

CP-12

SAFETY &
OCCUPATIONAL HEALTH

STRATEGIC PLAN





U.S. ARMY

Army Civilian Corps Creed

I am an Army civilian – a member of the Army team.

I am dedicated to our Army, our Soldiers and civilians.

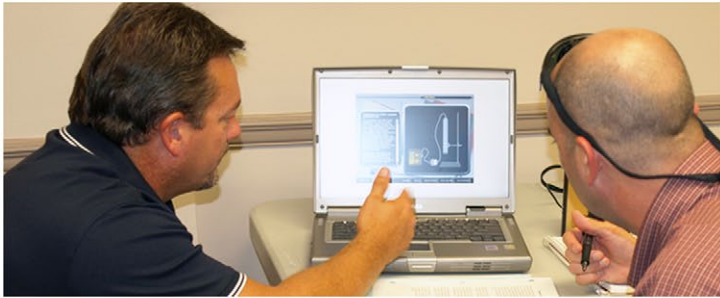
I will always support the mission.

I provide stability and continuity during war and peace.

I support and defend the Constitution of the United States and consider it an honor to serve our nation and our Army.

I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

I am an Army civilian.



CP-12 Program Overview

In 2011, the Army initiated Civilian Workforce Transformation (CWT) to transform the Army's civilian cohort for the 21st century. The program's overall intent is to deliver "the right Army civilian, to the right place, at the right time." The entire civilian workforce was aligned with one of 31 career programs headed by a Functional Chief (FC), Proponent and Functional Chief Representative (FCR).

The Career Management Program (CP-12) community of practice defined competencies for 10 job series housing the preponderance of CP-12 careerists (GS-0018, GS-0081, GS-0089, GS-0019, GS-0803, GS-1306, GS-0640, GS-0690, GS-1815 and GS-1825). Competencies were validated and training plans were developed and published. Addressing the remaining competencies will occur between 2017 and 2018.

In 2015, the CP-12 FCR was directed to assess the CP-12 career program. Several strengths were identified to include:

- Formal career program structure: FC, Proponent, FCR and career program proponent cell.
- Safety and Occupational Health (SOH) professionals represent 25 job series across the force.
- ANSI accredited professional certificate programs: Professional certificate in Safety and Occupational Health, Explosives Safety level I, Explosives Safety level II, Ground Safety and Aviation Safety.
- Numerous training venues and partnerships with universities were established.

From this assessment, the following priorities were identified:

- Partner with DASA-CP and DoD to revise the GS-0018 classification and qualification standard and professionalize the GS-0018 series.
- Establish ANSI accredited professional certificate level II standards for leader development.
- Strengthen CP-12 policies on required training and hiring practices; deploy recruitment and retention strategies to close skill gaps.

Reset and Current Initiatives

Career Series GS-0089, Emergency Management:

As one of the newest occupational series, the Emergency Management (EM) community of practice in collaboration with the FCR and Proponent, is developing the Army EM workforce career progression and associated education with certifications. Within the Army, there are three tracks: Army EM, MEDCOM EM and USACE EM. While there are common activities, these tracks each have specific mission requirements. A career progression model is in development and will identify where crossover among the tracks may best be accomplished.

Career Series GS-0017, Explosives Safety:

A well-rounded 0017 professional needs a blend of real work experience and formal education. A 0017 training plan, career map and career ladder has been developed and will be finalized and published to the CP-12 community. The CP-12 FCR and Proponent staff will continue development of a training plan that advances personnel toward competencies. Standardization of a training plan is already taking place and currently the occupational series is refining training requirements. The CP will

utilize explosive safety courses that are available through the U.S. Army Defense Ammunition Center.

Career Series GS-1306, Health Physics: The Army developed and validated a competency model for the 1306 series. This model will serve as the basis for a FY17 competency assessment, focused training programs and improvements to position descriptions and other workforce actions. Significant shortages of qualified health physicists in the Army and across the nation indicate that future vacancies may be hard to fill. Career programs and incentives should be identified and offered where appropriate. The 1306 series should be designated as a mission-critical occupation. A developmental program for minimally qualified (possesses the requisite degree, but has no experience in health physics) should also be considered for GS-12 to GS-13 level positions.

Career Series GS-0803, Safety Engineering: The CP-12 Safety Engineer Working Group, composed of senior safety engineers, was established in 2007 to define system safety competencies and identify coursework to provide the training and education foundation for those competencies. There are currently five courses required for all safety engineers and numerous recommended courses for each of the safety engineer career tracks. The five required courses are:

- System Safety
- Advanced System Safety
- Hazard Assessment and Control for Engineers
- Software System Safety
- Process Safety Management

During the Army G-1 -led Competency Management System (CMS) initiative conducted between 2012 and 2014, the CP-12 Safety Engineer Working Group identified 11 tier 1 competencies (core competencies required for all safety engineers) and 11 tier 2 competencies (core competencies required for specific career tracks). Army G-1 then administered competency surveys to safety engineers and their supervisors to determine competency gaps. The CP-12 Safety Engineer Working Group is investigating training and other strategies to close competency gaps identified in CMS surveys, to include:

- Updating the list of mandatory and recommended training.

- Determining the interest/feasibility in safety engineer certificate/certification program.

- Developing additional courses (to include Weapons System Safety and CP-12 Safety Engineer Career Management Workshop).

- Establishing a safety engineer professional development program.

- Standardizing the safety engineer intern program.

- Establishing a formal mentoring program.

The CP-12 Safety Engineer Working Group is developing a CP-12 Safety Engineer Career Management course, intended to provide careerists with guidance on career management, training and professional development opportunities, and mentoring, with optional modules to provide instruction in soft skills (such as leadership, team building and interpersonal communications). Additionally, careerists will receive basic safety engineering concepts, principles, theories and methods to identify and mitigate hazards in the design and use of facilities, equipment, operations and work processes.

Career Series GS-0018, Safety and Occupational Health:

Efforts are ongoing to pursue professionalizing the 0018 series to ensure only qualified personnel are hired for SOH positions. An interim solution was to develop a formal credentialing program. To date, five American National Standards Institute (ANSI) accredited professional certificate programs have been implemented to include the Professional certificate in Safety and Occupational Health, Explosives Safety level I, Explosives Safety level II, Ground Safety and Aviation Safety.

