



COMBINED ARMS SUPPORT COMMAND *CIVILIAN PROFESSIONAL DEVELOPMENT GUIDE*

REACH GOAL!

STICK TO IT

GET TO WORK

MAKE PLAN

SET GOAL

Vision
The Army's
sustainment
think tank and
premier
learning
institution,
delivering
game-
changing
professionals
and solutions.




DEPARTMENT OF THE ARMY
UNITED STATES ARMY COMBINED ARMS SUPPORT COMMAND
2211 ADAMS AVE
FORT LEE VA 23801-2102

ATCL-CG

MEMORANDUM FOR CASCOM Workforce

SUBJECT: CASCOM Civilian Professional Development

1. CASCOM is the Army's sustainment think tank and premier learning institution, delivering game-changing professionals and solutions. CASCOM trains, educates and grows adaptive sustainment professionals; develops and integrates innovative Army and Joint sustainment capabilities, concepts, and doctrine to enable Unit Land Operations.
2. The CASCOM Team is composed of a very professional workforce, Soldiers, Army Civilians, and contractors who work tirelessly to ensure that the warfighter is sustained. It is the Army Civilian who sustains and provides the deep expertise and continuity required for the successful execution of our mission. As an integral component of our workforce, it is our duty as leaders to attract, train, develop and educate our Army Civilians in order that this Command, our Army and this nation will always be well supported by a dedicated and professional workforce.
3. We must institutionalize professional development opportunities and training programs for our Army Civilians just as they are for our Soldiers. Civilian leader development is a priority in CASCOM.
4. The CASCOM Civilian Professional Development Guide reflects an enduring commitment of CASCOM leaders, at all levels, to develop our Civilian cadre so that they can continue to provide the outstanding support to the warfighter. Our dedication will ensure the Soldier and the warfighter knows that "Support Starts Here".


LARRY D. WYCHE
Major General, US Army
Commanding



DEPARTMENT OF THE ARMY
UNITED STATES ARMY COMBINED ARMS SUPPORT COMMAND
2221 ADAMS AVENUE
FORT LEE, VIRGINIA 23801-2102

REPLY TO
ATTENTION OF

ATCL-DC

MEMORANDUM FOR U.S. Army Combined Arms Support Command (CASCOM)
Workforce

SUBJECT: CASCOM Professional Leader Development

Our Civilian employees are a critical element of the Army and the CASCOM team. Your continuing professional development is important for your success and that of CASCOM and the Army. To this end, the Army instituted the Civilian Workforce Transformation initiative and MG Wyche has put a high priority on establishing a better Civilian professional development process at CASCOM. This guide is part of the overall effort and provides information on what development opportunities are available to you, where to get information, and how to get funding. I encourage all Civilians and supervisors of Civilians to review the document as we move forward. We are fully committed to this effort and encourage each of you to continue with your lifelong learning and take advantage of the opportunities which are available.

WILLIAM F. MOORE
Deputy to the Commanding General

CASCOM MISSION

Trains, educates and grows adaptive sustainment professionals; develops and integrates innovative Army and Joint sustainment capabilities, concepts and doctrine to enable Unified Land Operations.

CASCOM Vision

The Army's sustainment think tank and premier learning institution, delivering game-changing professionals and solutions.

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Chapter 1

Career Professional Development

1.1. Purpose.

The CASCOM Civilian Career Professional Development Guide provides information for civilian careerists and supervisors to facilitate career management. The overall intent of this guide is to provide a resource that will aid in the creation and sustainment of a cadre of agile leaders and adaptable multi-skilled Civilians. Our goal is to build and sustain a multi-skilled workforce with the knowledge, capabilities, skills and competencies to successfully support the CASCOM vision to be the Army's sustainment think tank and premier learning institution, delivering game-changing professionals and solutions.

1.2. Definition.

Career Management is a significant and specific process that helps to ensure long-term career success. Without a career management plan, you may discover your future goals don't align with your present-day actions. Successful career management include the following key points:

- a. Career management is not a single event; it is part of a career-long journey. Just like a car, regular maintenance of your career will ensure a smooth ride.
- b. Career management is an active process; you have to be an active engaged participant. You are your best career manager.
- c. Career management is a structured process moving at a steady stable pace. Structure enables you to stay focused regardless of distracters.
- d. Career management is an understanding of your goals. This, for many people, is the hardest part. Once you identify your goals, you can break them down into tasks and develop a timeline.

1.3. Career Programs (CPs) The Army has established thirty-one (31) CPs for the management of Department of the Army (DA) Civilians. Each CP is comprised of multiple occupational series which are grouped together on the basis of job and qualification characteristics. CPs exist to ensure there is an adequate base of qualified and trained professionals to meet the Army's current and future needs.

