



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT AGENCY
2511 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3926

SFIM-HR-WFD

JAN 06 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: US Army Installation Management Agency Civilian Executive Development Assignment Program (CEDAP) Pilot Study

1. REFERENCES.

a. Letter of Instruction (LOI) for Implementation of U.S. Army Installation Management Agency (IMA) Civilian Executive Development Assignment Program (CEDAP) Pilot Study (Enclosure 1).

b. Draft IMA Pamphlet 600-7, U.S. Army Installation Management Agency (IMA) Civilian Executive Development Program (CEDAP) (Enclosure 2).

2. PURPOSE. To authorize the CEDAP pilot study, which serves as initial implementation of the program, and provide guidance for management and administration of the program during this implementation phase. The pilot study is being conducted to evaluate the program concepts and assess lessons learned prior to full implementation.

3. APPLICABILITY. The pilot study applies to all IMA civilian employees who are permanently assigned to "key senior positions" as identified in the revised draft Army Civilian Training, Education and Development System (ACTEDS) Plan for Career Field 29 (CF-29), Installation Management Generalist. The draft ACTEDS Plan for CF-29 is available for review on the IMA website at <http://www.ima.army.mil/career%20field-29.asp>. Key senior positions are the Chief of Plans Division, Chief of Strategic Analysis and Communications Branch, and Chief of Quality Planning and Performance Branch at Headquarters, IMA (HQIMA); all Chiefs of Staff and Chiefs of Plans Divisions at Regions; and all civilian Deputy to the Garrison Commander and Garrison Manager positions at Garrisons.

4. PILOT IMPLEMENTATION.

a. This memorandum authorizes implementation of the CEDAP pilot study, which will begin during FY05 and be conducted for a period not to exceed one year.

b. Reference 1a contains specific guidance for implementation of the pilot study, information on the specific objectives of the study, expected results, implementing procedures, and reference to the basic guidance to be used during the pilot study.

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c. Reference 1b contains basic guidance for management and administration of CEDAP during the pilot study. It is a draft that will be revised as the pilot study progresses if evaluation of the program and assessment of lessons learned so dictate. In addition to basic guidance for management and administration of the program, it includes information about the purpose of CEDAP, and references to laws, directives, regulations, programs and policies that are pertinent to the program. It will be available on the IMA website WFD page.

d. The revised draft ACTEDS Plan for CF-29 contains information about key senior positions, career progression, and mobility for CF-29 careerists and other employees who aspire to become Installation Management Generalists. Upon finalization, the documents will become the centerpiece for career development of IMA leaders.

e. HQIMA Human Resources (HR) Division, Workforce Development (WFD) Branch is the lead office for the pilot study. WFD will establish a CEDAP Working Group (WG) comprised of HQIMA and Region representatives. The WG will participate in assessing evaluation results and lessons learned, and providing input to help shape the program during the pilot.

f. Evaluation methodology will include surveys, sensing sessions and/or interviews to assess commanders' and participating employees' views on the program and to obtain comments from other employees. The surveys will also include determination of how many employees would be interested in participating in the program upon full implementation.

g. Garrison Commanders and IMA managers at all levels are expected to fully support the pilot study. This includes providing feedback to the CEDAP WG representatives within their respective regions at any time during the pilot. HQIMA managers may provide feedback through their respective division representatives to WFD.

h. Employees who participate in the pilot study may provide feedback at any time during the pilot. Feedback should be sent through their respective Garrison Commanders/command channels to the CEDAP WG representatives within their respective regions. Other employees who are interested participating in CEDAP upon full implementation may also provide comments through their command channels.

i. WFD will keep the Director/Deputy Director, IMA (DIMA/DDIMA) informed of the progress of the pilot study and make necessary adjustments to the program prior to full implementation of CEDAP. All changes will be fully coordinated with members of the

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CEDAP WG prior to presentation to the IMA Senior Executive Leadership (SEL) for discussion and final decision by the DIMA/DDIMA.

5. POINTS OF CONTACT. The primary point of contact (POC) for the CEDAP is Leo Willess, (703) 602-3313, DSN 332-3313; email James.Willess@hqda.army.mil. Alternate POC is Linda Donaldson, (703) 602-4504, DSN 332-4504; Linda.Donaldson@hqda.army.mil.

2 Enclosures
as



RONALD L. JOHNSON
Major General, U.S. Army
Director, Installation Management Agency

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This requires bold leadership because it is very different. If people truly are the centerpiece, we owe this professional development to them. I know I have your support! If not me, who; If not now - when?