Revision of the CP-12 Army Civilian Training, Education and Development System (ACTEDS) plan will happen to strengthen CP-12 policies on required training. The Career Program Policy Council is developing a standardized approach to CP-unique requirements.

Career Series GS-0081, Fire Protection and Prevention:

There are gaps in two of three areas directly affecting career progression, those being the integration of both institutional competencies and higher-level academic programs. To develop

future leaders, we need to meld these two areas with our existing, well-established technical competencies. Doing so will help create better leaders and prepare firefighters to take on the future role of executive fire officers.

The Army developed a competency model for the 0081 series, but it is strictly technical in nature and does not consider the areas advanced academic competencies will provide. As firefighters advance through career progression, they frequently discuss broad-range topics with senior leaders. The advantages of an advanced academic degree are obvious when looking at the broad picture involving roles and responsibilities of executive fire officers.

Career Series GS-0690, Industrial Hygiene: The Army developed and validated a competency model for the 0690 series. This model will serve as the basis for a FY17 competency assessment, focused training programs and improvements to position descriptions and other workforce actions. The CP-12 FCR will continue to identify gaps in the workforce skill sets. Continual expansion of technical and leadership training in the economical distance-learning venue will happen.

The proposed changes to the OPM GS-0690 Industrial Hygiene qualification standards will clearly establish a positive education requirement and eliminate the option to substitute experience for education. The Army is advocating for the option of qualifying with ABIH Certification in Industrial Hygiene. This allows those industrial hygienists who have appropriate academic degrees, but lack a chemistry requirement (usually organic chemistry), to qualify.

Army Public Health Center will place a GS-0690-13 industrial hygiene liaison at the U.S. Army Combat Readiness Center. This will provide the CP-12 FCR with support to address industrial hygiene issues in training, intern management and career development.

Army Regulation (AR) 690-950, Career Management, governs the development, operation and administration of Department of the Army Civilian (DAC) career programs. Thirty-one Army career programs represent approximately 300,000 DACs. The various career programs are, in functions and responsibilities,

roughly equivalent to the Army's officer branches and house job series in like disciplines.

AR 690-950 requires each of the Army career programs to develop ACTEDS plans. The purpose of an ACTEDS plan is to provide a concept and procedure for the systemic training and professional development of DAC professionals, from intern to senior managerial and executive levels.

The SOH CP-12 ACTEDS plan outlines sequential and progressive training, professional development and career opportunities for SOH professionals. Currently, there is not an Army military occupational specialty for safety.

- **0017** - Explosives Safety
- **0018** - Safety and Occupational Health
- **0019** - Safety Technician
- **0081** - Fire Protection and Prevention
- **0089** - Emergency Management
- **0099** - General Student Trainee
- **0301** - Miscellaneous Administration and Program
- **0303** - Miscellaneous Clerk and Assistant
- **0340** - Program Management
- **0343** - Management and Program Analyst
- **0344** - Management and Program Clerical and Assistance
- **0399** - Administration and Office Support Student Trainee
- **0455** - Range Technician
- **0640** - Industrial Hygiene Technician
- **0690** - Industrial Hygiene
- **0699** - Medical and Health Student Trainee
- **0803** - Safety Engineering
- **1306** - Health Physics
- **1399** - Physical Science Student Trainee
- **1801** - Accident Investigator
- **1815** - Air Safety Investigator
- **1825** - Aviation Safety
- **1899** - Investigation Student Trainee
- **5205** - Gas and Radiation Detection
- **5427** - Chemical Plant Operating

Note: Within Career Program 12, occupational series 0017, 0018 and 0081 are designated as Army Mission Critical Occupations (MCOs).

DoD has designated the following CP-12 occupational series:



- Three MCOs: Explosive Safety series, 0017; Safety and Public Safety series, 0018 and Safety Engineering, 0803
- One high-risk MCO: Fire Protection and Prevention series, 0081
- Four Work Priority Occupations(WPO): Explosive Safety series, 0017; Safety and Public Safety series, 0018; Fire Protection and Prevention series, 0081 and Safety Engineering, 0803

The U. S. Army has long recognized that its mission is accomplished only because America entrusts us with its most precious resources – fathers, mothers, brothers, sisters, sons and daughters. Although a career in the Army brings with it inherent risks, injuries resulting from accidents are not acceptable. It is an obligation to ensure that Soldiers, civilian employees, family members and contractors have a safe, healthy working and living environment.

Army SOH professionals are engaged in the prevention of accidents, incidents and events that harm personnel and cause damage to property and the environment. They use qualitative and quantitative analyses of simple and complex products, systems, operations and activities to identify hazards. They evaluate hazards to identify what events can occur and the likelihood of occurrence, severity of results, risk (a combination of probability and severity) and costs incurred. These factors are used to develop and recommend appropriate controls, which may include administrative controls (plans, policies, procedures, training, etc.) or engineering controls (SOH features and systems, failsafe features, barriers and other forms of protection). Commanders, managers, designers, employers, government

agencies and others receive recommendations. Besides knowledge of a wide range of hazards, controls and safety assessment methods, SOH professionals must have knowledge of: physical, chemical, biological and behavioral sciences, mathematics, business, training and educational techniques, engineering concepts and specialized operations (construction, industrial, transportation, tactical, explosives, range, fire, electrical, radiation, aviation, etc.). Careerists are required to possess skills in more than 80 competencies encompassing a core set of required skills, in addition to skill level requirements commensurate with their grade.

The CP-12 program provides training in various CP-12 career fields and in leadership, supervision, and managerial development, from entry level to senior manager. It also provides general information and guidance on management of career progression, key positions and mobility requirements. The plan identifies training programs critical to the successful performance of the CP-12's force protection mission and complies with the imperative of maintaining a quality workforce as prescribed by the Army Chief of Staff.