Old	New	** Denotes "new" Career Program		
CP10 Civilian HR Management	CP11 Comptroller	CP12 Safety & Occupational Health	CP13 Supply Management	CP14 Contracting & Acquisition
CP15 Quality & Reliability Assurance	CP16 Engineer & Scientist (Non-Construction)	CP17 Materiel Maintenance Management	CP18 Engineers & Scientists (Construction)	CP19 Physical Security and Law Enforcement
CP20 Quality Assurance Specialist (Ammo Surv)	CP22 Public Affairs & Communications Media	CP24 Transportation and Distribution Management	CP26 Manpower & Force Management	CP28 Equal Employment Opportunity
CP27/29 Installation Management	CP31 Education Services	CP32 Training, Capabilities & Doctrine Warfighting Dev	CP33 Ammunition Management	CP34 Information Management
CP35 Intelligence	CP36 Modeling & Simulation	CP50 Military Personnel Management	**CP51 General Administration & Management	**CP53 Medical (FC/FCR Designated)
**CP55 Inspector General (FC/FCR Designated)	**CP56 Legal (FC/FCR Designated)	**CP 60 Foreign Affairs & Strategic Planning (FC/FCR Designated)	**CP61 Historians/Museums Curators (FC/FCR Designated)	**CP64 Aviation (FC/FCR Designated) 1

Figure 1. Department of the Army Career Programs

1.4. Each CP has a Functional Chief (FC) and a Functional Chief Representative (FCR) at the DA level. The FC typically delegates the day-to-day operation of the CP to the FCR. These individuals are charged with the following responsibilities:

- a. Monitor effective career management within their CP.
- b. Develop policies, procedures and program requirements.
- c. Resolve career management issues and program effectiveness.
- d. Establish training and development requirements.

1.5. At the MACOM level, there are Command Career Program Managers (CCPM) and at the organizational level, there are Activity Career Program Managers (ACPM). These individuals advise and assist the FCR in matters related to career management. CCPM and ACPM provide information to supervisors to enable them to better assist their employees on career management issues. Annex D includes a list of the ACPMs and CCPMs for personnel assigned to CASCOM.

1.6. Supervisors are the employee's initial source of information on career management. They are responsible for performance counseling, assessing training shortfalls and competency gaps, and developing their subordinates. They should help their employees set realistic career expectations through the use of Individual Development Plans (IDP). Additional information on IDPs is provided in paragraph 1.7 through 1-10. Supervisors should encourage their employees to take advantage of training and developmental opportunities to improve skills and fill competency gaps. Leaders at all levels should act as mentors and role models by continuously enhancing their own professional, supervisory, and leadership skills.

Career Management Officials

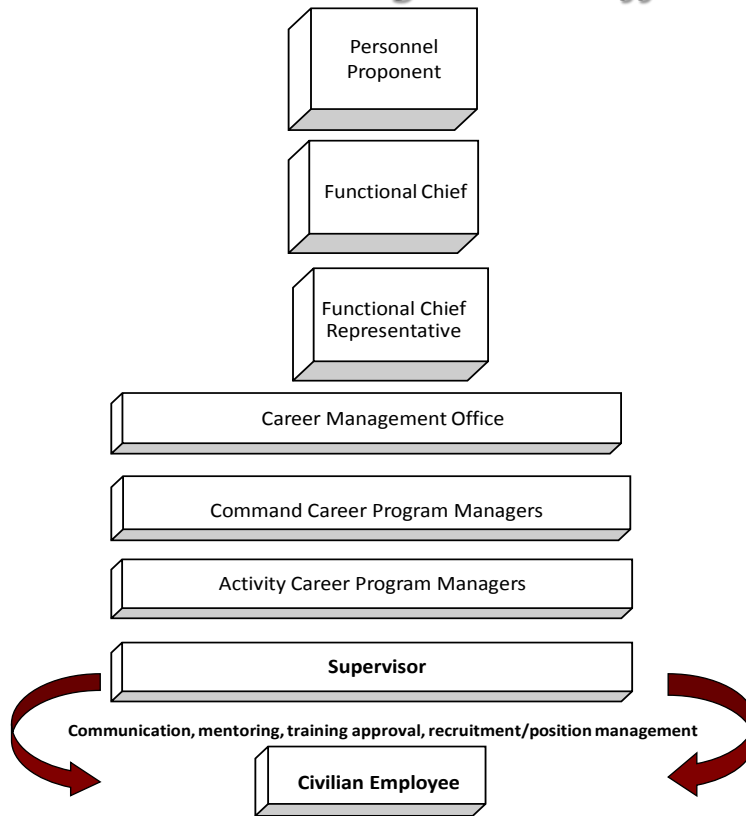


Figure 2. Depiction of Career Management Chain of Command.

1.7. There are no regulatory requirements mandating federal employees complete IDPs; however, CASCOM requires all civilian employees to prepare an annual IDP during the performance appraisal time frame. IDPs are tangible evidence that development is taking place and will be monitored and tracked to measure progress and drive accountability.

