Senior Enterprise Talent Management / Enterprise Talent Management Presentation

A Talent Management Policy and Program for Career Army Civilians

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Civilian Senior Leader Management Office (CSLMO)
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Agenda

- 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
- SETM Website Login
- SETM Board Recommendations
- SETM/ETM Execution Timeline
- Points of Contact
• 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.
Steps-by-Step Overview

- 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 (SESs/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 – 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.

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.
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**SETM Execution Timeline**

- **1 March – 15 May 2016, SETM Application Period**
  - 16 – 31 May 2016, FCR Assess and Rank Applications
  - 15 May 2016, SETM Application Closes
  - 1 – 30 June 2016, Command Boards SETM
  - 1 July 2016, SETM OMLs due to CSLMO

- **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)
  - February – September, 2017 SETM-TDY

- **2017**
  - May 2017 – July 2019, SETM SSC (Distance Education)
  - June 2017 – June 2019, SETM-ASCF
  - July 2017 – June 2018, SETM-SSC (Resident)
  - January 2017 – April 2019 SETM-DSLDP

- **2018**
  - February 2018, HQDA SETM Phase III (Graduate Placement)

- **2016 Application Period**
  - 1 Mar 16 – 15 May 16

**Timeline**

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- May 2017 – July 2019, SETM SSC (Distance Education)
- June 2017 – June 2019, SETM-ASCF
- July 2017 – June 2018, SETM-SSC (Resident)
- January 2017 – April 2019 SETM-DSLDP
- February 2018, HQDA SETM Phase III (Graduate Placement)
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.

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.
ETM Execution Timeline

March 1 – 15 May 2016, ETM Application Period

15 May 2016, ETM Application Closes

1 – 30 June 2016, Command Boards ETM

1 June 2016, ETM OMLs due to CSLMO

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

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

December 2016, ETM Results Published

February 2017, ETM-TDY and ETM-Shadowing Begins

April 2017, ETM-CGSOC Distance Education Begins

July 2017 - June 2018, ETM-CGSOC Residence Begins

August 2017, ETM-ELDP Begins

February 2018, HQDA ETM Phase III (Graduate Placement)

2016 Application Period
1 Mar 16 – 15 May 16
EEL Program and Components

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.

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.

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.

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.
Applicants apply for Senior Enterprise Talent Management and Enterprise Talent Management Programs using the Senior Enterprise Talent Management (SETM) portal.

Applicant begins the process by completing the Career Brief and Survey in the SETM portal.

Applicant completes the Survey assessing him/herself on the ECQ Competencies, prepares a statement of Interest, selects programs and submits their applications.

Rating Official/Supervisor is notified via email there is a pending application.

Rating Official/Supervisor assesses applicants and provide comments as to why the applicant should be selected for this program.

Rating Official/Supervisor submits application. Endorser (1st GO or SES equivalent in chain of command) is notified via email there is a pending application.

Endorser submits application. FCR is notified via email there is a pending application.

Endorser assesses applicants and provide comments as to why the applicant should be selected for this program.

Rating Official/Supervisor provides justification for disapproval.

Yes

STOP

Yes

STOP

No

Recommend Disapproval All Programs

No

Recommend Disapproval All Programs

Yes

Rating Official/Supervisor provides justification for disapproval.

STOP
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FCR Process Flow Chart

CP Careerist

Yes

Career Program Management Team (CPMT) assemble package the FCR’s review.

FCR assess applicants within their CP and establishes the OML.

CPMT uploads OML Listing into SETM portal.

Applicant is considered by their respective Command Board and builds an OML.

Command OMLs uploaded into to SETM portal.

CSLMO SETM/ETM Boards

Roles

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

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I acknowledge that I have read and understand the above information.

(Please select the email certificate when prompted.)
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
Welcome to the Army Senior Enterprise Talent Management Website

A Message from the Chief, Civilian Senior Leader Development Division

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 competitive placement into GS-15 positions. The definition for eligible applicants changes to include new individuals who have been competitively placed to GS-15, in addition to former NSPS eligible employees who are now classified at the GS-14 level.

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.

New Users

This year, Army will use an automated application process within the Senior Enterprise Talent Management System (SETM) 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...
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
Civilian Senior Development Division Chief
edmundo.shaw.civ@mail.mil or 703-693-1128

SETM Program Manager (DSLDP/SSC/ASCF) and Policy
timothy.l.mclean2.civ@mail.mil or 703-695-7987

STRATCOM/EPP and SETM-TDY Manager
adrienne.mccclendon1.civ@mail.mil or 703-693-1123

ETM Program Manager (CGSOC/ELDP/ETM-TDY/Shadow) & GPP
angela.l.maldonadoramirez.civ@mail.mil or 703-695-4834

SETMS Homepage
https://www.csldo.army.mil//Index.aspx

AD 2015-24 (DA SETM/ETM Programs)
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.