The senior program official is Mr. Eugene Collins, Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health) (DASA ESOH). Dr. Brenda Miller serves as the CP-12 Functional Chief Representative and is responsible for the day-to-day management, execution, and administration of the CP-12 career program. BG Jeffrey Farnsworth, Headquarters, Department of the Army, Director of Army Safety and Commanding General, U.S. Army Combat Readiness Center, serves as CP-12 Proponent and is responsible for all Army specialized SOH training.

Civilian Workforce Vision

An adaptive and flexible civilian capabilities-based cohort supported by integrated policies, procedures and programs that produce and deliver the right person to the right place, at the right time, to support current missions and enable Army 2025 and beyond.

CP-12 Mission Statement

To provide the Army a cadre of well-qualified, trained and agile civilian SOH professionals with the technical depth, breadth and insight needed to meet the Army's current and future SOH needs.

CP-12 Program Purpose

The CP-12 program prepares civilian SOH professionals to meet a wide range of challenging assignments, in support of contingency operations such as combat operations, humanitarian relief operations and defense support to Civil Authorities (DSCA).

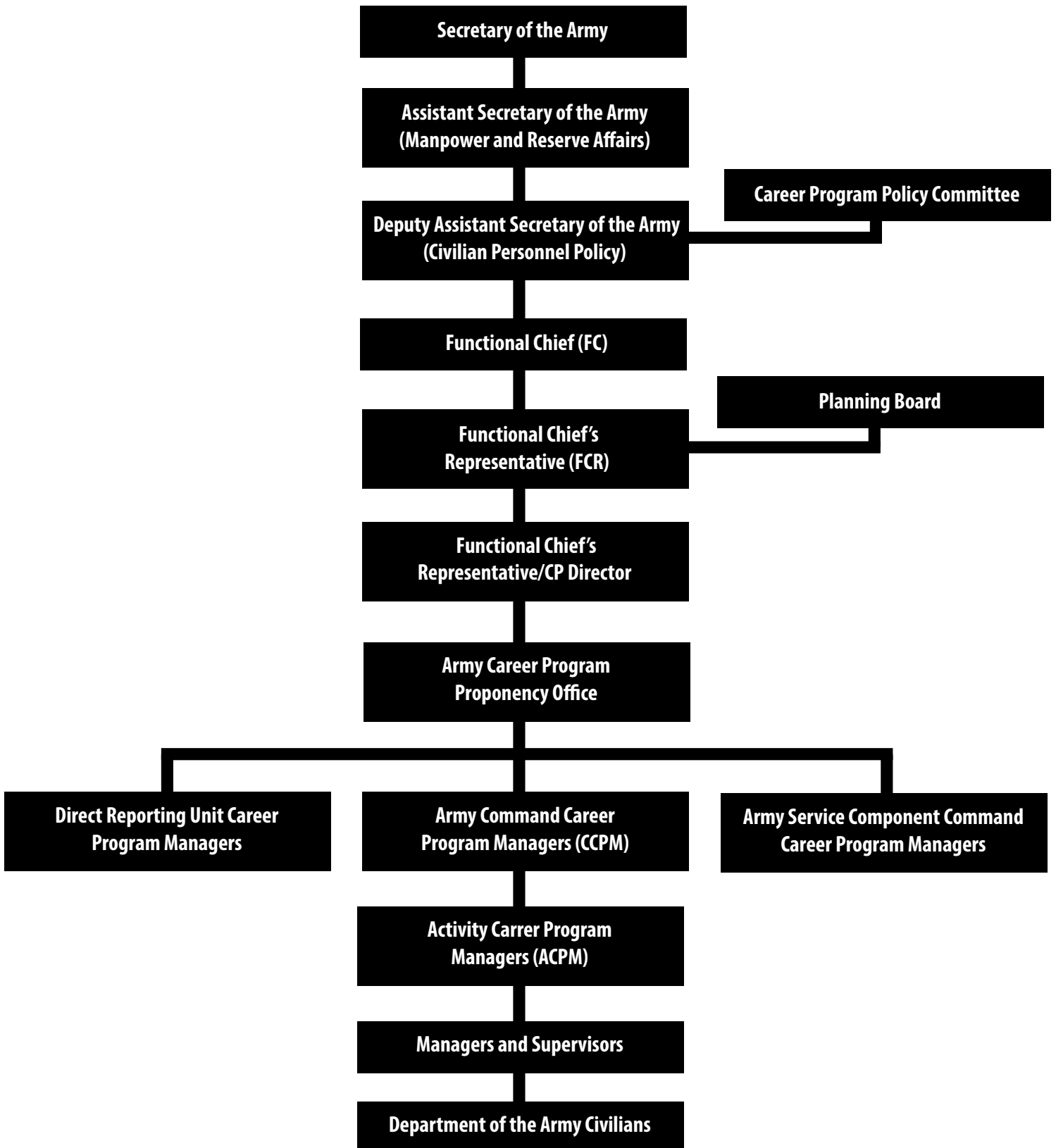
CP-12 Program Principles

- Enhanced awareness and leader engagement: SOH professionals develop, implement and conduct initiatives to enhance awareness and leader engagement on accident prevention and the application of risk management.
- Mishap, illness and injury prevention: SOH professionals manage safety, industrial hygiene, radiation protection and fire safety programs, affect accidental injury and occupational illness rates through the application of lessons learned and best practices.
- Effective program and resource management: SOH professionals plan, prepare, manage and assess resources for program execution.
- Supervision of SOH efforts: SOH professionals must lead SOH efforts and programs, ensuring continuity within the area of operation.
- Mission support: SOH professionals provide accurate and timely safety, health, loss control and risk management advice.

