

# Career Development

## DEFENSE ACQUISITION UNIVERSITY A TREASURE CHEST OF POTENTIAL NEW HIRES

**A**s the Defense Acquisition University continues to broaden its recruitment and hiring considerations, DAU is researching two new avenues to announce its job opportunities.

- **Hiring Heroes**—The Department of Defense values the contributions and sacrifices of its servicemembers and realizes the knowledge, skills, and dedication they can bring to civilian positions after military service. This is a broad outreach program to help injured servicemembers and their spouses find employment.

DAU can participate in the Hiring Heroes Career Fairs being held all over the United States by providing DAU job announcements to the Civilian Personnel Management Service Office to be shared at the Career Fairs. This program is a win-win situation for all. DAU stands to support the Department of Defense effort to be a model for helping injured servicemembers transition into civilian life.

- **Soldiers4Hire** < [www.soldiers4hire.com](http://www.soldiers4hire.com) >— This Web site is for military servicemembers transitioning to the civilian sector. It handles Internet advertising of job vacancies and can help DAU unite with qualified candidates in a variety of career areas. The military pays their relocation and interviewing expenses.

Civilian jobs are sought by many military candidates who are currently being released from their tour of duty. This Web site is viewed by both those who are stationed stateside and abroad. The mission of Soldiers4Hire is to reach all qualified and experienced candidates who

are seeking civilian careers so that organizations can employ highly skilled and disciplined professionals for their job openings.

Military candidates can also find other information from this Web site such as relocation, benefits, and other necessary resources. In addition, other links are posted with many DoD Web sites that provide government and military resources to all separating military personnel and their families. The ads are viewed by all military installation centers, employment readiness centers, military transition centers, command centers, and career guidance counselors, to name a few. Job postings are exposed to all branches of the military.

## ARMY NEWS SERVICE (AUG. 22, 2007) VICE CHIEF OF STAFF DESIGNATES WEST POINT CENTER OF EXCELLENCE FOR PROFESSIONAL MILITARY ETHICS

*Maj. Tom Bryant, USA*

**W**EST POINT, N.Y.—Vice Chief of Staff of the Army Gen. Richard Cody expanded West Point's role as the America's premier leader-development institution Friday by designating the U.S.



Vice Chief of Staff of the Army Gen. Richard Cody (second from right) tells Cadets First Class Jarod Taylor, Aaron Folsom, Maryalice Pass and Jason Crabtree, a story about his cadet days during his visit to West Point. Later that day, Cody designated the academy the Army Center of Excellence for the Professional Military Ethic.

Photograph by Eric Bartelt

Military Academy the Army Center of Excellence for the Professional Military Ethic.

The move is part of Cody's initiative to formalize education programs aimed at bolstering the moral and ethical foundations of military service. Once operational, the center will reach across commands and the Army schools system to capture existing expertise and make available a variety of training resources.

"To me, the professional military ethic is our moral compass that guides leaders to choose the harder right over the easier wrong," Cody told a crowd of approximately 230 alumni, staff and faculty, cadets, and guests during the academy's alumni association meeting.

Army Lt. Col. Pat Sullivan, deputy director of West Point's ethics center, explained what the professional military ethic means and how the new designation is simply an expansion of a role the academy has been filling for some time.

"Our professional military ethic is the system of moral standards and principles that define our commitment to the nation. It's articulated through Army values, the Warrior Ethos, the NCO Creed, the Soldiers Creed, our oath of enlistment, and oath of office—those norms and beliefs that guide our Service and keep us on azimuth," Sullivan said.

"West Point has provided training packages to Army units, ROTC detachments, and civilian entities for years. We've hosted the National Conference on Ethics in America for more than 20 years. The Center of Excellence formalizes that function and will broaden the outreach—and audience—that we serve," Sullivan added.

Earlier in the day, Cody told cadets, "You are the moral compass and strength of this nation. You are the promise that no matter what the disaster, no matter the conflict, no matter the war ... this institution will not bend, this Army will not bow, and this nation will never break."

