Civilian Career Management

References: Refer to Enclosure 1.

1. PURPOSE: This instruction establishes the policy and procedures associated with the human resource requirements of a given occupation and to promote career planning and development by providing avenues for DLA employees to develop competencies and progress in their careers. Refer to Enclosure 4 for additional information on civilian career management.

2. APPLICABILITY: This DLA Instruction applies to Headquarters DLA J Codes, Staff Offices, and all DLA Primary Level Field Activities (PLFAs).

3. POLICY:
   a. DLA civilian career management programs will be developed and maintained to permit optimum fulfillment of employee career goals and interests consistent with the mission needs and strategic goals of DLA.
   b. Civilian career programs may be established for career fields having career progression opportunities and a sufficient number of potential participants to warrant administration.
   c. DLA civilian career management programs will ensure a steady flow of capable, fully qualified, diverse, and trained personnel to fill positions at all levels.
   d. DLA promotes interest in long-term career opportunities and development.
   e. DLA civilian career management programs will support the retention of civilian employees and potentially reduce turnover by providing opportunities for advancement.

4. RESPONSIBILITIES: Refer to Enclosure 2.

5. PROCEDURES: Refer to Enclosure 3. Additional Information is located at Enclosure 4.
6. **EFFECTIVE DATE:** This Instruction is effective immediately.

   Director, DLA Enterprise Support   Deputy Director, Human Resources
   September 15, 2004               November 1, 2011

4 Enclosures
   Enclosure 1 – References
   Enclosure 2 – Responsibilities
   Enclosure 3 – Procedures
   Enclosure 4 – Additional Information
Enclosure 1

References


Responsibilities

1. The Director, DLA Human Resources:
   a. Administers civilian career management for the Agency.
   b. Provides overall guidance for civilian career management in DLA.
   c. Designates a key official to assist the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) in career program development and Secretary of Defense implementation.

2. The DLA Human Resources, Human Capital Program Development develops and furthers human capital strategies and initiatives spanning a wide variety of areas such as workforce planning, talent and capability management, leadership development and management, organizational development and change management to support achievement of DLA Strategic Goals and Objectives.
   a. Identifies short and long-term resource/competency requirements, performs gap analysis including determination of the extent to which requirements are met in present workforce, and the extent to which current resources are likely to be lost through attrition.
   b. Develops plans and strategies to address skill gaps.

3. Meets with clients to identify workforce needs, gathers data, and defines problems.

4. The DLA Human Resources Services, DLA Training:
   a. Evaluates civilian career programs through on-site inspections and other appropriate means to determine effectiveness and ensures that shortfalls are addressed and corrected.
   b. Collaborates with DLA Human Resources, Human Capital Business Integration and Human Capital Program Development, and other DLA Human Resources offices as needed.
   c. Manages the development and maintenance of civilian career programs in DLA.
   d. Provides guidance to Headquarters DLA J Codes, Staff Offices, and PLFAs regarding their responsibilities for DLA or DOD-wide civilian career programs.
   e. Partners with the appropriate Headquarter DLA J Codes, Staff Offices, and PLFAs to establish and administer DLA-wide civilian career programs in the designated career fields.
   f. Issues publications and other documents as may be required for general policies, requirements, and procedures applicable to the development and operation of DLA-wide civilian career programs.
   g. Manages and supervises the DLA Corporate Intern Program.
5. The DLA Functional Community Manager (FCM) in each designated career field identifies a Point of Contact (POC) to execute the roles and responsibilities of the FCM. The FCM POC:

   a. Determines career fields within their respective areas of responsibility, in coordination with the DLA Human Resources Services, DLA Training, for which establishment of DLA-wide civilian career program would be desirable.

   b. Assumes responsibility for and provides leadership in the development of such programs.

   c. Provides technical advice, guidance, and interpretation pertaining to program requirements.

   d. Provides functional expertise to support the development, review, and approval of the career field training curriculum and certification programs.

   e. Serves in an advisory role to set selection standards, develop interview questions, or personally serve on a selection panel.

   f. Serves as a mentor or coach of mentors.

   g. Serves as a guest speaker in training sessions or on panel discussions.

   h. Continuously maintains/updates knowledge in career field.

   i. Recommends J Code and PLFA personnel to serve as Career Advisory Group members to develop and/or revise Corporate Intern Programs of Development to include knowledge and skill requirements, training and development opportunities, quarterly report format, progression criteria, and mastery progression checklist.

   j. Serves as approving authority for the structure and content of the applicable/designated Corporate Intern Program of Development.

   k. Coordinates with Headquarter DLA J Codes, Staff Offices, and PLFAs to identify and develop meaningful cross-training and rotational assignments for employees assigned to a designated career field. Assists in the identification and sponsoring of an expanded variety of functional and cross-functional developmental opportunities and establishing selection guidelines and coordinating requirements.

   l. Articulates career-mapping/planning strategies/tips on how to progress in a specific career field.

   m. Identifies and validates current and future functional and management competencies and evaluates with respect to evolving business strategies.

   n. Serves as a technical subject matter expert and participates in competencies studies to identify and document job competency relationships and career paths, sequencing of key jobs, and developmental opportunities, training requirements, etc.
Examines formal training programs and various training delivery methods for use by particular career fields.