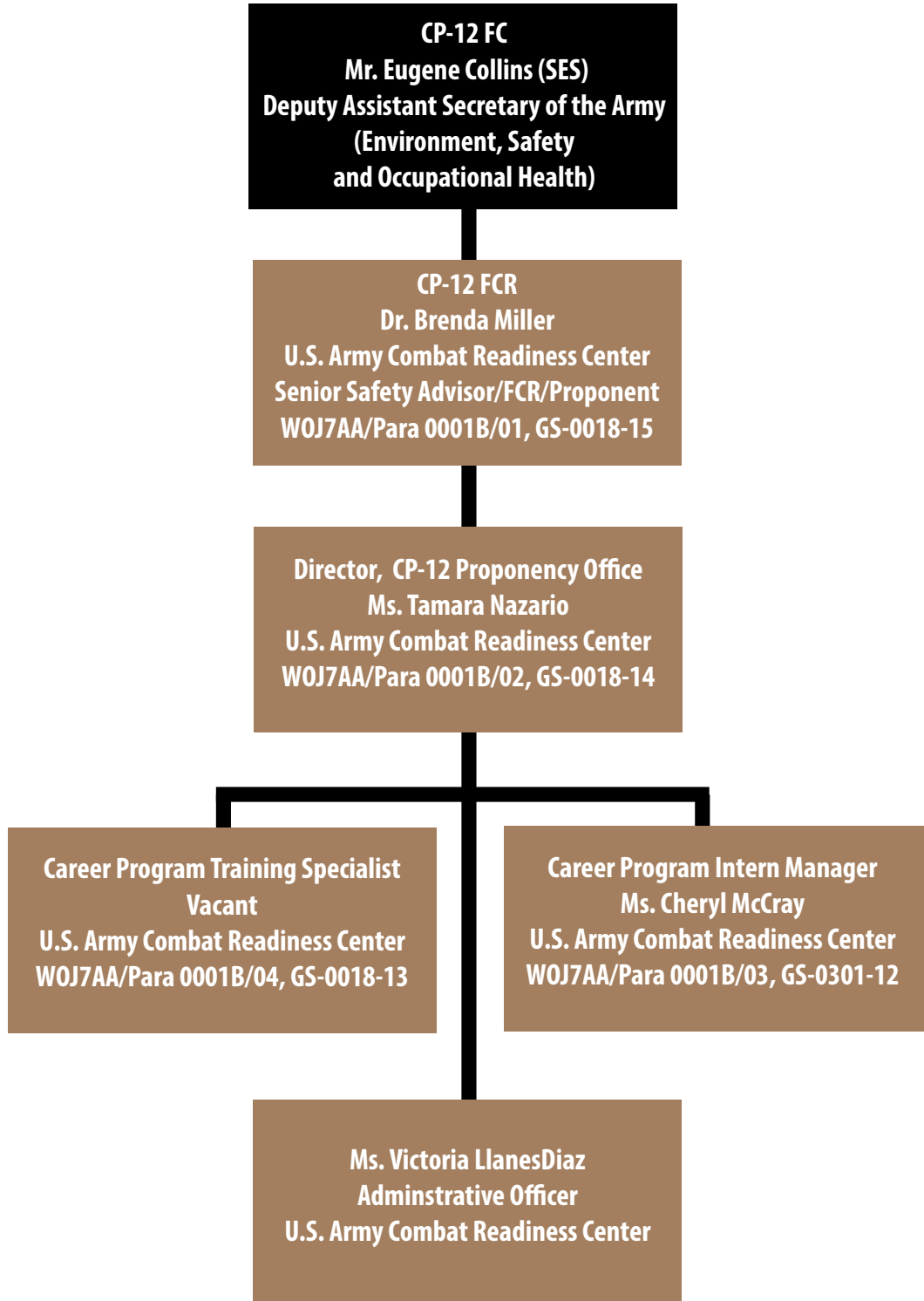
CP-12 Program Responsibilities

- Provide SOH personnel with a roadmap for career development throughout their total career.
- Identify a logical, visible framework for developing competencies required of CP-12 personnel.
- Develop a systematic, competency-based approach to identify appropriate training at appropriate points in a CP-12 careerist's career path.
- Blend formal training, on-the-job training, developmental assignments and careerist self-development.
- Tailor CP-12 personnel requirements and include prescribed civilian leader development.

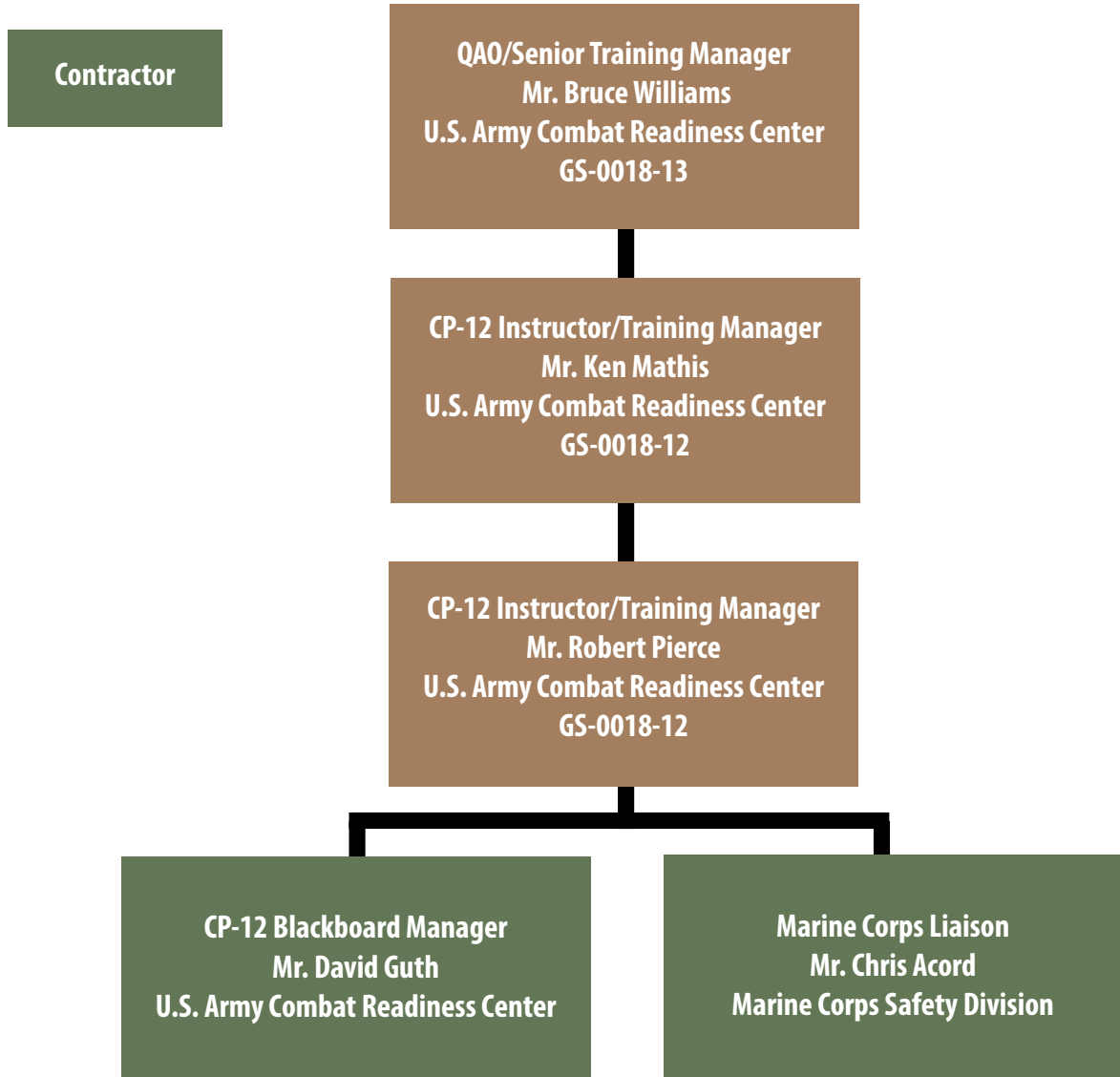
Career Program Structure:



