



# ACCMA STM NEWS

## Supervisor Talent Management

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### INTRODUCTION

Greetings from the Supervisor Talent Management (STM) Team! In this issue we address our progress in the development and operational procedures of supervisor training and certification as we transform how we acquire, develop, employ, and retain Army supervisors, in accordance with the Army People Strategy and Civilian Implementation Plan. The topics are our vision, Supervisor Operational Process Team (S-OPT) progress, establishment of auto-enrollment for the Supervisor-101 (SPV-101) course and Supervisor Development Course (SDC), measures for strengthening the performance management system, creation of the Army Supervisor Resource Center (ASRC) Community of Practice Microsoft Teams page, and improving the Army Civilian supervisory talent management paradigm as we continue to develop and refine practices.

### SUPERVISOR TALENT MANAGEMENT CHARTER

The Supervisor Talent Management (STM) division of the Civilian Human Resource Agency’s (CHRA) Army Civilian Career Management Activity (ACCMA) is committed to building world-class supervisors, which will have a major positive impact on our ability to recruit and retain our Army employees leading to improved readiness for Army units and reduced attrition. We are establishing programs for you as supervisors that recognize and develop attributes for every member of your teams, and that facilitate employment of these attributes for maximum effect for both the organization and the individual.

Our charter is critical as we create the systems and processes to help the Army to select, grow, and sustain the best supervisors in government at every level, certify them to perform their roles effectively, and ensure development of Army Civilians who are the most ready, professional, diverse, and integrated in the federal workforce. STM is here to support you, the supervisor. We will be fluid and adaptable, communicating frequently, as emerging circumstances and needs dictate. We will update our charter to reflect requirements.

# Supervisor Talent Management

## Build and Certify World Class Supervisors

The Army will create the systems and processes to select, grow, and sustain the best supervisors in government at every level, and certify its supervisors to perform their roles effectively.



### Transform systems...

Information about supervisor development lives in multiple, disconnected databases

- Enable a supervisor TM dashboard that connects disparate data sources
- Expand from auto-enrollment to tracking and reporting of *all* supervisor development data



### Modernize approach...

The best organizations connect a measurable, career-long learning path to performance

- Enable data-base metrics to measure, track, and improve supervisor performance
- Craft workforce analytics, and create right policy to develop
- world class supervisors



### Deliver programs...

Multiple programs across the Army are duplicative, and costly to maintain

- Enable functional community and command collaboration through a Supervisor-OPT
- Establish and fund a career-long supervisor development and certification pipeline

Certifying world class supervisors is more than training exposure

Coaching

Mentoring

Measured performance

Experience as a supervisor

Evaluation of supervisor readiness

## SUPERVISOR OPERATIONAL PROCESS TEAM (S-OPT)

STM convened a **Supervisor Operational Process Team** whose charter is to recommend a comprehensive supervisor development and certification program to the Deputy Assistant Secretary of the Army, Civilian Personnel (DASA-CP), who has proponency for supervisors across the Army. To better refine supervisor development and certification processes and procedures, the S-OPT, comprised of supervisors from across the spectrum of Army career fields and commands, is providing input and recommendations for an implementable plan for supervisor development and certification.

Through the S-OPT, new procedures will be recommended in order to establish Army approved development and certification policies. STM is developing a blueprint for a new approach to supervisor talent management. We will be able to better acquire, develop, employ, and retain Army supervisors, which will contribute to increased readiness for Army organizations and Army Civilians in keeping with the Civilian Implementation Plan priority to enable and build world-class supervisors. Supervisor certification will become a cohesive, distinct process that incorporates education, training, coaching, mentoring, performance practice/demonstration, and evaluation. With input from the S-OPT, STM is developing programs and processes to be approved by Army. In addition to collective planning and collaboration, the S-OPT has organized into three sub-groups; a Coaching and Mentoring team to recommend monthly mentoring sessions and to identify resources (podcasts, training vignettes, discussion resources) that will result in two hours of monthly coaching; a Supervisor Tracking team who will propose a means and a vehicle to track supervisor training and certification at the unit level, including identification of a sufficient record-keeping database (e.g. ALMS, CHRTAS), and a Supervisor

Training team who is working on a syllabus of courses for annual upskilling in Emotional Intelligence, Employee Relations, Coaching, Conflict Management, Team Building, and HR Topics.