6. DLA J Codes, Staff Offices and PLFAs:

   a. Works with appropriate FCM to identify workforce replacement needs and recruitment strategies to ensure personnel with the required skills are available. Based on an analysis of replacement needs develops recruitment plans to ensure selection of highly qualified employees.

   b. Encourage employees to participate in both formal career management programs and informal career development opportunities.

   c. Administer DLA and DOD-wide career programs covering employees under their cognizance or their activity, including providing for manpower spaces and funds to cover administrative and other program costs.

   d. Preserve optimum career patterns through effective organization structure and position management and through adherence to the mandatory referral requirements of career programs.

   e. Assign appropriate resources to oversee and provide rotational training, cross training, and on-the-job training.

   f. Assure that assigned interns receive training and developmental assignments in accordance with the terms of applicable career program publications.

   g. Assess the interns’ performance and utilize the quarterly report as a feedback mechanism to communicate their progression.

   h. Ensure that full-time equivalents are available for placement of graduating Corporate Interns.
1. DLA-wide civilian career programs will contain the following elements:

   a. Career levels to provide a framework for training, development planning, and progression.

   b. Career paths, delineating clear lines of progression to successively more responsible positions to serve as a guide for determining training and development assignments. To the maximum extent practical, career paths will be standardized throughout DLA to provide optimum career development opportunities.

   c. An intake system to ensure a continued flow of high potential individuals into the career field. These individuals will be capable of benefiting from long-term career development programs to replenish the career field, meet planned expansion, and provide skills to meet the demands of technological and enterprise advances. The system will ensure that the career field achieves and maintains a balanced representation of minorities, women, and people with disabilities.

   d. A uniform appraisal and counseling system to assess employee potential for progression in career field occupations, establish career goals, schedule training and developmental assignments, and formulate or refine employee career paths.

   e. A master Program of Development defining the competencies (knowledge and skills), and training requirements of each career level, to include, a career intern development program.

2. The Director, DLA Human Resources administers civilian career management for the Agency and provides overall guidance.

3. DLA Human Resources, Human Capital Program Development develops and furthers Human Capital Strategies and Initiatives to include corporate recruitment strategies.

4. DLA Human Resources Services, DLA Training evaluates civilian career programs through on-site inspections and other appropriate means to determine effectiveness and ensures that shortfalls are addressed and corrected.

5. DLA Human Resources Services, DLA Training manages civilian career programs in DLA and partners with appropriate Headquarters DLA J Codes, Staff Offices, and PLFAs to establish, administer, and maintain programs in the designated career fields.
6. DLA FCMs are senior leaders in their career field who manage the health of their respective functional community (expeditionary and non-expeditionary) including the following workforce components:

   a. Workforce Forecasting,
   
   b. Demographic Analysis and Trends, and
   
   c. Strategy Development to include developing plans to address workforce and competency gaps and conducting succession planning to sustain knowledge continuum.

7. DLA FCM POC will support the FCM in executing the roles and responsibilities of the FCM to include developing, implementing, and monitoring workforce planning for the respective functional area.

8. DLA J Codes and PLFAs administer DLA and DOD-wide career programs covering employees under their cognizance or their activity. They assure that assigned interns receive training and developmental assignments in accordance with the applicable career program publications.

9. DLA Human Resources, DLA Equal Employment Opportunity Office, Headquarters DLA J Codes, Staff Offices, and PLFAs partner in the recruitment selection, promotion, and retention in career programs and to ensure employees are aware of developmental opportunities. Achievement of DLA Equal Employment Opportunity goals with respect to minorities, women, people with disabilities, and other special emphasis programs in the designated career fields is a shared responsibility.
Enclosure 4
Additional Information

1. Civilian Career Management is a synthesis of the concepts of position and manpower management. It seeks to build a logical position structure to permit incremental development and progression of employees as well as to fulfill organizational manpower requirements with qualified, diverse, and capable personnel. Civilian Career Management is not a singular event but a continuing process that is a necessity for adapting to the changing demands of the DLA mission.

2. The purpose of civilian career management is to provide the human resource requirements of a given occupation and to promote career planning and development by providing avenues for DLA employees to develop competencies and progress in their careers.

3. Civilian Career Management relates to the process and product elements of the work function by ensuring that the human factor is fully integrated with their techniques and technologies. The principles of the DLA civilian career management systems are embodied in individual civilian career programs developed for the major occupations employed in DLA. Each career program provides specific guidance for the training and development of DLA employees in that program.

4. The focus is on ensuring civilian and military workforce capabilities match present and future strategic mission requirements, thereby facilitating the Agency’s ability to do what is right for the Armed Forces and DOD.

5. Civilian Career Management supports the Workforce Development Focus Area as described in the DLA 2012 Director’s Guidance to “enable employees to capitalize on their skills, experience, and potential to support the DLA mission.”