Career Program 12 Structure:



Career Program 12 Additional Staff:



CP-12 Goals and Objectives

Future requirements for the SOH workforce will place strong demands on our recruitment, training and retention processes. CP-12 program goals and objectives have been established in six key areas: 1) Strategic human capital planning and workforce shaping, 2) Intern program redesign and professionalization, 3) Professional development and partnering, 4) Training

development and delivery, 5) Administer and broaden accredited programs and credentialing and 6) Broaden publication of resources and tools.

Achievement of these goals and objectives will ensure commanders have trained and skilled SOH professionals who: anticipate and identify hazardous conditions and practices; assess risks; develop hazard control designs, methods,

procedures and programs; implement, administer, and advise others on hazard control initiatives and measure, audit and evaluate the effectiveness of mishap prevention programs. Each objective has lead and supported proponents. Proponents are responsible for developing and managing execution of action plans with assistance from other designated organizations as necessary, targeted at accomplishment of the objective. They also provide leaders with the expertise, relevant tools and information to prevent mishaps and injuries, preserve vital resources and provide direction and oversight of the Army Safety Program. Proponents improve Army SOH processes to facilitate a transition to a proactive and predictive SOH culture. The CP-12 Functional Chief Representative will facilitate development of action plans. The FC and FCR, along with the Career Program manager, will approve and periodically review execution of action plans and as required, provide guidance to the lead proponent.

Although much work has been done to professionalize the career program, some challenges remain, to include:

- Well-maintained, properly structured and highly capable CP-12 workforce that aligns to mission objectives.
- Human capital planning strategies and an aging workforce.
- Balanced diversity within each job series.
- Level II training focused on leader development.
- SOH professionals available for deployments in critical areas such as explosives, tactical, range, radiation, lasers, industrial, biological, chemical, etc.
- Qualification standards are antiquated; requires OPM approval to change.
- Bridging the gap between retiring careerists and journeyman.

Goal #1 – Strategic Human Capital Planning and Workforce Shaping: Ensure the Army systematically plans and forecasts SOH workforce requirements to support the Army’s mission with trained and ready personnel.

Objective 1.1: Conduct a baseline assessment of the CP-12 manning to determine a balanced workforce to meet mission requirements.

Proponents

Lead: CP-12 Proponent, Army G34, USAAMA, CP-12 Functional Chief Representative

Support: CP-12 Functional Chief, Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors, Director of Army Safety

Objective 1.2: Optimize CP-12 manning model by developing and instituting policies and practices that focus on readiness.

Lead: CP-12 Proponent, Army G34, USAAMA, CP-12 Functional Chief Representative

Support: CP-12 Functional Chief, Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors, Director of Army Safety

Objective 1.3: Revise CP-12 ACTEDS plan to reflect Civilian Workforce Transformation (CWT) initiatives.

Proponents

Lead: CP-12 Functional Chief Representative

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors, Director of Army Safety, U.S. Army Combat Readiness Center

Objective 1.4: Identify and integrate all Foreign Nationals and Wage Grade personnel affiliated with SOH equivalent job series into Career Program 12.

Proponents

Lead: CP-12 Functional Chief Representative, CP-12 Proponency Office, G-1

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors

Objective 1.5: Promote Academic Degree Training (ADT) within the CP-12 Community and POM for resources accordingly. Expand collegiate partnerships to support SOH Programs in every Region that supports the Readiness of Army SOH Professionals at every ACOM/ASCC/DRU.

Proponents

Lead: CP-12 Functional Chief, CP-12 Functional Chief Representative, G-357, MR&A

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors

Objective 1.6: Identify a disciplined, structured approach to meet current and future opportunities and challenges facing Army Fire & Emergency Services (F&ES).

Proponents

Lead: ACSIM Senior Fire POC, CP-12 Functional Chief Representative, Army CP-12 Proponent

Support: CP-12 Functional Chief, IMCOM

Objective 1.7: Strengthen CP-12 human capital and strategies to recruit, select and place SOH professionals.

Lead: CP-12 Functional Chief, CP-12 Functional Chief Representative, CP-12 Proponent, MR&A, G-1, G357

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors

Objective 1.8: Assess the effectiveness of existing strategies and recommending course-corrections, examine root causes of new skill or competency gaps, prioritize skills and/or competencies for gap closure and establish gap-closure strategies.

Lead: CP-12 Functional Chief Representative, CP-12 Proponent

Support: CP-12 Functional Chief, Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors

Goal #2 – Improve the SOH Workforce Proficiency to meet the needs of Army 2025.

Objective 2.1: Reset CP-12 Training.

