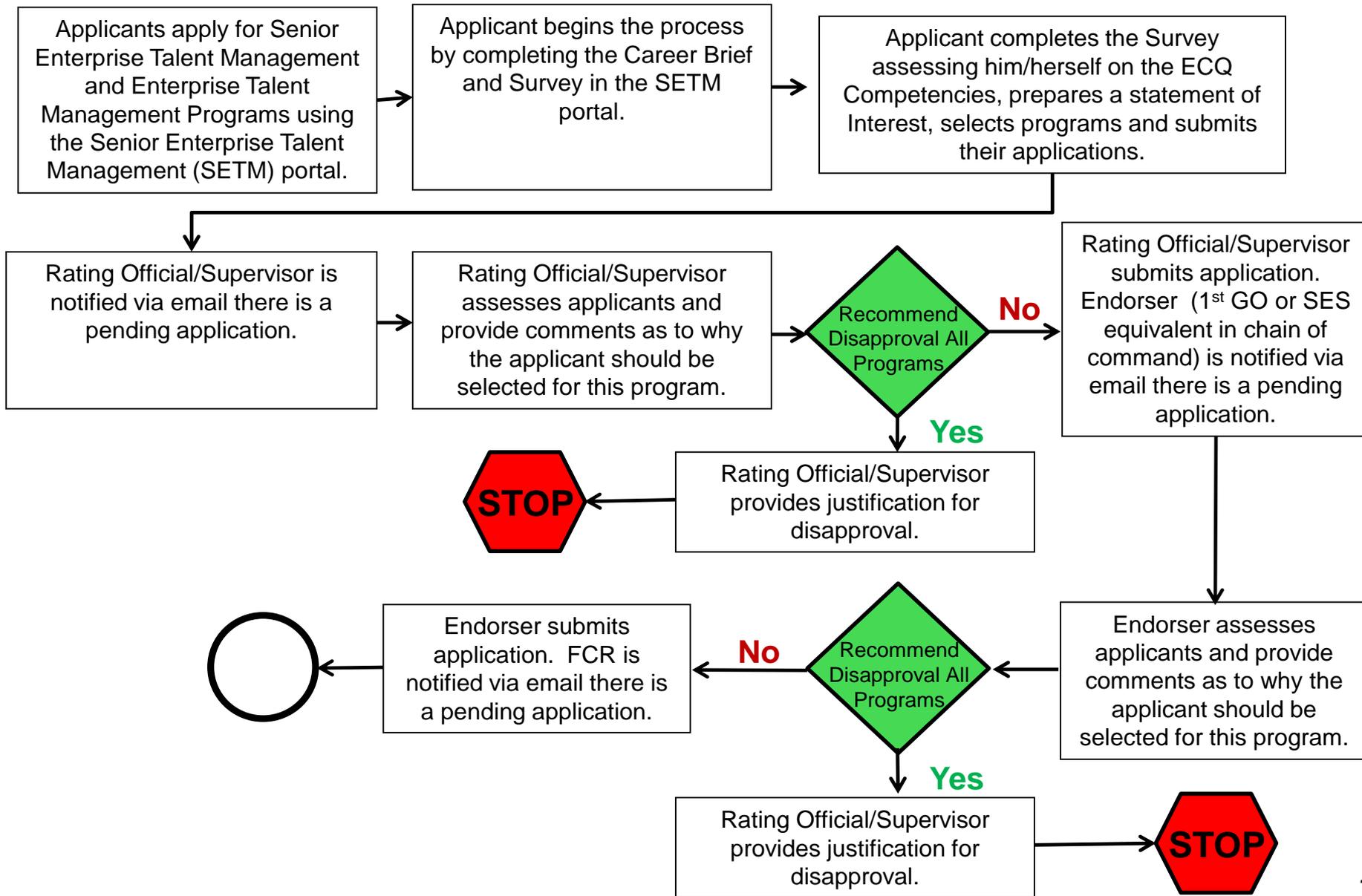
- Teaches participants how to learn independently using available tools and resources effectively to accomplish goal-oriented learning.
- Incorporates required, recommended and/or encouraged self-development learning activities to enable outcomes in each of the other components.