Army Lt. Gen. Buster Hagenbeck, West Point superintendent, noted the academy is uniquely suited for this critical function.

"West Point has been the wellspring of soldier values for more than 200 years," Hagenbeck said. "This center will directly impact the development—Army-wide—of soldiers and leaders of character who can meet the morally ambiguous challenges of the current security environment."

The Center of Excellence for the Professional Military Ethic will provide the Army a range of leader-development resources. Plans include development of standing teams to meet requests for information and training, as well as scholarly research and publications addressing Army values and ethics. The existing Center for Company-Level Leadership will also offer practical exercises for junior-leader development through its online repository.

*Bryant writes for the U.S. Military Academy Public Affairs Office.*

### OFFICE OF FEDERAL PROCUREMENT POLICY MEMORANDUM (SEPT. 4, 2007) PLANS FOR HIRING REEMPLOYED ANNUITANTS TO FILL ACQUISITION- RELATED POSITIONS

*Paul A. Denett, Administrator*

**T**he beginning of the 21st century has presented our acquisition workforce with unprecedented challenges. We are more reliant on contracting to support agency missions, and federal acquisition spending has nearly doubled in the last five years. We are increasing the size of the overall acquisition workforce and expanding our intern programs. However, a significant loss of experience and corporate knowledge is expected as the baby boomer generation retires over the next few years. Although we have increased recruiting, we may experience gaps in the acquisition workforce over the next few years.

In October 2006, the president signed into law the General Services Administration Modernization Act (P.L. 109-313), which allows federal agencies to hire retired annuitants to fill critical vacancies in the acquisition field. The new legislation allows agencies to hire an individual receiving an annuity from the Civil Service Retirement and Disability Fund without discontinuing such annuity to fill an acquisition-related position under certain circumstances. The authority to use this provision expires on Dec. 31, 2011. Agencies should use this authority, where appropriate, to help meet some of their acquisition workforce hiring needs.

For purposes of this legislation, acquisition-related positions are defined in the Office of Federal Procurement Policy (OFPP) Policy Letter 05-01. Among other functions, reemployed annuitants can:

- Act as mentors to entry and mid-level staff and provide on-the-job training and coaching
- Serve as additional staff for short-term projects or surges

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## Career Development

- Provide agencies staffing flexibility to support emergency acquisition needs (e.g., natural disasters or other national emergencies)
- Provide a knowledge pool for best practices that could be leveraged across agencies
- Serve as a consulting resource to address specific agency acquisition issues
- Provide support to program managers as acquisition experts to more effectively link contracting and program functions and improve the acquisition process.

Agencies should coordinate with their chief human capital officer, the chief acquisition officer, and the acquisition career manager to draft implementation plans for this law. Agency plans should contain, at a minimum, the criteria at < [www.whitehouse.gov/omb/procurement/workforce/090407\\_reemployed.pdf](http://www.whitehouse.gov/omb/procurement/workforce/090407_reemployed.pdf) >. Once these plans are developed, agency heads must consult with the Office of Personnel Management and OFPP before implementing their plans.

The consultation process begins with OPM's receipt of the written plan. Agencies should submit their proposed plans to OPM's Human Capital Leadership and Merit Systems Accountability Division. OPM will provide written feedback on the plan, and the agency must address in writing these comments. The process should not exceed 30 calendar days to ensure timely implementation.

Annual reports on use of the provision should be provided to OPM and OFPP by Nov. 1 of each fiscal year beginning November 2008. At a minimum, these reports should include:

- Number of individuals employed under the provision
- Name, grade level, and geographic location of each employee
- Part-time or full-time status
- Length and terms of employment and options to renew.

The length of an individual's appointment under the re-employment provisions of P.L. 109-313 must be in accordance with the appointing authority used to rehire the individual (e.g., temporary appointments as contained in 5 CFR part 316).

Getting good results from our acquisitions ultimately depends on the capabilities of the workforce. Our workforce must be equipped with the skills and competencies required to meet the federal government's increasingly complex needs. Taking the necessary steps to use this new authority is an important part of our solution to meeting the government's acquisition staffing needs.