Proponents

Lead: Director of Army Safety and SOH Proponent and CP-12 Assistant Proponent/Functional Chief Representative

Support: CP-12 Proponency Office, Career Program Planning Board, Army Commands, Army Service Component Commands, Direct Reporting Units, functional POCs

Objective 2.2: Close competency gaps across all job series, increase awareness of the competency model across the functional community.

Lead: Office of the Deputy Assistant Secretary of the Army, Environment, Safety and Occupational Health (Functional Chief), Director of Army Safety and SOH Proponent and CP-12 Functional Chief Representative

Support: CP-12 Proponency Office, Career Program Planning Board, Army Commands, Army Service Component Commands, Direct Reporting Units, functional POCs

Objective 2.3: Professionalization Effort: Refine the Safety and Occupational Health business case and collaborate with Army, DoD and Office of Personnel Management to revise the classification standards for the 0018, 0690 and 0081 job series.

Lead: Office of the Deputy Assistant Secretary of the Army, Environment, SOH (Functional Chief), Director of Army Safety and SOH Proponent and CP-12 Functional Chief Representative

Support: CP-12 Proponency Office, DASA CP, Army CPPO, Career Program Planning Board, Army Commands, Army Service Component Commands, Direct Reporting Units, functional POCs

Objective 2.4: Develop and Implement Field Outreach Strategy.

Lead: CP-12 Functional Chief Representative

Support: CP-12 Proponency Office, Career Program Planning Board, Army Commands, Army Service Component Commands, Direct Reporting Units, functional POCs

Objective 2.5: Engage, train and collaborate with CPACs/G1 and SOH Directors to invigorate effort to hire qualified SOH professionals that meet the more significant challenges of SOH professionals in today's complex environment.

Lead: CP-12 Functional Chief Representative

Support: CP-12 Proponency Office, Career Program Planning Board, Army Commands, Army Service Component Commands, Direct Reporting Units, functional POCs

Proponents

Lead: CP-12 Functional Chief, CP-12 Proponent, CP-12 Assistant Proponent/Functional Chief Representative,

Support: DASA CP, Army G-3/5/7, Army G1, Army Commands, Army Service Component Commands, Direct Reporting Unit SOH directors

Goal #3 – Continue robust professional development program and expand to include leadership training for mid-level managers, to ensure a balanced workforce for Army 2025.

Objective 3.1: Plan and develop an Emerging Leader SOH Professional Development Summit to focus on mid-level leadership. Host courses and learning experiences in effort to provide growth in leadership, coaching and mentoring, team building and experiential learning.

Lead: Director of Army Safety, CP-12 Proponent

Support: CP-12 Assistant Proponent/Functional Chief Representative, CP-12 Proponency Office, Career Program Planning Board, Army Commands, Army Service Component Commands, Direct Reporting Units, functional POCs

Objective 3.2: Promote the Army Senior Enterprise Talent Management Program for GS-14/15s, the Army Enterprise Talent Management Program for GS-12/13s and the Enterprise Emerging Leaders Program for GS-11/12s, for career progression.

Lead: Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), CP-12 Proponent, CP-12 Functional Chief Representative, G-1

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors, Director of Army Safety, U.S. Army Combat Readiness Center

Objective 3.3: Develop and expand partnerships with sister services, other Federal Agencies, institutions of higher learning and private industry to address common concerns and leverage best practices.

Lead: CP-12 Functional Chief Representative

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors, CP-12 Proponent

Goal #4 – Determine focus areas for training development and delivery based on Career Program-12 gap analysis; assess and close competency gaps.

Objective 4.1: Focus Area: System Safety – resource and develop course(s) to fully

train and equip safety and occupational health professionals across the Army.

Lead: CP-12 Functional Chief Representative, CP-12 System Safety Functional POC

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors, CP-12 Proponent, U.S. Army Combat Readiness Center

Objective 4.2: Focus Area: Emergency Management – resource and develop course(s) to fully train and equip SOH professionals across the Army and initiate credential.

Lead: CP-12 Functional Chief Representative, CP-12 Emergency Management Functional POC

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors, CP-12 Proponent, Army G-3/5/7, MEDCOM EM POC, USACE EM POC

Objective 4.3: Focus Area: Explosives Safety – resource and develop course(s) to fully train and equip SOH professionals across the Army (0017 pilot), provide commanders professional personnel to safely manage storage, transport and the demilitarization of military munitions.

Lead: CP-12 Functional Chief Representative, CP-12 Proponent, USATCES/Defense Ammunition Center, CP-12 Explosives Safety Functional POC

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors, U.S. Army Combat Readiness Center

Objective 4.4: Focus Area: Contract Safety – resource and develop course(s) to fully train and equip SOH professionals across the Army and initiate credential.

Lead: Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), CP-12 Proponent, CP-12 Functional Chief Representative, Army Contracting Command

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors, U.S. Army Combat Readiness Center

Objective 4.5: Support the development of CP-12 Careerists assigned to the U.S. Army Corps of Engineers in conjunction with the SOH Director through a strategic field outreach plan.

Lead: U.S. Army Corps of Engineers Safety Director, CP-12 Functional Proponent, CP-12 Functional Chief Representative

Support: U.S. Army Combat Readiness Center

Objective 4.6: Support the development of the industrial hygienists (IH) in conjunction with the functional POC through a strategic field outreach plan.

Lead: IH Functional POC, CP-12 Functional Chief Representative

Support: Public Health Command

Goal #5 – Continue to administer and broaden accredited programs and credentialing effort.

Objective 5.1: Formalize CP-12 SOH level II certification requirements.

Lead: Office of the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), CP-12 Proponent, CP-12 Assistant Proponent/Functional Chief Representative

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors Support, U.S. Army Combat Readiness Center, CP-12 functional POCs

Objective 5.2: Formalize Emergency Management and Contract Safety Professional Certificate Requirements. Obtain ANSI Accreditation and Implement Program.

Lead: CP-12 Assistant Proponent/Functional Chief Representative, Emergency Management Functional POCs (IMCOM, MEDCOM, USACE, G37), CP-12 Proponent

Support: CP-12 Functional Chief, Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors

Objective 5.3: Revise the CP-12 Master Training Plan and career maps to reflect the CP-12 SOH critical skills and competencies needed to execute current and future mission requirements, develop unique job series training and professional development (including intern initial training) and incorporate requirements defined in the Army SOH Management System.