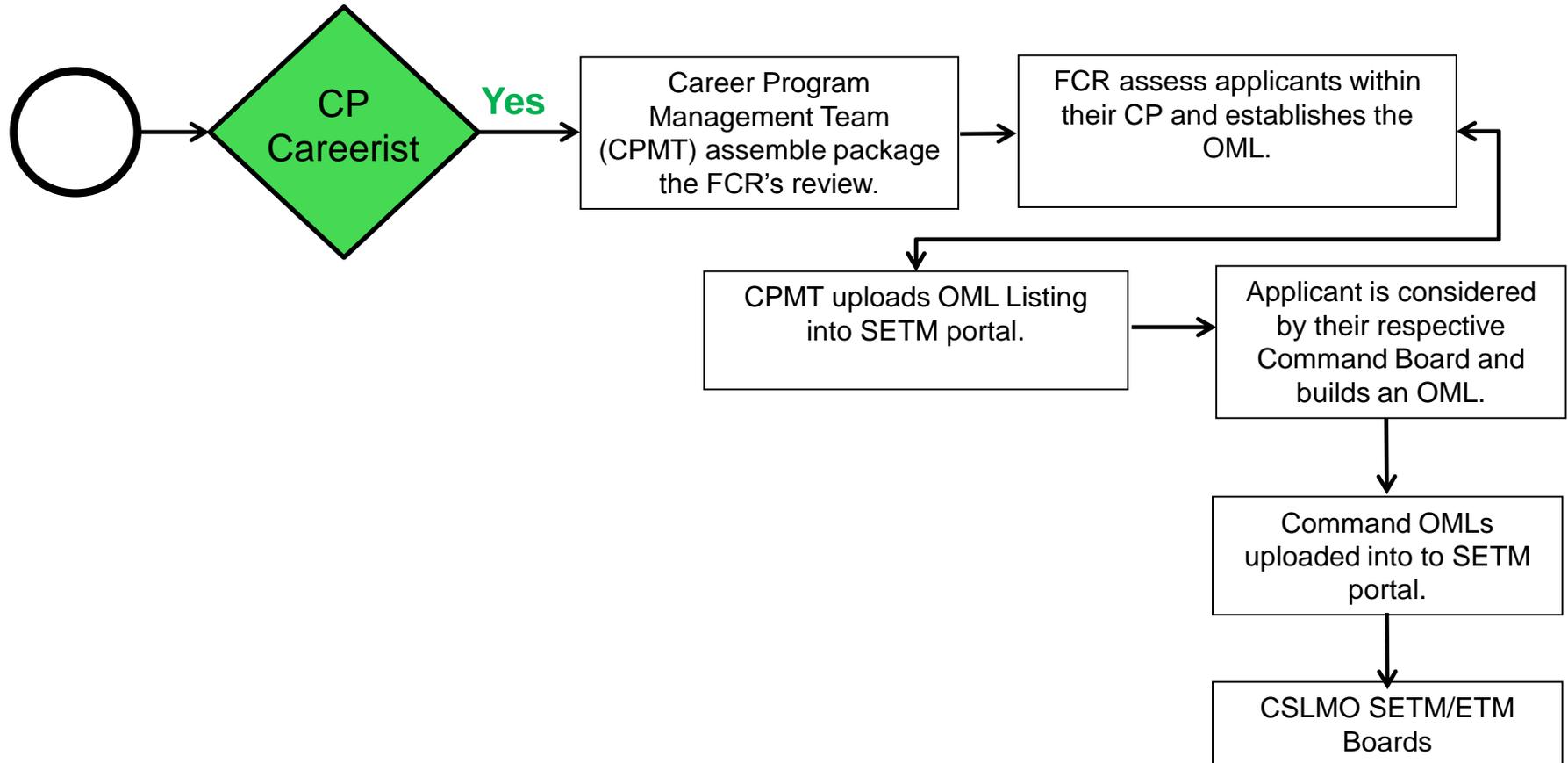
Developmental Assignment

- Gives participants an opportunity to perform duties in other occupational, functional or organizational elements.
- Optimal assignment period is 60-90 days and no longer than 179 days.
- Participants should be assigned within the command, to minimize TDY costs, but outside of the immediate assigned organization.