To date, we conducted multiple forums with the S-OPT and developed a proposed training track and a certification framework with certification maintenance in the form of triennial recertification. The training curriculum and certification program were recently presented to and endorsed by the Career Management Executive Council (CMEC) as well as higher-level concurrence by the Civilian Executive Steering Committee (CESC). Following are the details of the proposed framework. The three core courses are **Supervisor-101**, the **Supervisor Human Resources Orientation Course**, and the **Supervisor Development Course** (as well as the **Supervisor Development Refresher Course**). In addition, training measures such as utilizing podcasts and performing mentoring/coaching will afford existing supervisors the opportunity to work with their new subordinate supervisors to discuss special requirements relating to the pertinent work being performed. Continued coaching, feedback, and mentoring by supervisors and periodic meetings with executives will enable supervisors to further understand their roles, build their skills, and progress in their careers.

The objective of this model is to train supervisors along with mentoring and coaching by their supervisors, which meets the legal mandates for mandatory training in compliance with USC 9902 and 5 CFR 412 for supervisor training, which requires:

- Initial supervisory training within one year of the new supervisor's appointment
- Retraining in all areas at least once every three years

- Training when employees make critical career transitions from non-supervisory positions to supervisory positions or from manager to executive.

Certification	Audience	Certification Components	Development Details	Commitment
<b>Initial Certification</b>	<b>New Supervisors</b>	<ul style="list-style-type: none"> <li>▪ Training &amp; Education</li> <li>▪ Mentoring &amp; Coaching</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>SPV-101</b>: 10-hour online course to expose legal guidelines in first month</li> <li>▪ <b>SHROC</b>: 2-day classroom to discuss and practice supervisory HR responsibilities within first 3-6 months</li> <li>▪ <b>SDC</b>: 40-hour online course (the "final exam")</li> <li>▪ <b>Podcasts</b>: monthly 36-60 minute vignettes of key supervisory concepts</li> <li>▪ <b>Mentor/Coach</b>: monthly discussion guides for own supervisor using vignette discussion resources</li> <li>▪ <b>Performance review by command</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ 66-hour training</li> <li>▪ 24-hours mentoring/coaching over probationary year</li> <li>▪ Certification by command at end of probationary period (1 year)</li> </ul>
<b>Certification Maintenance (every three years)</b>	<b>Supervisors After First Year Certification</b>	<ul style="list-style-type: none"> <li>▪ Training &amp; Education</li> <li>▪ Experience</li> <li>▪ Performance Monitoring</li> <li>▪ Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>24-hours annual supervisory training</b> in areas such as emotional intelligence, employee relations/coaching, conflict management, and HR topics</li> <li>▪ <b>Grade-appropriate CES course</b></li> <li>▪ Being current on EEO and SDC-R</li> <li>▪ PERF Review – three years of "fully successful or higher"</li> <li>▪ CMD EVAL – formal assessment by command-level authority</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>72-hours training over 3 years</b></li> <li>▪ 3-years supervisory experience</li> <li>▪ Recommendation by command</li> </ul>

Once new supervisor requirements have been achieved, supervisors would continue training on key, applicable and relevant topics to maintain their certification, and to recertify every three years.

## **AUTO-ENROLLMENT, SUPERVISOR-101 AND SUPERVISOR DEVELOPMENT COURSE**

**Auto-enrollment** will soon be launched, which will alert supervisors to the requirement to complete **Supervisor-101** and the **Supervisor Development Course (SDC)**. This is a revolutionary measure to ease access to, and to speed completion of these worthwhile and required courses. Auto-enrollment will initially be implemented for the online Supervisor Development Course (SDC) and later in the year for Supervisor-101 (SPV-101). The supervisor will no longer need to register for the SDC Refresher course. New and existing supervisors will be auto-enrolled based on systemic data generated when hired or promoted. SPV-101 auto-enrollment will occur in the first month and the SDC auto-enrollment will happen in the 8<sup>th</sup> month of the new supervisor's probationary year. Supervisors will be notified through email four months prior to required completion date of the applicable course. There are up to 15,000 supervisors who will be auto-enrolled if they have not yet completed SDC or if they have completed SDC but their three year re-certification is already expired or if it will expire within four months for the SDC Refresher Course requirement.