Lead: Office of the Deputy Assistant Secretary of the Army (Environment, SOH), CP-12 Functional Chief Representative, G-1

Support: Army Commands, Army Service Component Commands, Direct Reporting

Unit SOH Directors, Director of Army Safety, U.S. Army Combat Readiness Center

Objective 5.4: Maintain accreditation and credentialing programs within CP-12 (ANSI, IACET, TRADOC, ACE) and encourage certificate when appropriate.

Lead: CP-12 Assistant Proponent/Functional Chief Representative, Emergency Management Functional POCs (IMCOM, MEDCOM, USACE, G37), CP-12 Proponent

Support: CP-12 Functional Chief, Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors

Goal #6 – Broaden publication of resources and tools in support of commanders, careerists and recruitment.

Objective 6.1: Review, solicit input from subject matter experts and update all existing Commander's Guides.

Lead: CP-12 Proponent/CP-12 Assistant Proponent/Functional Chief Representative

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors, CP-12 Functional POCs, U.S. Army Combat Readiness Center

Objective 6.2: Develop marketing tools to enhance recruiting efforts and to educate the force on Career Program-12 requirements (CP-12 Strategic Communication plan, Intern handbook, CP-12 Certificate Program brochures, Intern brochure, academic degree training and industry programs, among others).

Lead: CP-12 Proponent/CP-12 Assistant Proponent/Functional Chief Representative

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors, CP-12 Functional POCs, U.S. Army Combat Readiness Center

Objective 6.3: Train CP-12 Workforce on Army Career Tracker and GoArmyEd.

Lead: Functional Chief Representative, Career Program Proponency Office

Support: Army Commands, Army Service Component Commands, Direct Reporting Unit SOH Directors, CP-12 Functional POCs, U.S. Army Combat Readiness Center



Definitions

Accreditation: A disciplined approach to ensuring standardization across the Army in assuring that training institutions meet accepted standards and are in accordance with higher headquarters guidance. It is the result of an evaluative process that certifies an institution meets the required percentage of TRADOC accreditation standards with a focus on quality current and relevant training and education that meets the needs of the Army. (AR 350-1) It is also the voluntary process of evaluating institutions or programs to guarantee acceptable levels of quality, including recognition by the U.S. Secretary of Education, American Standards Institute, or IACET.

Army Career Tracker: An Army's leader-development tool that integrates training, education and experiential learning into one personalized and easy-to-use interface. ACT provides users with a more efficient and effective way to monitor their career development while allowing leaders to track and advise subordinates on personalized leadership development. Go to ACT to find your career map: <https://actnow.army.mil>.

Army Civilian Training, Education and Development System (ACTEDS): A requirements-based system that ensures planned development of civilians through a blending of progressive and sequential work assignments, formal training, educational courses and self-development for individuals as they progress from entry level to key positions. ACTEDS provides an orderly, systematic approach to technical, professional and leadership training, education and development similar to the military system. ACTEDS is applicable to all civilian occupations covered by CPs and career fields alike. (AR 690-950)

Army Civilian Training, Education and Development System (ACTEDS) plans:

These plans provide information about career management training, education and development by the CPs and personnel proponents. They also provide specific guidance on Army-wide training, education and development requirements from the intern or trainee to the executive level. These requirements are based on the results of job analyses, which identify the competencies (knowledge, skills and abilities [KSA]) that individuals need to do their jobs. In addition to formal training, each ACTEDS plan recommends developmental assignments to broaden careerists' perspectives and to expand the depth and breadth of knowledge needed for movement into higher-level positions. These assignments may be in other specialty areas, in related occupations, at different organizational levels or at different geographical sites. (AR 690-950)

Career development: A method of obtaining additional knowledge, skills and abilities within a career program through training, assignment or self-development.

Career ladder: A graphic depiction of the levels of grade progression within the Career Program. The Career Ladders describe the grade levels, by position titles and organizational level within each function and across functions where applicable.

Career management: The assessment and execution of the mission based on the development of employees throughout the life cycle from recruitment through separation.

Career maps: Career maps define progressive and sequential functional training, professional training and developmental requirements. They serve as the professional blueprint for a successful civil service career while providing information and guidance for advancement.

Career program: Specified occupational series and functional fields grouped together based on population, occupational structure, grade range and commonality of job and qualification characteristics.

Career Program Manager (CPM): Personnel that support the FC and FCR in the execution of Career Program management responsibilities. Career Program Managers are employed in various organizational levels: Career Program Proponency Offices, Army Commands (Command Career Program Managers-[CCPM]) and Activities (Activity Career Program Managers-[ACPM]).

Certificate program: A non-degree program established or purchased by an agency to provide structured training or education course(s). Certificate programs award a certificate after a course of study has been completed and does not generally require previous work experience or exhibited skill level for participation. The certificate documents completion of the training or education. (DoDI 1400.25-V410)

Certification: A formal written confirmation by a proponent organization or certifying agency that an individual or team can perform assigned critical tasks to a prescribed standard. The team or individual must demonstrate its ability to perform the critical tasks to the prescribed standard before certification is issued. It is also the recognition or credential given to individuals who have met predetermined qualifications set by an agency of government, industry or a profession. (DoDI 1400.25-V410 and AR 350-1)

Civilian human capital: Civilian employees at all grade levels in all jobs, occupations and career programs, including both white collar and blue collar positions that provide an inventory of knowledge, skills, abilities, experience, capabilities and competencies that drive productive labor within an organization's workforce.

Civilian Workforce Transformation (CWT): Established by the ASA (M&RA), CWT is chartered to look at existing civilian workforce programs and offer recommendations and modifications to realize the Army's vision of a civilian workforce management program able to attract and retain top talent and prepare the workforce to succeed in leadership positions throughout the Army. All of CWT's efforts are focused on ensuring the civilian cohort is a trained and ready professional workforce with increased capabilities to execute the Army's current and future missions. (<http://www.asamra.army.mil/cwt/about.cfm>)

Competency: An observable, measurable pattern of knowledge, abilities, skills and other characteristics that individuals need to successfully perform their work.