- Some commands already have programs that meet the EEL criteria. Those commands should apply for certification of their EEL programs as compliant with the Army-wide criteria set forth in the directive, and ***begin executing their certified EEL programs in FY 17.***
- Some commands will need to design new or modify existing programs before applying for certification of their EEL programs as compliant with the Army-wide criteria set forth in the pending Army Directive. Those commands will have until NLT 30 September 2017 to establish their EEL programs and get them certified. Execution (announcement and selections) should begin following certification; ***anticipated to be not later than FY-18 for first round of program participants.***
- **Check with your Command to see who is working to certify the Command's programs as EEL certified training opportunities.**





Roles
Rater = Supervisor
Endorser = GO or SES in Chain of Command
FCR = SES level in CP



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SETM
Senior Enterprise Talent Management

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Welcome to the Army Senior Enterprise Talent Management Website

Applicant Toolkit

A Message from the Chief, Civilian Senior Leader Development Division [Edit](#)

Civilian senior leader eligibility for the Civilian Talent Management Program (CTMP) is changing with the ongoing conversion from NSPS to GS classification systems. The CTMP definition for Applicants eligibles remains the same, yet former NSPS employees now classified at the GS-14 level are not eligible for noncompetitive placement into the Army Enterprise Positions. While HQDA continues to view this talented group of motivated employees as civilian senior leaders, the CTMP Policy defines only GS-15 equivalents as eligible for AEP placement.

The CTM Division is retaining the CTM System data submitted by formerly validated GS-14 employees for further review and analysis as HQDA discusses the way ahead for civilian senior leader programs

Add Item

New Users

Senior Enterprise Talent Management (SETM) Process [Edit](#)

This year, Army will use an automated application process within the Senior Enterprise Talent Management System (SETMS) to receive applications from GS-14 and GS-15 equivalents for SSC, DSLDP, SETM-TDY and the SETM Enterprise Placement program. GS-15 equivalent Army Senior Civilians are eligible to apply for the Enterprise Placement Program. GS-14 and GS-15 equivalents are eligible to apply for SSC, DSLDP, and SETM-TDY.

1. Do you see your name or Guest?
2. Do you see the Applicant Toolkit link?
3. If you are a GS-12 through GS-15 or equivalent and cannot answer yes to both questions please close your browser and ensure to select your **“email”** certificate.
4. If does not work, please contact the appropriate CSLMO POCs.



SETM and ETM applications must go through each Command's internal approval procedures, timelines and board selection process.

Commands will forward all board approved applications to HQDA, ASA M&RA, CSLMO.

Senior Enterprise Talent Management (SETM):
SSC, DSLDP, TDY, EPP, ASCF Applicant Checklist.

[SETM Applicant Checklist](#)



Enterprise Talent Management (ETM): CGSOC, ELDP, TDY and Shadowing

[ETM Applicant Checklist](#)



Frequently Asked Questions (FAQs)

[Program-Frequently Asked Questions](#)

[Basic-Frequently Asked Questions for SETM](#)

[Basic-Frequently Asked Questions for ETM](#)



SETM



Senior Enterprise Talent Management

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Welcome to the Army Senior Enterprise Talent Management Website

- Home
- SETM Organization and Mission
- Vacancy Announcements
- AEP Reassignments
- Army Enterprise Positions (AEP)
- SETM Policy and Communications
- Training & Education
- Awards and Recognition
- Event Calendar
- How to apply for SETM
- Graduate Placement
- Applicant Toolkit**
- SETM Administration
- Contact Us
- Useful Links
- Users Guide
- CSLDD

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- Applicant Career Brief
- Applicant Survey
- FCR/Command Rep Ranking

Applicant Career Brief

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Recommendations located on the SETM system under “How to apply for SETM/Application Helpful Hints”

- Statement of Interest
- Appraisals (Employee Potential)
- Rater/Endorser Comments
- Resume Accomplishments
(Measurable and Quantifiable)
- Competency Scoring



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SETMS Homepage

<https://www.csldo.army.mil/Index.aspx>

AD 2015-24 (DA SETM/ETM Programs)

http://armypubs.army.mil/epubs/pdf/ad2015_24.pdf



**Back-up Slides for
SETM/ETM Application and
Board Preparation**



SETM Board Review and Analysis

- **Competence Assessment of Candidates**
 - Performance and Potential
 - Statement of Interest
 - Rater's Assessment
 - Endorser's Assessment
 - Functional Chief Representative
 - Executive Core Qualifications
 - Candidates' Resumes
- **Training Education**
- **Utilization and Assignments**
- **SETM Packets**



