Senior Enterprise Talent Management / Enterprise Talent Management

A Talent Management Policy and Program for Career Army Civilians

Civilian Leader Development Office
Assistant Secretary of the Army for Manpower and Reserve Affairs
• Senior Enterprise Talent Management (SE TM)
• Enterprise Talent Management (ETM)
• Emerging Enterprise Leaders (EEL)
• SETM / ETM Applications Timelines
• Application Process
• HQDA Boards Recommendations
• Points of Contacts
AD 2017-13 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:

- Complete copy located on SETM system under SETM/ETM Policy and can be assessed by clicking http://www.apd.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN4644_AD2017-13_Final.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 CLDO.
- 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.
Defense Senior Leader Development Program (DSLDP)

- Open to Army senior Civilians **GS-14/15 (or equivalent)** with 3+ years of Army service.
- 2-year program: Attend Senior Service College (SSC) at Air, Navy, National War College or Eisenhower School plus 4 to 6 month developmental assignment.
- Baccalaureate Degree required.
- **Will earn a Masters’ Degree.**
- **Reassigned to HQDA CPTA.**
- Mobility and Continued Service Agreements required.
- Completion of CES Advanced Course or equivalent/constructive credit required.
- Graduate Placement/Reassignment Worldwide.

Army Senior Civilian Fellowship (ASCF)

- Open to Army senior Civilians **GS-14/15 (or equivalent)** with 3+ years of Army service.
- Part I - 12-month study at different types of organizations/agencies.
- Part II - 12-month fellowship (i.e. Chief of Staff of the Army Strategic Study Group in Crystal City, VA).
- Phase III – Graduate Placement/Reassignment Worldwide.
- Baccalaureate Degree required.
- **Reassigned to HQDA CPTA.**
- Mobility and Continued Service Agreements required.
- Completion of CES Advanced Course or equivalent/constructive credit required.
Senior Service College (SSC) Resident

- Open to Army senior Civilians GS-14/15 (or equivalent) with 3+ years of Army service by the start date of the program.
- 1-year program (July to June): Attend Army War College (Carlisle, PA) or Eisenhower School at National Defense University (Fort McNair, DC).
- Will earn a Masters’ Degree.
- Reassigned to HQDA CPTA.
- Mobility and Continued Service Agreements required.
- Completion of CES Advanced Course or equivalent/constructive credit required.
- Graduate Placement/Reassignment Worldwide.

 Senior Service College (SSC) Distance Education

- Open to Army senior Civilians GS-13*/14/15 (or equivalent) with 3+ years of Army service by the start date of the program.
- *GS-13 must have completed a CGSOC*
- 2-year program: Attend Orientation (May), 2 week TDY at the end of first year (June) and 2 week TDY at the end of program that includes CAPSTONE/Graduation at AWC (June).
- Will earn a Masters’ Degree.
- Mobility optional, if so Graduate Placement/Reassignment Worldwide.
- Stay assigned to parent organization.
- Continued Service Agreement required.
- Completion of CES Advanced Course or equivalent/constructive credit required.
Naval War College
Senior Level Course

• Open to Army senior Civilians **GS-14/15 (or equivalent)** with 3+ years of Army service by the start date of the program.
• 1-year program (July to June) at Newport, RI.
• Have experience in DA National Security policy and Defense agencies interaction
Have a minimum Secret level clearance.
• College of Naval Warfare graduates are awarded a Master’s degree in Defense and Strategic Studies (most agree to curriculum attendance and completion).
• **Reassigned to HQDA CPTA.**
• Mobility and Continued Service Agreements required.
• Completion of CES Advanced Course or equivalent/constructive credit required.
• Graduate Placement/Reassignment Worldwide.

SETM – Temporary Duty (SETM – TDY)

• Open to Army senior Civilians **GS-14/15 (or equivalent).**
• Detail not to exceed 179 days.
• TDY Worldwide.
• Commands submit projects using Encl 10.
• CLDO validates projects.
• FCRs match selectees to projects.
• **Stay assigned to parent organization.**
• Continued Service Agreement required.
• CLDO pays TDY costs.
AMERICA’S ARMY: THE STRENGTH OF THE NATION

SETM Execution Timeline

1 March – 15 May 2019, SETM Application Period

15 May 2019, SETM Application Closes

16 – 31 May 2019, FCR Assess and Rank Applications

1 – 28 June 2019, Command Boards SETM

February – September, 2020 SETM-TDY

29 July 2018 – 2 August 2019, HQDA SETM Phase I Board (Pre-Selection)

2 July 2019, SETM OMLs due to CLDO

January 2020 – April 2022 SETM-DSLDP

January 2020, SETM Results Published

February 2021, HQDA SETM Phase III (Graduate Placement)