Competency gap: The difference between the availability of (projected or actual), and demand for (projected or actual) competencies to accomplish the mission. (<http://www.opm.gov/policy-data-oversight/human-capital-management/referencematerials/# url=Glossary>)

Competitive Professional Development (CPD): Competitive, functionally tailored, significant developmental opportunities that occur in academic (university) programs, Training-With-Industry (TWI), Short-Term Training and/or planned developmental assignments that have been documented in the respective ACTEDS plans. (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

Core competencies: Technical areas of knowledge, skills and abilities, as well as other characteristics (nontechnical competencies such as interpersonal skills) that cross all specialties that are required by the majority of the positions in an occupational series or career program for the successful execution of critical tasks associated with the duties and responsibilities of positions. (AG-1[CP])

Developmental assignments: Training assignments which provide activities as a way to enhance competencies by giving employees an opportunity to perform duties in other occupational, functional or organizational elements to enhance the

employee's understanding of other operations, systems and relationships.
(<http://www.civiliantraining.army.mil/professional/Pages/default.aspx>)

Functional Chiefs (FCs): The senior career program official (General Officer or SES level), whose responsibilities include identifying strategic workforce issues that need to be addressed in the life-cycle management of civilians within their career program. They have enterprise-level responsibility for ensuring the readiness of employees in occupational series and CPs, in support of Army missions. (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

Functional Chief Representatives (FCR): An Army senior civilian, designated by the Functional Chief (FC), to serve as the principle advisor on career program management issues. (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

Functional competencies: Technical specialty areas with knowledge, skills, abilities and other characteristics (nontechnical, e.g., interpersonal skills) that are required by the majority of the positions in an occupational series or career program for the successful execution of critical missions.

Functional/Technical training: Training that provides study in scientific, professional, technical, mechanical, trade, clerical, fiscal, administrative or other fields that will improve individual and organizational performance and assist in achieving the Army's mission and performance goals. It includes Competitive Professional Development (CPD) programs, as well as functional/technical training within TRADOC and other military schools. (DCS, G-357/TRV)

Gap closure plan (Strategy): The plan (strategy) to eliminate competency gaps through recruitment of new personnel and/or the development and training of current employees. (AG-1[CP] tasks associated with the duties and responsibilities of positions. (AG-1[CP])

Go Army Ed: The GoArmyEd website provides Army Civilians with a single location to submit applications and create a Standard Form 182: Request, Authorization, Agreement and Certification for Training form for all training requests. Within the GoArmyEd site, careerists can select from more than 2,500 accredited schools and over 250 training institutions. GoArmyEd is the Army's virtual gateway to request Tuition Assistance (TA), ACTEDS funding and approval of training applications and SF 182 online. This system is a dynamic online portal that automates many of the paper-based processes historically conducted by Army education counselors, career program managers and training managers. It is a one-stop location for managing education, training and professional development, as well as managing and resourcing training requests. GoArmyEd programs - <https://www.goarmyed.com>. (DCS, G-3/5/7/TRV)

High-Risk Mission Critical Occupation: MCOs that are most at risk for staffing or skill gaps based on recruitment, retention and environmental indicators.

Intern: An employee who has met entrance requirements for an entry-level position in an established career program. The employee accepts an obligation to complete a highly structured training program and occupies a position with known potential for noncompetitive promotion to the target level. The intern may be centrally or locally funded.

Leader development: The deliberate, continuous, sequential and progressive process, grounded in Army values that grows Soldiers and civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the life-long synthesis of the knowledge, skills, abilities and experiences gained through the development of institutional, operational and self-development. (Army Leader Development Program, DA PAM 350-58)

Leader development program: A program designed to train leaders. It incorporates formal and informal training, progressive and sequential duty assignments and assessment, counseling, coaching and feedback to maximize a leader's potential. (DA PAM 350-58)

Leadership: The process of influencing people by providing purpose, direction and motivation, while operating to accomplish the mission and improve the organization. (FM-6-22)

Long-Term Training (LTT): Training to which an employee is assigned for more than 120 consecutive days, on a full-time basis. The assignment may be at a government or nongovernment facility, may include both formal and training programs and strategically planned career assignments. LTT enables employees to stay abreast of changes and innovations in their occupational fields, learn and/or develop/improve competencies needed in current positions and meet emerging Army requirements. Attendance at an LTT event must have a demonstrated training purpose and must be documented in each respective career program, MTP or IDP. (AR 350-1)

Mission-Critical occupation: An occupation having the potential to put a strategic program or goal at risk of failure related to human capital deficiencies.

Short-Term Training (STT): Training of 120 calendar days or less. Training instances may include, but are not limited to, professional workshops, seminars and college/university courses. Attendance at workshops and seminars must have a demonstrated training purpose and must be documented in each respective Career Program, MTP or IDP. (AR 350-1)

Strategic human capital management: The alignment of human capital strategies with agency mission, goals and objectives through analysis, planning, investment and management of human capital programs. Human capital planning is the method by which an agency designs a coherent framework of human capital policies, programs and practices to achieve a shared vision integrated with the agency's strategic plan. Implementation of the strategic human capital plan is a key step in an agency's progress to build a highly effective, performance-based organization by recruiting, acquiring, motivating and rewarding a high-performing, top quality workforce. The plan becomes the roadmap for continuous improvement and the framework for transforming the culture and operations of the agency. (<http://www.opm.gov/policy-data-oversight/human-capital-management/>)

Workforce priority occupations: DoD occupations in which all or some portions of the workforce are considered vital to the accomplishment of specific aspects of a DoD Strategic Workforce Priority.



U.S. ARMY

Army Civilian Corps Creed

I am an Army civilian – a member of the Army team.

I am dedicated to our Army, our Soldiers and civilians.

I will always support the mission.

I provide stability and continuity during war and peace.

I support and defend the Constitution of the United States and consider it an honor to serve our nation and our Army.

I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

I am an Army civilian.



<https://safety.army.mil>