



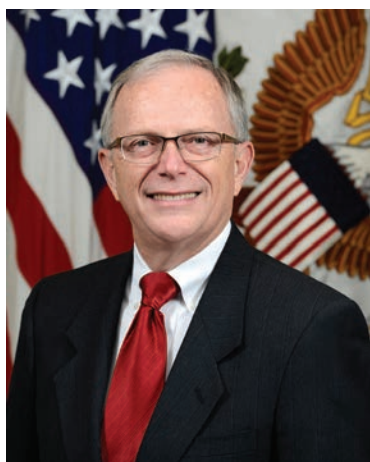
DACM NEWS

DIRECTOR, ACQUISITION CAREER MANAGEMENT OFFICE

The Army DACM Office is responsible for talent management, career/leader development, Defense Acquisition Workforce Improvement Act certification, policy, and advocating for the professionals who are members of the Army Acquisition Workforce.

Career Toolkit Issue

Know Your Leadership



Congratulations and welcome to **Dr. Bruce Jette**, who was sworn into office Jan. 2 as the assistant secretary of the Army for acquisition, logistics and technology (ASA(ALT)). In this position, he serves as the Army acquisition executive, the senior procurement executive, the science adviser to the secretary of the Army and the Army's senior research and development official. He also has principal responsibility for all DA matters related to logistics.



Lt. Gen. Paul A. Ostrowski serves as principal military deputy to the ASA(ALT) and director of the Army Acquisition Corps. Ostrowski took the reins in April 2017, and provides senior-level direction and strategic focus for the Army Acquisition Workforce (AAW). In this role he is also responsible for establishing policies and guidance relative to doctrine, organization, training, materiel, leadership and education, personnel, facilities and policy requirements for the AAW.



Jeffrey S. White currently serves as the principal deputy ASA(ALT). As the principal deputy, he advises the ASA(ALT) and Army leadership on all matters relating to Army acquisition, procurement, research and development and logistics. He participates in developing policies, programs and processes for the execution of the Army's acquisition efforts.

To learn more about your Army acquisition leadership, check out https://www.army.mil/article/198816/asaalt_senior_leaders_biographies



INSIDE:

Career Corner: Three things you need to know if you want that next job



A board insider's guide to SRPE

By Norm Hilton

Preparing for a central selection board is of utmost importance in an acquisition professional's career development, especially the Project/Product Manager's Centralized Selection List Board and the Project/Product Director Centralized Selection Board. Selection boards evaluate a candidate's entire body of work, including the Acquisition Career Record Brief—highlighting assignment history, certifications, acquisition and leader training, education and awards—resume, performance appraisals and the senior rater potential evaluation (SRPE).

Based on feedback, after-action reports and lessons learned, a common theme among board members is that the SRPE is the most critical document in a board file. It is the primary tool used to document and communicate a candidate's potential and readiness to assume positions of increased responsibility. If done right, it will send a definitive message to the board that eliminates any guesswork. A well-written SRPE should contain five key elements:

- **Block check:** Forces distinction (exceptional potential, strong potential, potential or minimum potential).
- **Enumeration:** This should be the first sentence in the senior rater's narrative and probably the most important sentence in the write-up. This sentence sets the tone and sends a clear signal to the board where you stand among your peers.
- **Potential:** This element is an assessment of promotion potential.
- **Broadening assignments/schooling:** Addresses selective schooling and professional development programs.
- **Service potential, next higher grade:** Highlights the most suitable positions.

The chart below highlights some tips to consider when writing a SRPE for selection boards:

Narrative Element	Exclusive/Extremely Strong	Strong/Above Average	Average	Weak
Block Check (Forces distinction)	Exceptional Potential	High Potential	Potential	Minimal Potential
Enumeration (Sets tone and conveys clear message to board; quantify potential—identify your best)	• No. 1, 2 or 3 of the entire population. • Is my “best” of all NH-IVs that I currently senior rate (SR). • Top 1-5% of SR population or NHI-4s I SR.	• Top 10-20% or equivalent enumeration of SR profile (e.g., No. 5 of 50). • “___ ranks in the top 10% of NH-IV acquisition professionals I currently SR.”	• Top 30-50% of population. • One of the best NH-IVs I SR.	• >50% enumeration or percentage. • SR does not address potential. • Negative comment on potential.
Potential or promotion potential (Assessment of potential for increased responsibility; Key leadership position (KLP)/Critical acquisition position (CAP))	• Promote now. • Select immediately for a KLP/CAP.	• Select for KLP/CAP at the earliest opportunity. • Select ahead of peers for position of increased responsibility.	• Displays potential for increased responsibility.	• Not mentioned.
Schooling/leader development opportunities (Addresses competitiveness for selection to premier schools and leader development opportunities)	• A must selection for Senior Service College (SSC)/SSC Fellowship. • Select for or send to SSC/SSC Fellowship immediately.	• Select and send to SSC/SSC Fellowship ahead of peers.	• School with peers. • Select for additional leadership training. • A future select for SSC/SSC Fellowship.	• Not mentioned.
Leadership position (Communicates readiness to serve at the next higher level)	• An absolute must for CSL PM/acquisition director (AD). • Will be a distinguished PM/AD.	• Excellent potential to serve in a KLP.	• Consider for a leadership position. • Continue to groom for position of increased responsibility.	• Not mentioned or verbiage states “continue to develop.”