For more information, please contact Lesley Field at 202-395-4761.

### AIR FORCE PRINT NEWS (SEPT. 6, 2007) AFPC TESTING NEW EXTERNAL APPLICANT RECRUITMENT TOOL

**R**ANDOLPH AIR FORCE BASE, Texas—External applicants interested in working for the Air Force may have an easier road to travel because of a new recruitment tool, said Air Force Personnel Center officials at Randolph Air Force Base.

The new tool is called USA Staffing, a human resources hiring tool that is integrated with the federal government's official employment information Web site, USAJOBS.

"USA Staffing will help make the application and referral process faster and easier," said John Steenbock, the deputy director of the civilian force integration.

Current Air Force civilian employees will not see any change in how they are considered for internal recruitment announcements at the present time.

Both USA Staffing's Application Manager and USAJOBS offer easy-to-use job application features and are fully Web-based.

"You can configure their services just like you want them, and you'll be able to do all the job-hunting you want," Steenbock said. "Both USA Staffing and USAJOBS are specific to federal employment, which helps ensure we match the right people to the right jobs."

USAJOBS provides convenient job search tools that automatically notify an applicant by e-mail about job opportunities by category, federal agency, key words, location, salary range, or pay grade. It also serves as an online resource center that provides tips on writing resumes and focusing on knowledge, skills, and abilities. It has suggestions that can help sharpen interviewing skills, a frequently asked questions section, a glossary of terms and tutorials, and veteran's employment resources.

USA Staffing's application manager stores commonly required information such as name, address, phone number, e-mail address, and Social Security number. These are kept in an account profile and are automatically inserted into subsequent applications. The profile is easily updated as well. Applicants can see a detailed status on each application package and view, print, and update the answers provided with the initial application online, and can see

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## Career Development

a list of all the supporting documents submitted, such as the resume or veteran's documentation, and they can print those documents.

"The Air Force offers a wide variety of career opportunities that are posted on USAJOBS daily," Steenbock said. "USA Staffing makes it even easier to find that perfect Air Force job."

Interested applicants can get started by going to < [www.usajobs.gov](http://www.usajobs.gov) >. For more details, see the USA Staffing Application Manager's online help at < <http://eshelp.opm.gov/robo/projects/appman001/appman001.htm> >.

*Courtesy Air Force Personnel Center Public Affairs.*

### ARMY NEWS SERVICE (OCT. 11, 2007) **ARMY TO ACCELERATE LEADER DEVELOPMENT**

*John Harlow*

**W**ASHINGTON—The U.S. Army Training and Doctrine Command recently announced a plan to accelerate leader development at all levels and a panel at the Association of the U.S. Army's annual meeting outlined more of the specifics.

"This is not just another 'study' of how to improve leaders in our Army," said Lt. Gen. William Caldwell, the commanding general of the Combined Arms Center and Fort Leavenworth. "It's a focused look of 'how to' accelerate leader development across all cohorts, components, and domains in order to meet the increased leadership demands for the Long War."

The initiative will increase joint, interagency, intergovernmental, multi-national opportunities across the Army, officials said. It will give soldiers opportunities to fill slots in other government agencies, such as the State Department, to expand their knowledge base. It will also allow civilians to fill seats at courses that have normally been reserved for the military.

Lt. Gen. Caldwell was joined on the panel by Maj. Gen. Montague Winfield, commanding general of the U.S. Army Cadet Command; Brig. Gen. Mark O'Neil, deputy commandant of the U.S. Army Combined and General Staff College; Col. Mark Jones, commandant, U.S. Army Warrant Officer Career Center; Col. Donald Gentry, commandant, U.S. Army Sergeants Major Academy; and Jim Warner, director, Civilian Development Office in the Office of the Deputy Under secretary of the Army.