1.8. An Individual Development Plan (IDP) provides:

- a. A clear statement of an employee's career goals
- b. A map for attaining goals that specifies short and long-range training needs
- c. An individually-tailored action plan to develop specific competencies needed to improve present performance or to prepare for new responsibilities
- d. A written plan for scheduling and managing an employee's development
- e. A tool for a supervisor to estimate resources needed for employee development and training
- f. An agreement between the employee and supervisor based on funds available to meet the employee's and the organization's goals
- g. A tool for an organization to develop its workforce to meet future needs

1.9. Steps to generate an Individual Development Plan (IDP):

- a. Start with a goal; have a reason to develop a competency.
- b. Identify what you want to learn; what competency do you want to improve or develop.
- c. Identify development actions; sign up for formal training, take a Distance Learning (DL) course, apply for a developmental assignment, take on a challenging assignment within your office, find a coach or mentor, read a book, research websites.
- d. Assign dates, costs and responsibilities.
- e. Discuss your IDP with your supervisor and garner approval. An IDP is a two-way commitment between an employee and their supervisor on a plan to develop competencies.
- f. Implement your IDP and follow up often; reflect on what you've learned.

1.10. There are various forms and automated systems used to create an IDP. Chapter 3 discusses the IDP available in Army Career Tracker (ACT). Check with your supervisor for additional guidance on the form/system to use. The key to success is for supervisors and employees to work together to complete the employee's development plan. While supervisors need to be involved; civilian employees are ultimately responsible for taking the initiative for their professional development.

1.11. CPs include the following five levels of progression throughout the life cycle:

a. Intern level: Includes entry-level positions.

b. Specialist level: Includes mid-level full performance positions. This is generally considered the journey level for most CPs and the beginning supervisory level for the journey level.

c. Intermediate/Journey level: Includes mid-level full performance positions.

d. Management level: Includes positions with substantial technical or managerial responsibilities.

e. Executive level: Includes senior executive service (SES) positions.

As a result of the Army's recent Civilian Workforce Transformation (CWT), CPs now include wage grade personnel. The structure and policies for providing career management support for wage grade employees are currently under development.

Chapter 2

Army Civilian Training, Education and Development System (ACTEDS)

2.1. Definition.

ACTEDS is a requirements-based system that ensures planned development of civilians. It encompasses self-development, formal training, distance learning, developmental assignments and university training. ACTEDS supports individuals as they progress from entry level to key leadership positions. ACTEDS assures systematic development and sustainment of the workforce to develop technically competent and confident civilians to support Army readiness.

2.2. ACTEDS Catalog.

The ACTEDS Catalog is a valuable tool for career management. It provides information of Civilian Education System (CES), Senior Service College (SSC) Programs, and Competitive Professional Development (CPD) Programs. CPD Programs are managed by the FCRs and not all CPs offer all types of training. In order to determine opportunities available in your CP, you should review the ACTEDS Plan or contact your CP point of contact. The following link will take you to the current ACTEDS catalog <http://cpol.army.mil/library/train/catalog/>.

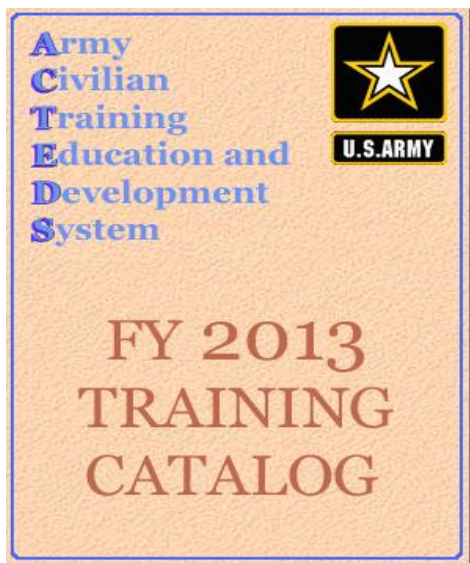


Figure 3. ACTEDS Catalog

2.3. ACTEDS Plans.

ACTEDS Plans are designed to provide an outline of technical and leadership training and developmental opportunities for civilians in a specific CP. ACTEDS Plans contain guidance on training and development from the intern through the executive level. You can access ACTEDS plans by clicking on the appropriate CP in Chapter 3 of the ACTEDS Catalog. Remember that each CP is managed independently and not all CPs offer the same opportunities.

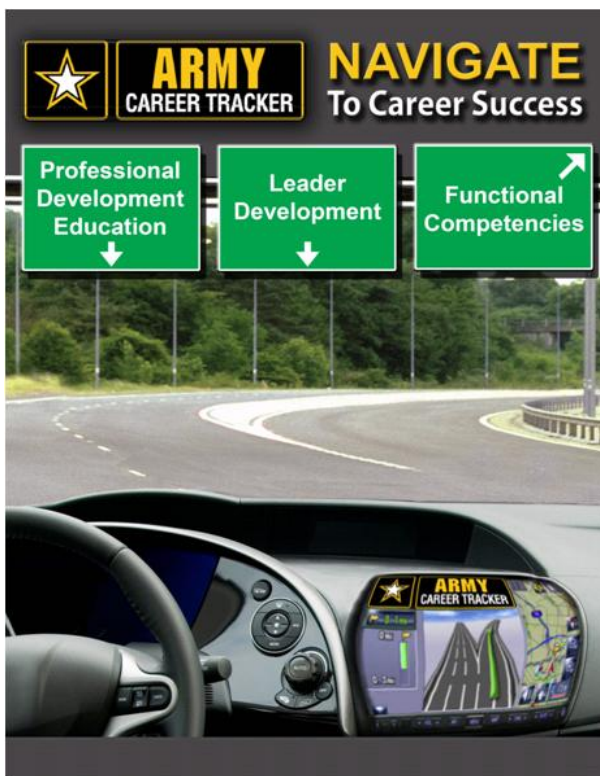
2.4. Funding sources.