July 2020 – June 2022, SETM-ASCF

July 2020 – June 2021 SETM-SSC (Resident)

May 2020 – July 2022, SETM SSC (Distance Education)

2019 Application Period
1 Mar 19 – 15 May 19

Senior Civilian Army Talent Management – Army Strong!
Command and General Staff Officer College (CGSOC)

- Open to senior DACs GS-13 (GS-12 by exception) with 3+ years of Army service.
- Expands participants’ knowledge of the operational and tactical Army.
- Completion of CES Advanced Course or equivalent/constructive credit required.
- Baccalaureate degree required.
- Can earn a Master’s degree.
- Attendance at CAC-Fort Leavenworth.
- CSA & Mobility Agreements required.
- Reassignment under GPP for PCS option (Utilization Plan required for TDY option).

Executive Leader Development Program (ELDP) DoD Level Program

- Open to senior Army DACs GS-12/13 (equiv) serving in a permanent position for at least 1 year before nomination is due to DoD.
- 10-month program of intense learning and training experiences across DoD Enterprise.
- Option to participate in rigorous physical activities at DoD Components’ locations.
- Have completed the CES Intermediate Course.
- Have a Secret clearance as a minimum.
- Possess a valid Gov’t Travel card & passport.
- Must use 2019 ELDP application forms.
Naval War College Intermediate Level Course

College of Naval Command & Staff (CNC&S) Program

• Open to Army DACs GS-13/equiv only.
• Have served 3 years in permanent Army position before reporting to Newport, RI.
• Possess a baccalaureate degree.
• Selection based on past performance, demonstrated potential and seniority.

• Considered for placement into positions of greater responsibilities Army-wide.
• Have completed CES Advanced Course or granted equiv/constructive credit.
• Have experience in DA Nat’l Security policy and Defense agencies interaction.
• Have a minimum Secret level clearance.

ETM

➢ CNC&S graduates are awarded a Master’s degree in Defense & Strategic Studies (must agree to curriculum attendance & completion).

➢ Selectee will be placed in CPTA and then PCS under the Mobility Agreement after graduation from the course.
Enterprise Talent Management - Temporary Duty (ETM – TDY)

- Open to Army senior Civilians GS-13 (or equivalent).
- Applicant must currently be serving in a permanent DAC GS-13 or equivalent position.
- 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.
- Army Civilians must apply annually to participate in or continue participation in the ETM-TDY module.

Leadership Shadowing Experience

- Open to Army senior Civilians GS-13 (or equivalent).
- Applicant must currently be serving in a permanent DAC GS-13 or equivalent position.
- Selection for participation does not guarantee a leadership shadowing experience.
- 20 working days structured leadership shadowing experience with FCR/SES.
- Participation depends on the resources available to fund shadowing experiences.
March 1 – 15 May 2019, ETM Application Period

15 May 2019, ETM Application Closes

16 – 31 May 2019, FCR Assess and Rank Applications

1 – 29 June 2019, Command Boards ETM

2 July 2019, ETM OMLs due to CLDO

12 – 15 November 2019, HQDA ETM Phase II Board (Interviews)

15 – 18 October 2019, HQDA ETM Phase I Board (Pre-Selection)

December 2019, ETM Results Published

February 2020, ETM-TDY and ETM-Shadowing Begins

April 2020, ETM-CGSOC Distance Education Begins

July 2020 - June 2021, ETM-CGSOC Residence Begins

August 2020, ETM-ELDP Begins

February 2021, HQDA ETM Phase III (Graduate Placement)

ETM Execution Timeline

2019 Application Period
1 Mar 19 – 15 May 19

Senior Civilian Army Talent Management – Army Strong!
EEL Program Modules

**AD 2017-13 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.

**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.

**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.

**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.

**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.
DOD DISCLAIMER

You are accessing a U.S. Government (USG) Information System (IS) that is provided for USG-authorized use only. By using this IS (which includes any device attached to this IS), you consent to the following conditions:

- The USG routinely intercepts and monitors communications on this IS for purposes including, but not limited to, penetration testing, COMSEC monitoring, network operations and defense, personnel misconduct (PM), law enforcement (LE), and counterintelligence (CI) investigations.
- At any time, the USG may inspect and seize data stored on this IS.
- Communications using, or data stored on, this IS are not private, are subject to routine monitoring, interception, and search, and may be disclosed or used for any USG authorized purpose.
- This IS includes security measures (e.g., authentication and access controls) to protect USG interests—not for your personal benefit or privacy.
- Notwithstanding the above, using this IS does not constitute consent to PM, LE or CI investigative searching or monitoring of the content of privileged communications, or work product, related to personal representation or services by attorneys, psychotherapists, or clergy, and their assistants. Such communications and work product are private and confidential. See User Agreement for details.