**LETTER OF INSTRUCTION (LOI) FOR IMPLEMENTATION OF
U.S. ARMY INSTALLATION MANAGEMENT AGENCY (IMA)
CIVILIAN EXECUTIVE DEVELOPMENT PROGRAM (CEDAP) PILOT STUDY**

1. Purpose: This LOI serves as the official guidance for implementation of the IMA CEDAP pilot study. The purpose of the pilot study is to evaluate the program and make adjustments as necessary prior to full implementation.

2. Specific Objectives: The objectives of the pilot study are to obtain information necessary to assess various aspects of the program, and to make appropriate adjustments. Following are major categories of information to be obtained. Others may be added as the pilot study evolves.

a. Lessons learned based on application of the policies, procedures and processes to determine what adjustments are needed to enhance the program. This includes, but is not limited to, selection and appointment of CEDAP Advisory Panel members; information provided to and criteria used by the panel in their review process; and the assignment/selection decision and notification processes.

b. Percentage of covered employees who are *not* willing to participate in the program to determine additional communication/marketing efforts required to encourage increased participation, if appropriate.

c. Managers' and participating employees' perceptions and satisfaction with the program, including, but not limited to, impact of mobility on family and feedback on how the program can be improved.

d. Survey results from Region Directors and Garrison Commanders regarding the impact of the program on mission accomplishment/overall workload and feedback on how the program can be improved.

e. Survey results from the rest of the IMA workforce at GS-12 to GS-15 levels to determine their interest/willingness to be mobile in order to assess the feasibility of expanding the program.

f. Number of applications received per open announcement for vacant CEDAP positions to determine if mobility requirements impact filling positions, including how many were from outside the IMA workforce.

3. Results and Recommendations: Based on a thorough assessment of all information obtained and lessons learned during the pilot study, and after full coordination with the CEDAP Working Group, HQIMA Workforce Development (WFD) will brief the DIMA/DDIMA/IMA SEL on the results and make appropriate recommendations. The

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pilot study will have been successful if the results show that IMA can strategically manage developmental assignments without negatively impacting mission accomplishment and employees while providing career broadening experiences for civilian employees to enhance their competencies in the installation management career field.

4. Program Guidance During the Pilot Study: IMA will follow the guidance in the draft IMA Pamphlet 600-7 and its appendices during the pilot study and make adjustments as necessary based on evaluation of program concepts and assessment of lessons learned.

5. Coverage: The pilot study covers IMA employees who are permanently assigned to “key senior positions” (less SES positions) identified in the draft revision of the Army Civilian Training, Education and Development System (ACTEDS) Plan for Career Field 29 (CF-29), Installation Management Generalist. Covered positions include the Chief of Plans Division, Chief of Strategic Analysis and Communications Branch, and Chief of Quality Planning and Performance Branch at HQIMA; all Chiefs of Staff and Chiefs of Plans Divisions at Regions; and all civilian Deputy to the Garrison Commanders and Garrison Managers at Garrisons, regardless of grade/pay band level.

6. Implementing Procedures:

a. Notification to employees: HQIMA will notify all covered employees prior to the start of the pilot study. The notification will include information about the program and how it will affect the employee, a request for the employee to indicate willingness to participate in the program by signing the Program Agreement in Appendix B of the draft IMA Pamphlet 600-7, and indicate their first three preferences for developmental assignments using Appendix C. Employees who sign the agreement will be given priority consideration for available assignments listed as their preferences.

b. “Grandfathered” employees: Employees who do not sign the agreement will be “grandfathered” as long as they are still assigned to the CEDAP positions that they occupied upon implementation of the pilot study. The following will apply to “grandfathered” employees:

(1) If a “grandfathered” employee wants to be considered for assignment to other CEDAP positions, the employee must submit a written request through command channels and HQIMA HR, who will forward the request to the DIMA/DDIMA for approval/disapproval.

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(2) If DIMA/DDIMA approves a request for assignment or selection for another CEDAP position, the employee will be required to sign the Program Agreement in Appendix B as a condition of employment, and will become subject to the pilot study upon placement in the position.

(3) “Grandfathered” employees will not be given priority consideration for assignment to other CEDAP positions, but may submit a request as discussed above or compete under vacancy announcements.