"We will evolve and implement officer, noncommissioned officer, and civilian education systems that acknowledge those increased demands and conduct leader development training in ways that support our expeditionary Army, [and] develop an offensive mindset focused on winning our nation's wars," said Caldwell.

It is a tough mission to change the culture of learning at all levels of the leadership chain, panel members said. Doing so during a time when more than 230,000 soldiers are deployed or forward stationed around the world makes the undertaking even more challenging.

"Our mission is to examine and analyze accelerating leader development programs to grow leaders for the future strategic environment," said Caldwell. "This will revise leader development programs for the 21st century, synchronize programs with the Army Force Generation Model (known as ARFORGEN), and ensure policies and procedures are in place to support the recommendations of accelerating the development of leaders."

There are already changes being implemented at all levels of leader development. At the junior officer level, there is a new course of Basic Officer Leadership Course, known as BOLC. BOLC I is the pre-commissioning phase soldiers take either through the U.S. Military Academy, Officer Candidate School, or Reserve Officer Training Corps.

In BOLC I, soldiers learn warrior tasks, adaptive leadership development techniques, team building, and many other tasks. A new addition to the program includes cultural awareness training.

At BOLC II, lieutenants face a field leadership lab at Fort Benning, Ga., or Fort Sill, Okla. By the time officers complete BOLC I and II, they have been trained in 71 leadership tasks.

At BOLC III, soldiers attend the Leader Development and Assessment Course. This is a rigorous 33-day course in which they complete land navigation, weapons training, confidence training, and squad drills.

Each level of BOLC has a cultural understanding block of instruction. There are five levels of cadet cultural development: leadership, personal development, officership, tactics and techniques, and values and ethics.

At the mid-level officer development, there are seven major recommendations.

“At the end of the day the mission is to implement officer, noncommissioned officer, and civilian education systems that have evolved to acknowledge those increased leader demands,” said Caldwell. “By accelerating Army leader development programs in ways that support our expeditionary Army, we are integrating the complexities of full-spectrum operations in an era of persistent conflict.”

Gen. William S. Wallace, commanding general, U.S. Army Training and Doctrine Command, originally announced the leadership development initiative, saying the goal is to accelerate and redesign leader development programs at all levels that fully support persistent conflict, an expeditionary Army with an offensive mindset, and focus on winning the nation’s wars.

*Harlow writes for the TRADOC News Service.*

### NAVY NEWSSTAND (OCT. 11, 2007) **COMMANDER, NAVY PERSONNEL POWERS UP ADVANCED TECHNOLOGY SUITE TO IMPROVE SELECTION BOARD PROCESS**

*Chief Mass Communication Specialist (SW) Maria Yager, USN*

**M**ILLINGTON, Tenn.—With a snip of the scissors, the Chief of Naval Personnel streamlined the process of selecting the Navy’s future chiefs, officers, and even astronauts during a ribbon cutting ceremony Oct. 10.

Vice Adm. John C. Harvey Jr. and Rear Adm. Edward “Sonny” Masso, commander, Navy Personnel Command/deputy chief of naval personnel, visited the selection board center at Navy Personnel Command (NPC) to launch the newest version of the Electronic Military Personnel Records System, known as EMPRS-TR. The TR represents the technical refreshment the system has undergone.

“It gives me great pleasure to be here to dedicate the EMPRS Tech Refresh project. The people in this room have put in a great effort in bringing this massive system online. Your efforts have improved system response time, reliability, maintainability, and our security posture. You have provided a much needed service to the Navy selection board process,” said Harvey.

First introduced in 1995, EMPRS is used to conduct promotion and selection boards. It allows board members to access a sailor’s official military personnel file. These documents are stored electronically and can be viewed from one of the 220 work stations in the selection board center.

More than 100,000 records are reviewed annually during board proceedings. The technical refreshment is the first major upgrade to the system since its inception.

NPC conducts promotion and selection boards 50 weeks out of the year. These boards include promotions for officers and chiefs, selection boards for test pilots and seaman to admiral applicants, limited duty officer/chief warrant officer in-Service procurement, and even NASA astronaut screening. The largest is the active duty E-7 board with more than 20,000 eligible candidates whose records will be reviewed through EMPRS-TR.