☐ 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 CLDO 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
### Applicant Career Brief

**PRIVACY ACT STATEMENT**

Authority: 10 U.S.C. 3013; 5 U.S.C. 301

Principal Purposes: This information will be used to determine an applicant's eligibility and candidacy for the SETS Program. Information used by SETS is extracted from Headquarters, Army Civilian Personnel System (HQ ACPRS) via a secure connection, thus individuals are not involved in this process. Individuals are explicitly consenting to the capture and use of their information when employed by the Department of Army civilian workforce where they are initially provided a Privacy Advisory.

Routine Uses: The DoD "Blanket Routine Uses" apply to this system. The "Blanket Routine Uses" are available at [https://ddcma.defense.gov/国防/VA.pdf](https://ddcma.defense.gov/国防/VA.pdf).

Disclaimer: Mandatory except where noted. Failure to provide required information may result in rejection of the application as incomplete or non-selection of the applicant for the SETS Program.

### SECTION I Personal Information

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>EDMUND</td>
</tr>
<tr>
<td>First Name</td>
<td>SHAWN</td>
</tr>
<tr>
<td>Middle Name</td>
<td></td>
</tr>
<tr>
<td>Last Name</td>
<td></td>
</tr>
<tr>
<td>Nickname</td>
<td></td>
</tr>
<tr>
<td>Clearance</td>
<td>SECRET</td>
</tr>
<tr>
<td>Home Street Address</td>
<td>HM ADEMEASURE CIRCLE</td>
</tr>
<tr>
<td>City</td>
<td>WOODS/TY</td>
</tr>
<tr>
<td>State</td>
<td>VA</td>
</tr>
<tr>
<td>Zip</td>
<td>22101</td>
</tr>
<tr>
<td>Home County</td>
<td>USA</td>
</tr>
<tr>
<td>Social Security Number</td>
<td>8234567890</td>
</tr>
<tr>
<td>Home Phone</td>
<td>765-432-1234</td>
</tr>
<tr>
<td>Cell Phone</td>
<td>765-432-1234</td>
</tr>
<tr>
<td>Email Address</td>
<td><a href="mailto:edmund.shaw@us.army.mil">edmund.shaw@us.army.mil</a></td>
</tr>
<tr>
<td>Promotion Date</td>
<td>08/31/2008</td>
</tr>
</tbody>
</table>

### SECTION II Individual Description

#### A. General Information

- **Bio**:石榴；PLANNING
- **Goals**:石榴；PLANNING
- **Qualifications**:石榴；PLANNING
- **Experience**:石榴；PLANNING
- **Education**:石榴；PLANNING
- **Hobbies**:石榴；PLANNING

#### B. Military Experience

- **Rank**:石榴；PLANNING
- **Service Branch**:石榴；PLANNING
- **Service Years**:石榴；PLANNING

#### C. Civilian Experience

- **Industry**:石榴；PLANNING
- **Position**:石榴；PLANNING
- **Responsibilities**:石榴；PLANNING

### SECTION III Education

- **Degree**:石榴；PLANNING
- **Major**:石榴；PLANNING
- **Institution**:石榴；PLANNING
- **Date of Graduation**:石榴；PLANNING

### SECTION IV Professional Development

- **Certifications**:石榴；PLANNING
- **Training**:石榴；PLANNING

### SECTION V Performance

- **Supervisor's Name**:石榴；PLANNING
- **Supervisor's Phone**:石榴；PLANNING
- **Supervisor's Email**:石榴；PLANNING

### SECTION VI Professional Affiliations

- **Affiliation Name**:石榴；PLANNING
- **Role**:石榴；PLANNING

### SECTION VII Experience

- **Experience Type**:石榴；PLANNING
- **Start Date**:石榴；PLANNING
- **End Date**:石榴；PLANNING

### SECTION VIII Personal Information

- **Emergency Contact Name**:石榴；PLANNING
- **Emergency Contact Phone**:石榴；PLANNING
- **Emergency Contact Email**:石榴；PLANNING