(4) As with any agency employee, “grandfathered” employees may be subject to management directed reassignments as required to meet the needs of the agency.

c. Identifying employees for rotation: WFD will use the Defense Civilian Personnel Data System to identify CEDAP employees and pertinent information to determine when those who elect to participate should be considered for developmental assignments. WFD will verify the information through Region HR offices. WFD will compile a list of participating employees who are to be considered for developmental assignments during the pilot, and provide it and pertinent information about the employee to the CEDAP advisory panel for review and recommendations as discussed in paragraph 2-1c(1) and Appendix A-1 of the draft pamphlet.

d. Selection of employees: The DIMA/DDIMA will approve developmental assignments for participating employees and selections for CEDAP position vacancies after consultation with other members of the SEL and consideration of all available information. Once DIMA/DDIMA approval is obtained, HQIMA HR will advise the affected Region HR offices, who will notify the employees and provide advice and assistance to losing and gaining organizations and the gaining Civilian Personnel Advisory Centers (CPACs) to facilitate the placement action. Procedures will be the same as in Appendix A-1 of the draft pamphlet.

e. Processing requests for personnel action (RPAs) and travel orders: Gaining organizations will submit a request for personnel action (RPAs) to their servicing Civilian Personnel Operations Center (CPOCs) to process the personnel action to place the employee. If a PCS move is required, gaining organizations will also initiate a request for travel orders, including PCS fund cites from their respective budget offices. Procedures in Appendix A-1 of the draft pamphlet will apply.

f. Multiple developmental assignments: If multiple developmental assignments are required based on a DDIMA/DIMA decision, the procedures in the preceding paragraphs will be followed for processing of each employee.

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g. Filling vacant covered positions noncompetitively: If DIMA/DDIMA decides to fill a vacant covered position by offering an opportunity for current IMA employees who are not covered by the program to volunteer for reassignments into the program before announcing it outside the agency, HQIMA will announce the opportunity via the most expeditious media available that will ensure all IMA employees have access to the announcement. IMA managers at all levels will be responsible for ensuring their employees are aware of the opportunity. The procedures will be the same as in Appendix A-2 of the draft pamphlet.

h. Filling vacant covered positions competitively: If the DIMA/DDIMA decides to announce a vacant covered position to provide all eligible candidates the opportunity to be considered, HQIMA HR will use the competitive procedures as described in Appendix A-2 of the draft pamphlet.

IMA PAM 600-7

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**U.S. ARMY
INSTALLATION MANAGEMENT AGENCY
(IMA)**

**CIVILIAN EXECUTIVE
DEVELOPMENT ASSIGNMENT
PROGRAM (CEDAP)**

IMA PAMPHLET 600-7

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INSTALLATION MANAGEMENT AGENCY (IMA)
CIVILIAN EXECUTIVE DEVELOPMENT ASSIGNMENT PROGRAM (CEDAP)

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DRAFT**CHAPTER 1 – INTRODUCTION****1-1. REFERENCES:**

- a. Title 5 Code of Federal Regulations (5 CFR), Part 410
- b. DoD Directive 1400.24, "Civilian Mobility Program"
- c. DoD Priority Placement Program Operations Manual
- d. AR 690-950, Civilian Personnel Career Management, December 31, 2001
- e. IMA Policy Memorandum #33, Recruitment and Selection Policy, July 30, 2004
- f. IMA Policy Memorandum #30, Extension of Overseas Tours Beyond Five Years, July 30, 2004
- g. IMA Policy Memorandum #25, Civilian Recruitment and Relocation Bonuses and Retention Allowances, July 30, 2004

1-2. PURPOSE:

a. To formalize the U.S. Army Installation Management Agency (IMA) Civilian Executive Development Assignment Program (CEDAP) by establishing agency authorities, policies and guidance for management and administration of career assignments for senior civilian employees within the agency.

b. The CEDAP is designed to provide the Director/Deputy Director, IMA (DIMA/DDIMA) with a means to strategically manage rotational assignments for IMA senior civilian employees in order to provide them with career-broadening experiences to enhance their career progression and prepare them for more diverse leadership roles within the agency. This includes cross-functional assignments to develop a highly capable, multifunctional senior workforce who will be able to lead the way in achieving agency mission goals and improving organizational performance. The overall objective is to improve participating employees' installation management business competencies and overall leadership competencies.

c. Rotational assignments of civilian employees within IMA will also facilitate sharing of lessons learned and the infusion of new ideas at all levels in IMA to provide a broader perspective on installation management business. This sharing of knowledge will contribute to IMA's effectiveness in meeting its strategic and operational objectives, including providing common levels of support and improvement of services to soldiers, civilians and their family members at Army installations world-wide, and will result in improved mission effectiveness.

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DRAFT**1-3. APPLICABILITY AND COVERAGE:**a. Authorities and Policies

(1) Reference 1-1a, Subpart B, Section 410.204 authorizes Federal agencies to use rotational assignments to meet employee development and mission-related organizational needs. The CEDAP meets the requirements in this authority.

(2) Reference 1-1b contains Department of Defense (DoD) policy and guidance on establishment of formal civilian mobility programs when such programs will enhance career progression and improve mission effectiveness. The CEDAP is a formal program that includes mobility to enhance career progression for employees who are permanently assigned to covered positions by providing career-broadening experiences that will lead to improved mission effectiveness.