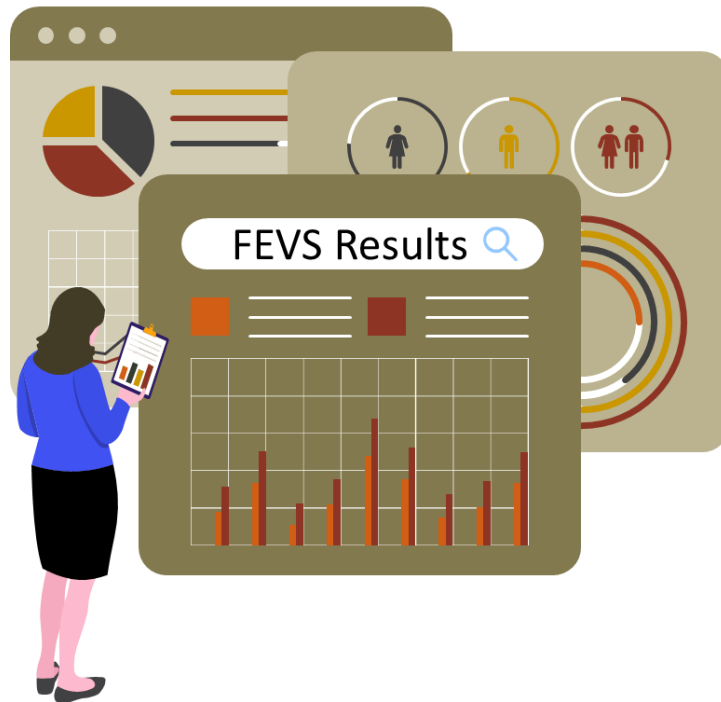
## **SUPERVISOR HUMAN RESOURCES ORIENTATION COURSE**

The **Supervisor Human Resources Orientation Course (SHROC)** will be conducted via virtual or face-to-face classroom settings. Initially, the face-to-face classes will be offered at Fort Bragg, Fort

Leavenworth, and the U.S. Army Corps of Engineering (USACE) Civilian Personnel Advisory Center (CPAC) Office in New Orleans. Tentative locations are Fort Knox, Fort Rucker, and U.S. Army Corps of Engineering (USACE) Civilian Personnel Advisory Center (CPAC) offices in St. Paul and Louisville. We expect the SHROC to be widely available starting in FY23 and fully operational by FY24.

## **STRENGTHENING THE PERFORMANCE MANAGEMENT SYSTEM**

In support of the Civilian Implementation Plan to the Army People Strategy, RETAIN Line of Effort, the attached Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA) memorandum calls upon all supervisors of Army Civilians to comply with expectations and best practices when leading, engaging, managing employee performance, and recognizing the talents of the Army Civilian Corps to create and foster a culture of high-performance. These expectations are derived from trends in the annual OPM Federal Viewpoint Survey.