Continued on Page 3



Common errors to avoid	- Be careful with your senior rater narrative. - John is one of the top two ____ I rate in the organization (only rates 2 people). - Clearly in the top 5% of ____ I rate (small population). - Be consistent. Make sure words match block check. What is not said can have the same impact as what is said. - Don't say the same thing for all your people: boards can easily detect repeated verbiage. - Avoid using the same verbiage year to year for the same individual—in other words, steer clear of the modified cut and paste. - Do not mention block check in the narrative. - Selection boards should understand what input the rating chain is providing without having to guess.
Things to remember	- What is important to board members: senior rater narrative, senior rater label and duty description. - Use clear, quantifiable descriptions. - The best senior rater narratives are short: Tell a simple story about the quality of the civilian being evaluated. Focus on enumeration, potential or promotion, schooling and assignment.

Putting It All Together:

Here are some sample SRPEs (both strong and weak) highlighting key elements to consider.

Part 5: Senior Rater	
I currently Senior Rate <u>30</u> AAW Civilians in this grade/payband (GS-15/ Profile 5).	
Potential Mass Range	Comment on Potential
☒ EXCEPTIONAL POTENTIAL ☐ HIGH POTENTIAL ☐ POTENTIAL ☐ MINIMAL POTENTIAL POTENTIAL COMPARED WITH AAW CIVILIANS SENIOR RATED IN THIS GRADE/PAYBAND	Mr/Mrs _____ is my number one choice for O6/GS-15 CSL Project Manager's Board and the number one civilian in my organization. He/She is a phenomenal leader and in the top 1% of all acquisition leaders I have worked with in my Army career. He/She is the best program manager in PEO _____ and is a gifted leader with a strategic understanding of the Army's requirements process. _____ is capable of performing in an outstanding manner at the Senior Executive Service level now and should be selected as an SES ahead of peers. Select _____ immediately as a Army CSL Project Manager; send to resident senior service college now, and assign the Army's highest priority program to him/her. Unlimited potential and future SES.

Exclusive/very strong narrative: Contains five key elements: Block check and senior rater narrative; enumeration; potential/promotion potential; schooling/leader development opportunities; and leadership position.

Part 5: Senior Rater	
I currently Senior Rate <u>35</u> AAW Civilians in this grade/payband (GS-14 / Profile 4).	
Potential Mass Range	Comment on Potential
☒ EXCEPTIONAL POTENTIAL ☐ HIGH POTENTIAL ☐ POTENTIAL ☐ MINIMAL POTENTIAL POTENTIAL COMPARED WITH AAW CIVILIANS SENIOR RATED IN THIS GRADE/PAYBAND	_____ has demonstrated exceptional technical competence in delivering critical capabilities to the Soldier. Talented and tenacious _____ displays strong leadership skills and excels in every single aspect of his/her assigned and implied duties. _____ possesses the maturity, dedication, motivation, and leadership skills of our experienced senior leaders. We must provide _____ every opportunity for growth and advancement as an Army Acquisition leader.

Weak narrative: Block check does not match senior rater narrative; no mention of enumeration; potential/promotion potential, schooling or leadership potential not documented.

Remember that the SRPE documents an acquisition professional's leadership potential to serve in positions of increased responsibility and grade. The senior rater narrative is key, and its comments are among the most important parts of the SRPE. It is imperative that senior raters understand and use it to effectively convey the employee's leadership potential. Selection boards should not have to guess what a senior rater is thinking.

For more information on SRPE, go to the Army **DACM office website**.