There are five sources of funding for training and development. They are:

- a. Personal funds – civilians may pay for training with personal funds.
- b. Organizational funds – units, activities, and agencies should forecast and budget for training and development.
- c. ACTEDS funds – Each CP is given a funding allocation that is managed by the FCR. There are some restrictions on what expenses can be covered.
- d. US Army Acquisition Support Center (USAASC) Funds – Funding is available for civilians in acquisition identified positions.
- e. HQDA Central funds – HQDA centrally funds specific courses such as Civilian Education System (CES). There are some restrictions on what expenses can be covered.

Chapter 3 Army Career Tracker

3.1. Army Career Tracker (ACT) is a leadership development tool that integrates training and education into one personalized, easy-to-use website. Users can search multiple education and training resources, monitor their career development and receive personalized advice from their leadership. ACT pulls information from training, education, and experiential learning sources and presents a common training picture as well as a consolidated course catalog. ACT provides a personalized, consolidated history of all recorded education, training, and assignments in a simple-to-use interface. ACT integrates data from 15 different source systems. The overall concept of ACT is to bring together a view of these various source systems into a single user interface. ACT offers a roadmap to help Civilians determine what they have to do to reach the highest level in their career programs so they can put a plan in place to reach their goals. ACT can be accessed at <https://actnow.army.mil>. For ACT training, simulations, FAQs and a tutorial, visit the ACT information page on AKO at <https://www.us.army.mil/suite/page/601000>.



Army Career Tracker (ACT) Civilian User Overview



VICTORY STARTS HERE!

Figure 4. Army Career Tracker Overview

3.2. Civilian Home Page consists of five (5) different portlets or areas. Starting in the top left and moving clockwise, they are:

a. “My Notices”- This is where you can view career and training notices. For training notices, you have the ability to create goals or take action by registering for classes. “My Notices” also includes system generated alerts, notifications and automated recommendations.

b. “ACT News”- This is where you can check out “ACT News”. This displays profiled communications that are created by a Content Manager. Each CP will have a Content Manager to periodically update content with relevant information and important career development news. News can be for the whole Army or profiled by Component and/or CMF/Functional Area/Career Program.

c. “My Career Dashboard”- Where you can go to get a quick career development snapshot. Graphs include My IDP Goals, Top 10 Professional Individual Development Plan Goals, Current and Next Grade Education comparison and CES Completion.

d. “My Resources”-Where you can go to get important links that are personalized by component.

e. “My Supervisors”- Where you can change a Supervisor or select a Mentor. If you are requested as a Supervisor/Mentor, this is also where your pending requests are seen.

The screenshot shows the ACT Civilian Homepage with a green header and a yellow navigation bar. The main content area is divided into several portlets:

- My Notices:** A yellow portlet on the top left containing sections for Career (with a red callout box) and Training.
- ACT News:** A green portlet on the top right displaying news articles with a green callout box.
- My Career Dashboard:** A purple portlet in the center-right showing a career snapshot for Laura Tripp, including a bar chart for Top 10 Professional Individual Development Plan Goals, pie charts for Current and Next Grade Level, and a vertical bar for CES Completion. A purple callout box points to the dashboard.
- My Resources:** A yellow portlet on the bottom left listing various links and resources, with a yellow callout box.
- My Supervisors:** A blue portlet on the bottom left showing the current supervisor (Marvin Nickels) and options to change or opt out, with a blue callout box.

Figure 5. ACT Civilian Homepage

3.3. Career Resources Landing Page provides you with a wealth of valuable information. There is a graphical display of your Career Program Leadership and Functional Points of Contact as well as access to additional information such as biographies by clicking on the photos. “Featured News” contains information your Career Program wishes to spotlight. Featured Links” are external links to resources that your Career Program wishes to spotlight for users. “Essential Resources” are external links to resources that your proponent thinks will be useful to users. You will automatically be directed to a landing page matching your profile but you can use the dropdowns to view other landing pages to research other career paths.