Competence Assessment of Candidates (1 of 7)

- **Performance and Potential**

- Comments that clearly articulated a candidate's performance and future potential viewed as a plus.
- Weak comments sent a clear message to the board and pondered rating chain's support of candidate.
- Length of time candidates spent in the assignments coupled with Executive Core Qualifications (ECQs) that represent the critical leadership skills were positives.
- The five documents that helped produce the most accurate snapshot of the candidates were the Statement of Interest, Raters' Assessment, Endorsers' Assessment, ECQs submitted by the candidates and candidates' resumes.



Competence Assessment of Candidates (2 of 7)

- **Statement of Interest**

- That clearly articulated a goal and path using the SETM programs as developmental vehicles to achieve the goal set the stage for the board member.
- The statement of interest was the first look at the candidates' ability to construct a vision and develop this vision into a tangible end state through written communication.
- Error free, well- constructed statements of interest with a logical flow were a plus.



Competence Assessment of Candidates (3 of 7)

- **Rater's Assessment**

- Raters did not routinely send clear and consistent messages reflecting performance and potential.
- Raters should be educated on the impact of inconsistent messaging.
- Raters that distinguished excellence in the performance of their employee painted a picture of potential and confidence in the employee's ability to perform at higher levels.
- High ratings must be justified and measurable.



Competence Assessment of Candidates (4 of 7)

- **Endorser's Assessment**

- Carried a lot of weight when the verbiage correlated with the score assigned to each competency.
- Endorsers were most effective when their rating reflected the competency demonstrated by the applicants as major parts of their responsibility.
- The Board weighs heavily on endorsers' inputs.
- Endorsers are encouraged to help manage their highly performing employees' careers.



Competence Assessment of Candidates (5 of 7)

- **Functional Chief Representative (FCR)**
 - FCR endorsements are an asset to the board.
 - FCR endorsements that expressed the applicant's accomplishments, developmental needs and rating within the career program was informative to the board.



Competence Assessment of Candidates (6 of 7)

- **Executive Core Qualifications (ECQs)**

- The ECQs define the competencies needed to build a federal corporate culture that drives for results, serves customers and builds successful teams and coalitions within and outside the organization.
- Each core qualification has sub-components. Each sub-component of the ECQs should be addressed as completely as possible.
- In many cases, candidates' ECQs were not complete and did not correlate with their individual accomplishments verses accomplishments of a team or group. CSLMO recommends candidate and rating chain seek SES involvement to properly prepare ECQs.



Competence Assessment of Candidates (7 of 7)

- **Candidates' Resumes**

- Having a solid and effective resume greatly improved applicant chances for selection.
- Putting the most important information first; previous work experience, generally was the most effective resumes.
- Back up qualities and strengths, instead of listing responsibilities, list and describe professional achievements with quantifiable and tangible examples that demonstrate results and outcomes.
- Incomplete documentation sent a negative message to the Board.



Training and Education

- Although Civilian education is a prerequisite and Bachelor's Degree is a requirement for Professional Military Education (PME) programs, higher degrees did not impact candidates negatively or positively.
- The Board tended to view developmental courses completed, like the Civilian Education System Advanced Course, positively, showing that individuals were lifelong learners and concerned with their professional development.



Utilization and Assignments

- The Board viewed applicants' records that displayed outstanding service in a range of diverse assignments, which showed normal progression, to include special assignments.
- It is essential that leaders in the field place high performing subordinates in career enhancing and professional growth assignments.
- The board considered the length of time the applicant has been in their current assignment to see if they had enough time to make contributions and accomplish organizational goals.
- Accomplishments should have been quantifiable and measurable.



SETM Packets

- The overall quality and content of a packet is the first representation of a candidate view by the Board.
- Packets missing documents were considered incomplete and not considered by the board. **We strongly recommend candidates to request their transcripts immediately. Transcripts received after CSLMO's deadline are viewed as an incomplete packet.**
- It was imperative that candidates, leaders, and Command representatives started the packets early and paid close attention to detail to the general content of each packet.
- Applicants are highly encouraged to compete for multiple programs.