CAREER CORNER

Three things you need to know if you want that next job

By Scott Greene,
Chief, Leader Development Branch



This marks my fourth column on the civilian Centralized Selection List (CSL) process. Happily, we had our most successful results with the past FY19 board: 12 civilians selected as primaries for product manager positions and three selected for project manager roles. A huge congratulations to all those selected as well as the individuals who were activated off of the alternate list.

This upward trend in civilian selection rates has led me to focus on three things: mobility, new “regional preference” rules and a suggestion for those who want to apply for project manager before serving as product manager.

First, acquisition leadership wants civilians to be mobile. The intent is not to make civilians more like the military. It is rooted in ensuring that individuals have varying experiences in multiple organizations and locations as they develop. The broader and better rounded your resume looks, the more competitive it makes you (in addition to a strong Senior Rater Potential Evaluations). Don't be afraid to take jobs outside your region. We recognize the need for alignment with your personal and family priorities. My point is to at least think about it and look for ways to work it into your professional and personal plans.

Second, the Acquisition Talent Management Board of Directors, chaired by Lt. Gen. Paul A. Ostrowski, recently voted to change how civilian regional preference will work for CSL moving forward:

NEW GUIDANCE: Civilians will no longer be allowed to provide

a regional preference IF they have already served at that level previously while as a civilian. If selected, the slating process will still try to accommodate civilians regionally. Any declination by a civilian in this circumstance would be WITH PREJUDICE, and that individual would be ineligible to compete again at that level.

Third, competitiveness for being selected as a project manager is much greater if you have previously served as a product manager.

While it is not a stated prerequisite, one should be prepared to do product first. I know many GS-15s might view the role as less desirable because it is classified as a GS-14 position; however, try not to look at it that way. Instead, look at it as a centrally selected product manager position. If you are technically a GS-15/NH-04, you won't lose any pay if you get the product-level positions. Think about your aspirations: If you want to be a project manager, there are certain experiences that make you a more competitive candidate.

I look forward to your applications, and best of luck!

For more information, visit the [CSL website](#).

Project manager announcement: April 16 – June 6

Board dates: Aug. 6 - 10

Tentative board results: November/December 2018

Product manager announcement: June 11 – July 26

Board dates: Oct. 30 – Nov. 2

Tentative board results: April/May 2019

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Military Acquisition Corner

What is the MAPL anyway?

By Maj. Sheila L. Howell,
Army DACM Office
Proponency Officer

What is the MAPL? Can I see a copy of the MAPL? Why is it a secret?

These are questions we hear when it comes to the Military Acquisition Position List, or MAPL. The MAPL process is a few things, but it is also not what most people believe it is. The MAPL process is transparent and fair, and gives you the opportunity to have a voice. And once you venture inside the walls of the MAPL, it will no longer hold the same mystery.

The MAPL is the Army's process to comply with DAWIA Section 1722, which requires a report be submitted to the secretary of defense that lists each acquisition position, in order of priority, that can only be filled by acquisition military officers. In order for a position to be set aside as military only, it must be validated within the MAPL process. Each fiscal year, the Army DACM Office conducts a review of all active duty FA51 positions in the grades of captain through colonel. Because today's environment is marked by constrained and declining resources, it is extremely important that acquisition officer positions are aligned with and support both the organization's and the Army's highest priorities. Thus begins the MAPL process.

How does it work? Do we have any input? Does my survey matter? Just keep reading, and we will answer all of these questions.

The MAPL review process happens twice a year, in the winter and spring. Winter reviews are for positions outside the direct purview of the program executive office (PEO) and the ASA(ALT). Spring reviews are for Centralized Selection Lists (CSLs) and MAPL positions within the PEO and ASA(ALT) structure.

The process begins with the commands. Each command has a MAPL point of contact who is responsible for reviewing and updating the MAPL in accordance with the latest force structure documents for their organization. That would be either a table of distribution and allowances (TDA) or modified table of organization and equipment (MTOE). MAPL positions must be accounted for on a TDA or MTOE. The MAPL cannot add to what is already there; MAPL positions must be authorized on the force structure documents.

Yes, you do have input. And, better yet, it only takes about five minutes of your time—we promise. Once a year, as an acquisition military officer, you will receive an email notification from the Career Acquisition Management Portal indicating that your MAPL survey is available for completion. Commands and organizations have to ensure that MAPL and CSL positions contain specific, significant and challenging duties and responsibilities that are both grade appropriate and acquisition career field relevant. This is why your survey input is key: You are the subject matter expert for your position. Make sure your survey is completed and accurate. Your position description should clearly outline your duties and

Command POCs

- MAPL survey released.
- Commands provide input in MAPL System.