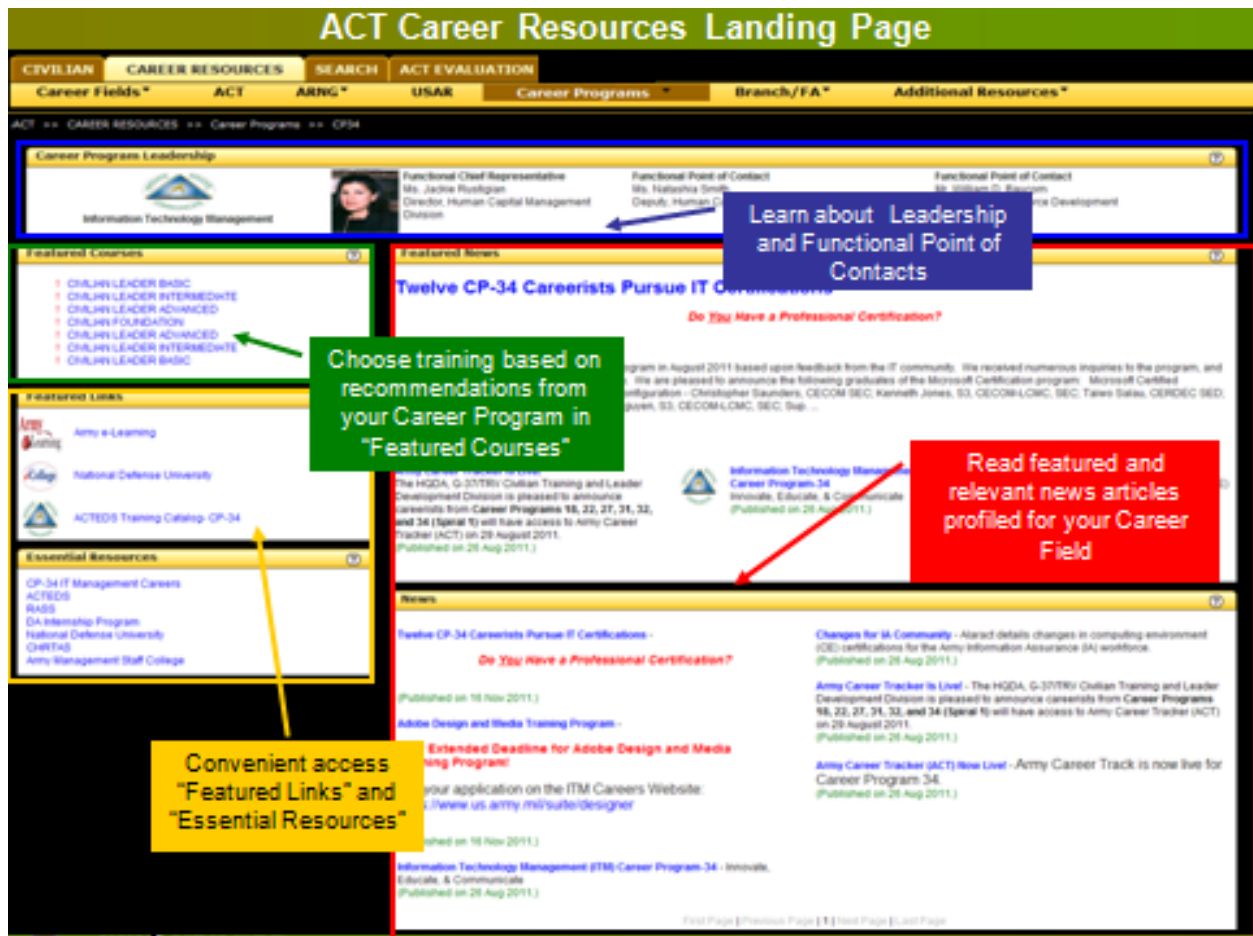


Figure 6. CP Landing Page

3.4. Supervisor Dashboard: The “Supervisor Dashboard” portlet provides Supervisors/Mentors with a visual gauge of their Employees’ and Mentees’ activities through the following specified metrics: CES Training, Professional Goals Status, IDP Goals Status, Educational Level and Supervisor Development Course (SDC) Status. Within this portal you can view your Employees’ and Mentees’ education and career development process in more detail by clicking a number in the Professional Goals, IDP Goals, or SDC thermometers. You can also view all the details by clicking the hyperlinked “View All.”