“The system we use to conduct promotion and selection boards must be dependable and provide the capability to comply with statutory records retention requirements. EMPRS-TR provides this platform and ensures the Navy’s ability to meet these requirements now and in the foreseeable future,” said Chris Zaller, branch head at NPC’s selection board support section. Statutory boards are promotion boards required by law, he added.

More than 100 military, civilian, and contract personnel support EMPRS-TR and the selection board process.

For more information about selection and promotion boards, visit the NPC Web site at <[www.npc.navy.mil/Boards](http://www.npc.navy.mil/Boards)>.

*Yager writes for Navy Personnel Command Public Affairs.*

### ARMY NEWS SERVICE (OCT. 12, 2007) **ARMY BUILDING ITS CIVILIAN BENCH FOR MOBILITY**

*J.D. Leipold*

**W**ASHINGTON—A new DoD directive will emphasize mobility for civilian employees and training an expeditionary workforce ready to deploy to hot spots like Iraq and Afghanistan.

Patricia S. Bradshaw, deputy under secretary of defense for civilian personnel policy, discussed the draft directive and civilian leadership development during a seminar at the annual meeting of the Association of the U.S. Army.

The new DoD directive has been written and is presently awaiting signature, Bradshaw said. It defines the competencies expected of its senior leaders, she said, and outlines opportunities for movement so that mobility becomes the norm as opposed to the exception.

## Expeditionary Workforce

“We’ve needed to start building the right kind of competencies to create a civilian workforce that is as expeditionary as our military members,” Bradshaw said, “so when the balloon goes up, people are there to respond, whether it’s in Africa, Iraq, or Afghanistan—that’s the wave of the future.”

Future DoD Senior Executive Service members will be required to make commitments to lifelong learning and have a portfolio of diversified working experiences outside their organizations, the deputy under secretary said. The days of being “home-grown” are gone, she said, because leaders today need to be more rounded and well-versed in the global international environment.

The future calls for multi-skilled leaders who are strategic and creative thinkers, Bradshaw said. Future training must build leaders and teams who are effective in managing, leading, and changing large organizations, she said, and who understand cultural context and how to work effectively across that culture.

## SES Demographics

Bradshaw discussed the effect SES demographics will have on future leadership within the Army and throughout the Department of Defense.

“The average age of SESers in DoD is 54-and-a-half with 23 years of service,” she said. “Right now 30 percent are eligible to retire, and by 2010, about 50 percent of them will be eligible to retire. ... Looking out across the rest of the department today, 42 percent of our workforce is eligible to retire, and by 2010, some 70 percent will be eligible, so there’s a real sense of urgency for us to get along with business, but as we do that, we can’t do it the way we’ve always done it.”

“Today, the environment, the political and social landscapes have changed,” the deputy under secretary said. “A number of world events have come together to redefine how we accomplish our mission in DoD, whether it’s 9/11, Hurricane Katrina, continuing world disasters—we as DoD are being called upon to perform missions in ways we have never performed before.”

## Interagency Experience Important

Bradshaw said that while the United States has aligned its forces and changed the military model, the civilian model hadn’t kept pace because prior to the war on terrorism, when budget cuts were made, civilian training

and education budgets were the first to be hacked. But the attitude has changed since the 1990s, she said, adding that when she looks across DoD today, she sees a commitment made with a demonstration of dollars behind it, and that the Army has done a remarkable job in moving forward.

“We’re not going to be based in these cozy little places where we’ve been before, so the skill sets required are going to be different; and along that line, we can no longer achieve our mission without being linked with interagency partners.”

She said a joint integrated workforce that practices mobility and interoperability is needed, not just across another part of the Army or even across DoD, but across all interagency partners and the state, local, and international governments.

## Changing the Culture

“Key to this is cultural awareness,” she pointed out, “[is that] we can no longer continue to ignore the global nature and requirement to be culturally aware and sensitive—to be able to think outside our own boundaries.”