MAPL Analyst Phase

- Verify authorization and duty descriptions.
- View MAPL surveys.

MAPL Review Board

- Score positions in accordance with scoring matrix.
- Develop priority of fill.

responsibilities; the content of the position description continues to have a significant influence on the decision to support a MAPL position, along with structure documents. Officers should meet with their organization's MAPL point of contact to ensure that their duty descriptions accurately reflect their duties and responsibilities. All officers are strongly encouraged to complete their MAPL survey before the deadline. Your feedback helps the board when scoring positions for priority of fill.

The next phase in the process involves the DACM Office. Once the commands complete their review of the MAPL, analysts within the DACM Office review and verify the position descriptions and the survey question responses. The analysts validate input from the commands and send the positions to the MAPL/CSL Review Board.

The final phase involves the MAPL/CSL Review Board. Its mission is to review each command's submission and score each MAPL/CSL position based on the scoring construct for the board. The MAPL/CSL Review Board's deliberations will result in a prioritized, 1-N type list of all approved positions.

So why can't you see the MAPL? Because it is a force structure document and not an assignment list; we retain the right to keep the MAPL for its intended use. And—drumroll please—officers do see the listing of positions approved to be filled on their assignment preference sheet. Once the MAPL has been constructed into the 1-N list and manning guidance has been approved, the Human Resource Command's Acquisition Management Branch (AMB) uses this list to determine which positions will be filled. Other positions may be on the MAPL, but they did not score high enough on the priority list to have an officer assigned. Again, this is why we need input from you and the commands.

An Acquisition Force Structure Message will codify the MAPL results no later than 45 days after each review. This message goes out to all commands, the AMB and the ASA(ALT). By this time, the review is complete ... and then we start all over again!



Back to Basics

The basics of applying for DAU training

By Wen Lin and Susan Clark

Even in the face of mission needs—where there is never a “good time” to unplug for training— as members of the AAW we have a statutory requirement to fulfill. Mandatory training may feel like an obligation, but Defense Acquisition Workforce Improvement Act (DAWIA) certification is a mission-critical activity that helps each workforce member get better at their job.

The FY19 Defense Acquisition University (DAU) schedule is available for students to apply for classes. Keep applying for those available seats in the FY18 courses while they're still open!

Here's what you need to do:

1. Confirm training requirements for your career field.
2. Check catalog course requirements.
3. Check student and supervisor email addresses in AITAS (this is a common stall for applications). To check this information, go to <https://www.atrrs.army.mil/channels/aitas/> and click on “Update Profile” to view and edit your student profile.
4. Request training through AITAS. Remember to plan ahead and apply early to get the class and time you want.
5. Supervisors approve in AITAS. Approve requests as soon as possible since many classes are characterized by high demand and low supply.
6. Army DACM Office approves training. When applying for a classroom offering, students should select the most cost-effective locations, noted by the “C.” For FY18 and FY19, priority 1 and 2 students applying to a cost-effective location will be authorized to receive central funding for any travel and per diem required to attend a DAU resident course. For more details, please view the DAU training policy and procedures.
7. Cancel responsibly. Consult the DAU policy if you must cancel a class you're registered for.

Certification is the combination of training, education and experience, and training is the first step. For more information, go to <https://asc.army.mil/web/career-development/programs/defense-acquisition-university-training/>

Did you know? Students are assigned a priority for classes based on several factors.

Priority	Definition
P1	Position requirement (Training required to meet position certification or program requirements.)
P2	Career development (Training to become eligible for the next higher certification level above the certification level required for their position/Career Development (Individual has met their position certification requirement.))
P3	Cross-functional training (Personnel who occupy an Acquisition position in one Acquisition Career Field, but desire training in a different Acquisition Career Field. Individuals should complete all mandatory training required for their position <i>BEFORE</i> attending any cross-functional training. Career Development (Individual has not met their position requirement.))
P4	Previously taken training or already certified (Individuals who previously completed the DAU course <i>OR</i> individuals who have received equivalency <i>OR</i> individuals who are already certified at the career level and have not previously taken the course.)
P5	Non-Acquisition Workforce (Individuals who are not in a designated Acquisition Workforce Position. Individuals will be chosen on a space-available-basis. If selected, individual's command will be required to fund the travel and per diem. The instructional training (classroom/web) will be at no cost to the student.)

Army DACM Office Highlights

- ▶ Just Rewards
- ▶ April Hot Topics
- ▶ March Hot Topics
- ▶ FY18 product, project director slating results announced



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Please **email** us any questions or suggestions.

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