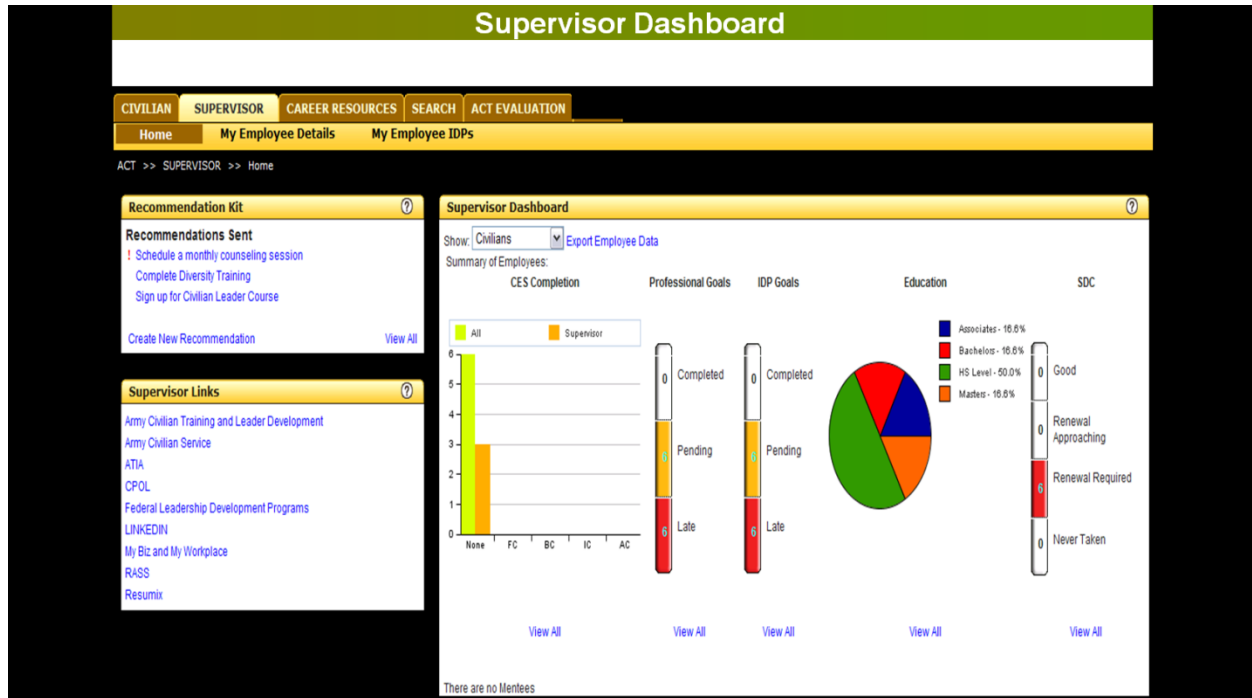


Figure 7. Supervisor Dashboard

Chapter 4

Civilian Leader Development

4.1. Army Civilian leader development program policy is part of the following:

a. Army Regulation 350-1. Army Training and Leader Development (Rapid Action Review: 4 August 2011), Section VI, Army Civilian Training and Education (*under revision - update due out in the fall of 2012*).

b. Army Civilian Training Interim Policy Guidance Update to AR 350-1 (15 June 2011).

c. H.R. 2647, National Defense Authorization Act for Fiscal Year 2010, Section 1113.

d. ALARACT 121/2012, Civilian Education System (CES) Policy Changes (27 April 2012).

4.2. Supervisor Development Course (SDC):

The National Defense Authorization Act of 2010, Section 1113, established the requirement for services to provide mandatory training for all new and experienced supervisors. New supervisors must complete the initial training within a year of their assignment. Experienced supervisors must complete refresher training at least once every three years. Topics include performance management, conflict management, and prohibited personnel practices. The training was required for all Military and Civilian supervisors of Army Civilians by June 30, 2012. TRADOC's Army Management Staff College (AMSC) administers the online SDC. Training is documented in the Army Training Requirements and Resources System (ATRRS) and the Defense Civilian Personnel Data System (DCPDS).

4.3. The Civilian Education System (CES) is the Army's leader development program for all Army Civilians. Courses are targeted to individuals in specific grade levels below to ensure Civilians receive progressive career-long professional development. The courses consist of:

a. Foundation Course: Required for all Interns and new Army Civilians (GS-01 - GS-15) hired after Sept. 30, 2006

b. Action Officer Development Course: Open to all Army employees as a self-development tool.

c. Basic Course: Open to GS-01 through GS-09.

d. Manager Development Course: Open to all Army employees as a self-development tool.

e. Intermediate Course: Open to GS-10 through GS-12.

f. Advanced Course: Open to GS-13 through GS-15.

g. Continuing Education for Senior Leaders: Open to GS-14 and GS-15.

	CES Basic Course (BC)	CES Intermediate Course (IC)	CES Advanced Course (AC)	Continuing Education for Senior Leaders (CESL)
Eligibility	GS 1-9/equivalent P1: Supervisors, Managers, Team Leaders P2: All other permanent employees	GS 10-12/equivalent P1: Supervisors, Managers, Team Leaders P2: All other permanent employees	GS 13-15/equivalent P1: Supervisors, Managers, Team Leaders P2: All other permanent employees	GS 14-15/equivalent P1: Permanent Army Civilians P2: DOD Civilian Employees
Length	Phase 1: Online dL Phase 2: Two weeks Res	Phase 1: Online dL Phase 2: Three weeks Res	Phase 1: Online dL Phase 2: Four weeks Res	Phase 1 – N/A Phase 2 – 1 week Res
Objectives	<ul style="list-style-type: none"> ❖ Apply leader skills ❖ Demonstrate leader attributes ❖ Manage mission accomplishment ❖ Comply with applicable laws, regulations, policies. ❖ How to effectively lead subordinates ❖ Developing self as a leader 	<ul style="list-style-type: none"> ❖ Leading people ❖ Develop cohesive organizations ❖ Managing human and fiscal resources ❖ Implementing change ❖ Effective thinking and communication ❖ Accomplishing the mission ❖ Preparing an organization for the future 	<ul style="list-style-type: none"> ❖ Leading complex organizations in support of national security ❖ Managing organizational resources ❖ Leading organizational change ❖ Inspiring vision/creativity ❖ Directing program management ❖ Supporting the Joint Forces 	<ul style="list-style-type: none"> ❖ An interactive environment in which senior leaders discuss current issues and relevant challenges facing Civilian and Military leaders ❖ National Security ❖ Personnel Challenges ❖ Strategic Thinking ❖ Knowledge Mgt ❖ Cultural Well Being
Next Class	Open Enrollment Centrally Funded Taught at Fort Leavenworth	Open Enrollment Centrally Funded Taught at Fort Leavenworth	Open Enrollment Centrally Funded Taught at Fort Leavenworth	17 – 21 Sep 12 Centrally Funded Taught in NCR
Program History	Launched in 2008	Launched in 2008	Launched in 2007	Launched in 2010
Website	www.civiliantraining.army.mil			
	CES Foundation Course required for all new hires after 30 Sep 06.			