Jeannie A. Davis, Army G-1 for Civilian Personnel, addressed specific moves the Army is making to develop its SES leaders. She discussed the Army intern and fellows programs, which she said are key ways in which the Army will build its bench of SES leaders.

“The intern program works,” she said. “We’ve had it for many years, and it’s gone through peaks and valleys. In 1988, we had 3,800 interns, and last year, we had 1,586 [interns] and 837 new hires. We’re also continuing to build that number, and we anticipate that number going up to about 2,500 per year by 2013.”

The fellows program, which was established by the Army Materiel Command, is in the process of going Armywide. It was approved by the chief of staff and the secretary of the Army as part of “Initiative Five” on leadership development, and will begin next summer with about 120 fellows, doubling to 250 by 2009, Davis said.

“We’re going to make sure these fellows get DoD and joint assignments because these are really important things for young folks to learn as they come in,” she said. About 20 percent of the Army’s fellows come from the top 361 colleges and universities in the United States and have grade point averages of 3.63. These young people are more

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## Career Development

diverse, introduce new and contemporary skills, and are going to be our future leaders, she said.

### Centrally Managed Training Program

She said the Army is also looking at ways to develop people in general and ways in which to improve access to training. The Service is also looking at centrally managed education and career management for senior civilians. A tiger team has been implemented to come up with a concept plan over the next several months, she said.

“We’re looking at how we take the person at Camp Swampy and get them to be able and interested in being that SESer of the future,” she said. “The tiger team will put together some specifics in the broad career groups so that people have more opportunities to move into comparable work or different work; and in the process, they will be multi-skilled and better able to move into SES positions in the future.”

Volney Warner, director of the Army Civilian Development Office, said the goal is to provide every member of the Army civilian workforce a path, or alternative paths, where employees can see and apply their own energies toward a self-development process. He said the path is one that allows them to develop themselves with institutional support for higher levels of responsibility, authority, and great contributions to the Army.

“The proof in the pudding for this is leadership, time, attention, and oversight,” he said. “All of the Training and Doctrine Command schools that have available educational opportunities are now in the process where those empty seats are identified early, transmitted, and made transparent for whoever the right person is.”

Volney said everyone who is in the Army has two fundamental responsibilities that don’t change. “The first is mission accomplishment—whatever that mission happens to be,” he said. “The second is to provide for the future of the institution and the way you provide for the institution is to build leaders who are going to follow you, who have the tools, the education, the development experiences, and mentorship they need to do a better job.”

### FEDERAL ACQUISITION INSTITUTE A-76 POST COMPETITION ACCOUNT- ABILITY TRAINING

**T**he Federal Acquisition Institute (FAI) has produced an interactive online training module for understanding best practices in post competition accountability entitled the A-76 Post Competition Accountability Training. The training is available at <[www.FAI.gov](http://www.FAI.gov)>, and it explains the steps a federal government agency must take to successfully implement the results of a public-private competition.

The training illustrates best practices and lessons learned across the government and provides an educational tool for stakeholders in this phase of A-76 competitions. In the training, you will see and hear agency practitioners share their experiences and strategies for transitioning to new providers and administering the work they have been selected to perform.

### Also from FAI

FAI has posted a partial schedule of classes for fiscal year 2008. Classes will be added as vendor contracts are awarded. All registration requests must be submitted via the Federal Acquisition Institute Training Application System (FAITAS) at <<https://atrrs.army.mil/channels/faitas/student/logon.aspx?caller=1>>.

FAI provides free training courses to federal employees of civilian agencies, with priority being given to those who support an executive agency. FAI does not provide training to federal contractors. DoD employees should visit <[www.dau.mil](http://www.dau.mil)> and click on “I need training” to register for training courses.

Federal employees of non-executive agencies (legislative and judicial branches) and DoD military and civilian employees will be allowed to attend FAI training on a space-available basis. Employees of these agencies who apply for FAI training will be notified 10 days prior to the start of class if their request for training has been approved.