### SECTION IX Security Clearances

- **Type**:石榴；PLANNING
- **Status**:石榴；PLANNING

### SECTION X Language Skills

- **Language Name**:石榴；PLANNING
- **Level**:石榴；PLANNING

### SECTION XI Current Employment

- **Employer**:石榴；PLANNING
- **Position**:石榴；PLANNING
- **Job Duties**:石榴；PLANNING

### SECTION XII Professional References

- **Reference Name**:石榴；PLANNING
- **Reference Contact**:石榴；PLANNING

### SECTION XIII Professional Licenses & Certifications

- **License/Certification Name**:石榴；PLANNING
- **Issuing Authority**:石榴；PLANNING
- **Expiration Date**:石榴；PLANNING

### SECTION XIV Utilization Policies

- **Policy Name**:石榴；PLANNING
- **Policy Description**:石榴；PLANNING

### SECTION XV Experience

- **Experience Description**:石榴；PLANNING
- **Date of Experience**:石榴；PLANNING

### SECTION XVI Career Intertwines

- **Intertwine Name**:石榴；PLANNING
- **Intertwine Description**:石榴；PLANNING

---

**Unclassified Information For Official Use Only (FOUO)**

- **File Name**: 2014 SETM Results.pdf
  - **File Size**: 136,303
  - **Upload Date**: 10/26/2017
- **File Name**: 2015 SETM Results.pdf
  - **File Size**: 93,618
  - **Upload Date**: 8/15/2017
- **File Name**: 2016 SETM Results.pdf
  - **File Size**: 49,434
  - **Upload Date**: 8/15/2017
- **File Name**: 2017 ETM Results.pdf
  - **File Size**: 54,873
  - **Upload Date**: 8/15/2017
- **File Name**: 2013 SETM Results.pdf
  - **File Size**: 161,789
  - **Upload Date**: 10/26/2017
- **File Name**: 2016 SETM Results.pdf
  - **File Size**: 1,071,182
  - **Upload Date**: 8/15/2017
Note: Click on the down-arrow icons to expand the following respective section panels.

SECTION V Performance

SECTION VI Significant Awards/Honors

SECTION VII Education

SECTION VIII Professional Development

SECTION IX Licenses & Certifications

SECTION X Language Skills

SECTION XI Major Publications

SECTION XII Professional Memberships & Associations

SECTION XIII Professional Boards

SECTION XIV Utilization Ratings

SECTION XV Competencies

SECTION XVI Career Preferences

The following fields are pre-populated from the Survey and are not editable on this screen. You will be able to update this information when completing a new Survey.

Plan Year Timeline Position Title Command Location

[BACK TO TOP]
### Applicant Survey

**BACKGROUND**

<table>
<thead>
<tr>
<th>Program Description</th>
<th>Packet</th>
<th>View Draft</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defense Senior Leader Development Program (DSLDP) (14/15 Equivalent)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Army Senior Service College (SSC) (14/15 Equivalent)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Army Senior Service College Distance Education (SSC-DE) (14/15 Equivalent)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Enterprise Talent Management-TDY (SETM-TDY) (14/15 Equivalent)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Enterprise Talent Management Enterprise Placement Program (SETM-EPP) (REASSIGNMENT OPTION 1 (15 Equivalent)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Enterprise Talent Management Enterprise Placement Program (SETM-EPP) (SES DETAIL OPTION 2 (15 Equivalent)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Enterprise Talent Management Army Senior Civilian Fellowships (SETM-ASCF) (14/15 Equivalent)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise Talent Management Command and General Staff Officers College (ETM-CGSOC)(PCS) (13 Equivalent)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise Talent Management Command and General Staff Officers College (ETM-CGSOC)(TDY and Return) (13 Equivalent)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise Talent Management Executive Leader Development Program (ETM-EDLP) (12/13 Equivalent)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise Talent Management Temporary Duty (ETM-TDY) (13 Equivalent)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise Talent Management Shadowing Experience (ETM-Shadowing) (13 Equivalent)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Have you completed the CES course associated with your current grade (Intermediate or Advanced) or been granted equivalency/constructive credit by G-3/5/7?**

- Yes
- No

**APPLICANT MOBILITY STATUS**

Mobility is a pre-requisite for DSLDP, SETM-SSC, SETM-SSC DE, SETM-EPP, SETM-ASCF and ETM-CGSOC. Mobility will be required for SETM Career Planning upon selection or acceptance of new assignment. This mobility may be organizational, functional and/or geographic.