Figure 8. Civilian Education System

4.2. Civilians may view their eligibility profile and register for CES courses and the Supervisor Development Course at the Civilian Human Resources Training Application System (CHRTAS) at <https://www.atrrs.army.mil/channels/chrtas/student/main.aspx>. First-time users must create a student profile to access their information or register for a course.

Chapter 5

Senior Enterprise Talent Management (SETM) Program

5.1. When Army Civilians reach the GS-14 - GS-15 or equivalent level, they have the option of participating in a structured mentorship and professional development program to prepare them for positions of greater responsibility within the Army through advanced senior-level educational and experiential learning opportunities. The Senior Enterprise Talent Management (SETM) program, developed collaboratively as a Civilian Workforce Transformation initiative and administered by the Civilian Senior Leader Management Office (CSLMO), Assistant Secretary of the Army (Manpower and Reserve Affairs), is open to GS-14 and GS-15 (or equivalent) employees. The SETM Program comprises the following four modules:

a. The Enterprise Placement Program is open to GS-15 or equivalent employees, who apply and are selected as Army Enterprise Employees. Army Enterprise Employees are slated for consideration for placement into positions across the Army that will broaden their skills and prepare them for greater challenges.

b. SETM-Temporary Duty is a short-term developmental assignment program for GS-14 - GS-15 or equivalent employees. Participants are temporarily assigned to work on a special command-nominated project as part of a working group or to fill a critical-need detail for a period not to exceed 179 days.

c. Senior Service College (SSC) is open to applicants in grades GS-14 and GS-15 (or equivalent) who compete for allocated seats at the US Army War College or the Industrial College of the Armed Forces. Attendance at SSC is designed to expand the participants' knowledge of the national security mission, understanding of complex policy and operational challenges faced by senior DOD and Army officials.

d. The Defense Senior Leader Development Program is a two-year program designed to develop the enterprise-wide perspective needed to lead organizations in the joint interagency and multinational environment. This includes attendance at another service's Senior Service College, leadership seminars and a follow-on developmental assignment.

5.2. For more information and to learn about the opportunities available through SETM, visit <https://www.csldo.army.mil/CTMO/CTMOIndex.aspx>. (CAC access required). To read the Secretary of the Army's directive establishing the program, Army Directive 2012-09, DA Senior Enterprise Talent Management (SETM) Program, signed March 19, 2012, please visit http://www.apd.army.mil/pdffiles/ad2012_09.pdf.

CHAPTER 6

MENTORSHIP

6.1. Mentoring is a professional relationship in which an experienced person assists another in developing specific skills and knowledge that will enhance the less-experienced person's professional and personal growth.

6.2. Mentorship programs can be formal or informal and are very different in their approaches and outcomes.

a. Informal mentoring:

1. Goals of the relationship are not specified
2. Outcomes are not measured
3. Access is limited and may be exclusive
4. Mentors and careerists self-select on the basis of personal chemistry
5. Mentoring lasts a long time; sometimes a lifetime
6. The organization benefits indirectly, as the focus is exclusively on the careerist

b. Formal mentoring:

1. Goals are established from the beginning by the organization and the careerist
2. Outcomes are measured
3. Access is open to all who meet program criteria
4. Mentors and careerists are paired based on compatibility
5. Training and support in mentoring is provided
6. The organization and employee benefit directly

6.3. A successful mentoring program benefits your organization by:

- a. Enhancing strategic initiatives
- b. Encouraging retention
- c. Reducing turnover costs

- d. Improving productivity
- e. Breaking down the "stovepipe" mentality that hinders cooperation among departments, divisions or organizations
- f. Enabling knowledge transfer to retain the practical experience and wisdom of long-term employees
- g. Enhancing professional development
- h. Linking employees with valuable knowledge and information to other employees in need of such information
- i. Using your own employees, instead of outside consultants, as internal experts for professional development
- j. Supporting the creation of a multicultural workforce by creating relationships among diverse employees
- k. Creating a culture which continuously promotes individual employee growth and development

6.4. Tips to finding a mentor:

- a. Look at the people you know and find someone you admire and want to emulate
- b. Research top individuals in organizations or your chosen field to identify individuals whose values and accomplishments you most admire
- c. Select a mentor who is a good role model that you admire and respect
- d. Select a mentor who is a good listener who will act as a sounding board to help you to clarify your principles and beliefs
- e. Select a mentor who is candid and willing to share both good and bad experiences freely so you can learn from them
- f. Seek out a mentor who has strengths in your weak areas and will challenge you to acquire new skills
- g. If a potential mentor doesn't know you, approach them with a brief letter of introduction
- h. Make personal contact; most people who have achieved success are eager to share their wisdom, experience and knowledge with others.

i. Realize that you are never too old to be mentored, there is always something new to learn

6.5. There are benefits to all parties in a mentor relationship:

a. Mentor's benefits:

1. Gains insights from the careerist's background and history that can be used in the mentor's professional and personal development.