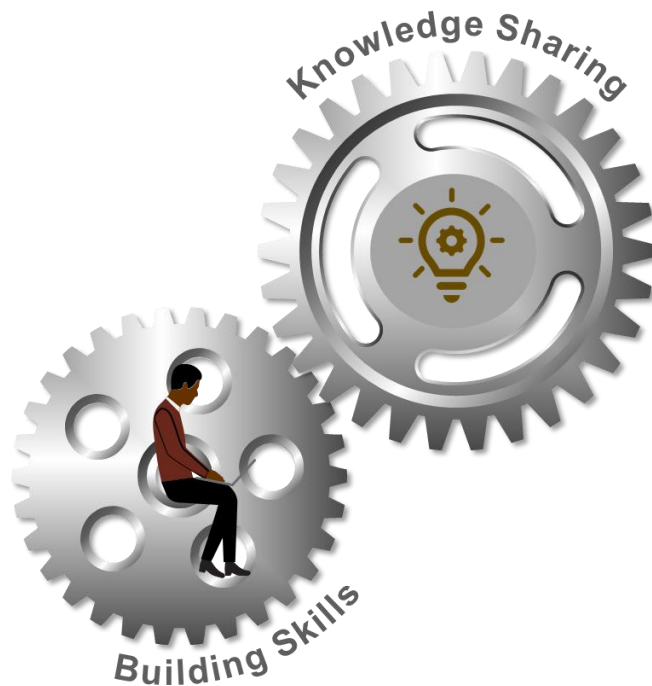


## **ARMY SUPERVISOR RESOURCE CENTER (ASRC) COMMUNITY OF PRACTICE**

The overall intent of the training and certification framework we are developing through strategic workforce planning is to establish strategic and operational processes to maximize human development and encourage individual human growth through a holistic strategic foundation where we seek to make maximum use of our financial resources to benefit the individual, our units, and the Army enterprise overall.

We have approximately 39,000 Army Civilian supervisors, who comprise about 13% of the Army Civilian workforce, and about 15,000 military supervisors of Army Civilians. We will continue to work with the Functional Communities to assist them in acquiring, developing, employing and retaining world-class Army supervisors. We are focused on transforming systems and processes, modernizing our approach to supervisor talent management, and delivering supervisor talent to the Army through this centralized program. As we implement change by auto-enrolling new supervisors in training, we will subsequently create a means to track, measure, and report supervisor training development progress. Our establishment of supervisor certification will level the playing field for supervisor performance, which will have a positive impact for all Army employees. As we develop and refine our supervisory data, processes, and programs, we'll be able to make improved long-term decisions based on workforce data, rather than non-data driven information. The development of world-class supervisors is our priority, and we will continue to enable them to better lead people and to manage processes for our 300,000 strong workforce to deliver maximum Army readiness.

To that end, we have created the ACCMA Army Supervisor Resource Center (ASRC) Microsoft Teams page as a community of practice resource and a tool to communicate with supervisors, share knowledge and information, store mentoring resources, use for potential training, and share best practices. Learning in a community of practice is a great opportunity, generated from the relationships, and participation from our Army supervisory community.



Our collective community can bring identities, experiences, beliefs, and culture together and will contribute to conversations that foster Army supervisor learning and practice. The intent is to engage in discussions, help each other, share information, and build relationships that enable us to learn from each other. Having various supervisory roles across different units, commands, and agencies throughout the Army enterprise makes for an



ideal opportunity to establish, cultivate, and grow a community of practice enabling supervisors to interact, engage in, share effective practices, and learn together. Please click [ACCMA Army Supervisor Resource Center \(ASRC\) Microsoft Teams page](#) to be added.

## STAYING INFORMED

This second edition of the STM newsletter is for your situational awareness, to reiterate our charter, and communicate current and future operational plans. We will continue to publish quarterly newsletters to keep you apprised of STM developments and ongoing initiatives.

## IMPROVING THE PARADIGM

As Army supervisors, we value your essential input into the development of supervisory training and certification processes and procedures. Please reach out to a member of the ACCMA STM team with any ideas to improve our operational planning.

Thank you for your support and insights. We look forward to working with you as we continue to transform and improve the Army Civilian supervisory talent management paradigm!

### FAQ

#### Condition of employment?

We fully expect that Supervisor Certification will become a condition of employment for all new supervisors. Failure to complete the three required courses along with the mentoring/coaching requirements and maintaining performance at the fully successful or higher level could result in removal from a supervisory position and possible separation from Federal Service.

#### Knowledge Library?

We are in the process of identifying those topics and course materials that will be available for the 72-hour continuing education requirements.

#### Completion of grade-appropriate CES course?

Starting in FY23, supervisor attendance at CES (Intermediate or Advanced courses) will be mandatory. Of available seats, 80% will be dedicated to supervisors in three different venues: classroom at Ft Leavenworth, some major installations with Mobile Education Teams, and online via virtual classrooms.

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