- I am willing to sign a SETM Mobility & Service Agreement and Upload a scanned signed copy at this time.
- I am not willing to sign a SETM Mobility & Continued Service Agreement at this time.

Click the following link Mobility Agreement to access the mobility agreement then print, sign, scan and upload on the career brief/profile page.

Click the following link Continued Service Agreement to access the service agreement then print, sign, scan and upload on the career brief/profile page.

**STATEMENT OF INTEREST**

Enter your Statement of Interest which outlines why you want to attend the program and how you intend to apply the skills you gain. Length of this statement is variable depending on program – either one or two pages at 12 pitch Times New Roman not to exceed 4000 characters.
### Applicant Survey (ECQs)

#### Leading Change

**Definition:** This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organization overview and to implement it in a continuously changing environment.

<table>
<thead>
<tr>
<th>Subcompetency</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creativity and Innovation</td>
<td></td>
</tr>
<tr>
<td>External Awareness</td>
<td></td>
</tr>
<tr>
<td>Strategic Thinking</td>
<td></td>
</tr>
</tbody>
</table>

**Vision**

Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

<table>
<thead>
<tr>
<th>Flexibility</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Resilience</td>
<td></td>
</tr>
</tbody>
</table>

"DSLP Applicants Only" Please describe the degree to which you meet this core competency and give Examples to support your assessment. You should cover all of the associated sub-competencies in your narrative.

---

### Leading People

**Definition:** This core qualification involves the ability to lead people toward meeting the organization’s vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

<table>
<thead>
<tr>
<th>Subcompetency</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflict Management</td>
<td></td>
</tr>
<tr>
<td>Leveraging Diversity</td>
<td></td>
</tr>
<tr>
<td>Developing Others</td>
<td></td>
</tr>
</tbody>
</table>

*UNCLASSIFIED INFORMATION - FOR OFFICIAL USE ONLY (FOUO)*
Applicant Survey

UNCLASSIFIED INFORMATION FOR OFFICIAL USE ONLY (FOUO)

### PREFERENCE 1 (OPTIONAL)

<table>
<thead>
<tr>
<th>Location</th>
<th>Series</th>
<th>Command</th>
<th>Career Program</th>
<th>Grade</th>
<th>Position Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select All Locations</td>
<td>Select All Series</td>
<td>Select All Commands</td>
<td>Select All Career Programs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If you know the title of a particular position, please enter it here.

Please provide the reason for your preference (Comments limited to 500 characters)

### PREFERENCE 2 (OPTIONAL)

<table>
<thead>
<tr>
<th>Location</th>
<th>Series</th>
<th>Command</th>
<th>Career Program</th>
<th>Grade</th>
<th>Position Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select All Locations</td>
<td>Select All Series</td>
<td>Select All Commands</td>
<td>Select All Career Programs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If you know the title of a particular position, please enter it here.

Please provide the reason for your preference (Comments limited to 500 characters)

### PREFERENCE 3 (OPTIONAL)

<table>
<thead>
<tr>
<th>Location</th>
<th>Series</th>
<th>Command</th>
<th>Career Program</th>
<th>Grade</th>
<th>Position Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select All Locations</td>
<td>Select All Series</td>
<td>Select All Commands</td>
<td>Select All Career Programs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If you know the title of a particular position, please enter it here.

Please provide the reason for your preference (Comments limited to 500 characters)

---

Please ensure you have uploaded required documents and completed all requirements prior to selecting “Submit”. Submit will lock the survey and forward to the next level in the application process. Survey can be unlocked by contacting the Civilian Leader Senior Management Office.

[Submit] [Cancel]
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.

STOP

STOP
AMERICA’S ARMY: THE STRENGTH OF THE NATION

FCR Process Flow Chart

CP Careerist

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 SETM portal.

CLDO SETM/ETM Boards

Roles

Rater = Supervisor
Endorser = GO or SES in Chain of Command
FCR = SES level in CP
Recommendations located on the SETM system under “How to apply for SETM/Application Helpful Hints”

- Time Invested in Completing Application
- Statement of Interest
- Appraisals (Employee Potential)
- Rater/Endorser/FCR Comments
- Resume Accomplishments (Measurable and Quantifiable)
- Competency Scoring
Chief, Civilian Leader Development Office
edmund.shaw.civ@mail.mil or 703-693-1128

angel.l.maldonadoramirez.civ@mail.mil or 703-695-4834

CLDO Group Email
us army.pentagon.hqda-asa-mra.list.samr-cslmo-edd@mail.mil

SETMS Homepage
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. CLDO 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 CLDO’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.