2. Gains satisfaction in sharing expertise with others

3. Re-energizes the mentor's career

4. Gains an ally in promoting the organization's well-being

5. Learns more about other areas within the organization

b. Careerist's benefits:

1. Gains knowledge from the mentor's expertise

2. Receives critical feedback in key areas, such as communication, interpersonal relationships, technical abilities, change management and leadership skills

3. Develops a sharper focus on what is needed to grow professionally within the organization

4. Learns specific skills and knowledge that are relevant to personal goals

5. Networks with a more influential employee

6. Gains knowledge about the organization's culture and unspoken rules that can be critical for success

7. Has a friendly ear with which to share frustrations as well as successes.

6.6. A mentor is someone who provides guidance, encouragement and correction. While careerists can obtain these things from many people, mentors are the ones who take a personal interest and develop potential. True mentorship happens when both parties sense mutual benefit and interest in cultivating a personal relationship. Never underestimate personal relationships as part of professional development.

ANNEX A - REFERENCES

AR 690-950 Career Management

AR 350-1 Army Training and Leader Development

Annex B – Information Resources

Army Career Tracker

<https://actnow.army.mil>

Civilian Training and Leader Development (CTLD)

<http://www.t3ac.army.mil/Pages/Homepage.aspx>

ACTEDS Catalog

<http://cpol.army.mil/library/train/catalog/>

Army Training Requirements and Resource System (ATRRS) Catalog

<https://atrrs.army.mil/atrrscc/>

Army Logistics University (ALU)

<http://www.almc.army.mil/>

Defense Acquisition University (DAU)

<http://www.dau.mil/default.aspx>

ANNEX C – ACRONYMS

ACPM	Activity Career Program Manager
ACT	Army Career Tracker
ACTEDS	Army Civilian Training, Education and Development System
ALU	Army Logistics University
AMSC	Army Management Staff College
ATRRS	Army Training Requirements and Resource System
CAC	Common Access Card
CASCOM	Combined Arms Support Command
CCPM	Command Career Program Manager
CES	Civilian Education System
CHRTAS	Civilian Human Resources Training Application System
CSLMO	Civilian Senior Leader Management Office
CP	Career Program
CPD	Competitive Professional Development
CTLD	Civilian Training and Leader Development
CWT	Civilian Workforce Transformation
DA	Department of the Army
DAU	Defense Acquisition University
DCPDS	Defense Civilian Personnel Data System
FC	Functional Chief
FCR	Functional Chief Representative
HQDA	Headquarters, Department of the Army
IDP	Individual Development Plan
MACOM	Major Command
SDC	Supervisor Development Course
SES	Senior Executive Service
SETM	Senior Enterprise Talent Management
SSC	Senior Staff College
TRADOC	Training and Doctrine Command
USAASC	United States Army Acquisition Support Center

Appendix D: Directory of CASCOM Activity Career Program Managers

CAREER PROGRAM	CAREER PROGRAM TITLE	CASCOM ACPM
CP10	Civilian Human Resource Management	Ms. Samantha Newman
CP11	Comptroller	Ms. Diana L. Drake
CP12	Safety and Occupational Health Management	Mr. Jimmie F. Lundie
CP13	Supply Management	Mr. Marshall J. Jones
CP14	Contracting and Acquisition	Mr. Gordon L. Campbell
CP15	Quality and Reliability Assurance	Mr. Freddie J. Sherman
CP16	Engineers and Scientists (Non Construction)	Mr. William D. Perdue
CP17	Materiel Maintenance Management	Dr. Richard B. Armstrong
CP18	Engineers and Scientists	Mr. James W. Furr
CP19	Physical Security and Law Enforcement	Mr. Joseph C. Metzger II
CP20	Quality Assurance Specialist (ammunition surveillance)	Mr. Randy Baldonado
CP22	Public Affairs and Communication Media	Mr. Fred W. Baker III
CP24	Transportation and Distribution Management	Mr. David J. Kolleda
CP26	Manpower and Force Management	Ms. Terry E. Moody
CP32	Training, Capabilities and Doctrine Warfighting Development	Ms. Vivian R. Williams
CP34	Information Technology Management	Mr. Kevin A. Blimline
CP36	Analysis, Modeling and Simulation	Mr. James R. Young II
CP50	Military Personnel Management	Mr. Stephen D. Hollis
CP51	General Administration and Management	Mr. Lionel G. Campos
CP55	Inspector General	Ms. Habibah Q. Prevost
CP56	Legal	Mr. Joseph H. Will
CP60	Foreign Affairs and Strategic Planning	Mr. Steven L. Jones