(3) CEDAP noncompetitive assignments made under the circumstances and conditions cited in reference 1-1c, Chapter 4, paragraphs C2c and d are exempt from the DoD Priority Placement Program (PPP). This includes reassignment of employees who swap jobs when no vacancy exists and none of the employee has declined an offer under transfer of function, transfer of work, or management directed reassignments, and reassignments and changes to lower grade made for formal development and training purposes as authorized in reference 1-1a. Procedures for documenting this exception on requests for personnel actions are in Appendix A.

(4) IMA will administer and manage the CEDAP in accordance with applicable Office of Personnel Management (OPM) and National Security Personnel System (NSPS) rules and regulations, and DoD and Department of Army (DA) career management and staffing policies and regulations, and in conjunction with other DA initiatives and programs (e.g., Senior Army Workforce (SAW), Army Senior Service College Graduate Placement Program, etc.). Guidance on coordination with other systems administrators and program offices are in Appendix A.

(5) Rotational assignments made under this program shall be made as an exception to the IMA recruitment and selection policy in reference 1-1e since the CEDAP is a formal developmental program.

(6) IMA will utilize the CEDAP only for the purposes specified in paragraphs 1-2b and 1-2c above. It will not be used as a means to resolve employee performance or disciplinary problems, nor will it be used to circumvent statutory requirements or DoD, DA recruitment, selection and placement policies, rules and regulations.

(7) Nothing in the CEDAP restricts covered employees' rights to apply for other IMA positions that are not covered by this program or positions in any other agency, nor does it restrict management's right to reassign IMA employees to any position within the agency when it is determined to be in the best interests of the agency to do so.

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DRAFTb. Employee Coverage

(1) This program covers employees permanently assigned to the IMA positions identified in paragraph 1-3c(1) below. Incumbents of these positions will be encouraged to sign the agreement in Appendix B upon implementation of this program, and to indicate their assignment preferences using the form at Appendix C.

(2) Covered employees who do not sign the agreement upon implementation will be required to sign it as a condition of employment if they volunteer and are approved for assignment to a different covered position subsequent to implementation. All covered employees are subject to the mobility provisions of this program, which could include management directed reassignments to meet the needs of the agency.

(3) All IMA appropriated fund (APF) U.S. civilian employees with personal competitive status who are not covered by the CEDAP, and IMA non-appropriated fund (NAF) U.S. civilian employees who are eligible for appointment to APF positions, are encouraged to apply for appointments or promotions to vacant CEDAP positions or volunteer for noncompetitive reassignments (if eligible) to CEDAP positions.

(4) IMA MWR APF and NAF U.S. civilian employees serving in positions at the GS-9 level and above, and NF-4 and above will be subject to the Army Community and Family Support Center (CFSC) Morale, Welfare and Recreation (MWR) Career Management and Staffing Program (CMSP). When IMA MWR employees volunteer or apply for and are selected and placed in positions covered by the CEDAP, they will no longer be subject to the MWR CMSP.

(5) To the extent allowed by host nation laws, labor agreements and civilian personnel rules and regulations, foreign national civilian employees assigned to IMA organizations may volunteer for assignment to a covered position when it is designated for local national incumbency. IMA Region Directors (RDs) with foreign national employees under their jurisdiction may supplement this pamphlet with specific guidance for management of foreign national civilian employee rotational assignments to ensure compliance with host nation laws and labor agreements.

(6) Employees who perform installation management support functions, but are in organizations not under IMA's jurisdiction (e.g., Assistant Chief of Staff for Installation Management (ACSIM), Special Installations under Major Army Commands (MACOMs), etc.) are not subject to the CEDAP, but may volunteer for noncompetitive placements or apply for promotions to covered positions.

(7) Eligible U.S. civilian employees from any Federal agency and non-Federal candidates may apply for vacant CEDAP positions when IMA announces acceptance of applications to fill vacant covered positions. Those who are selected for placement in the program will be required to sign the agreement in Appendix B as a condition of employment.

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DRAFTc. Position Coverage

(1) This program covers all IMA “key senior positions” identified in the revised Army Civilian Training, Education and Development System (ACTEDS) Plan for Career Field 29 (CF-29), Installation Management Generalist, (less SES positions). These are, at Headquarters, IMA (HQIMA), the Chief of Plans Division, Chief of Strategic Analysis and Communications Branch, and Chief of Quality Planning and Performance Branch; at Regions, all Chiefs of Staff and Chiefs of Plans Divisions; and at Garrisons, all Deputy to the Garrison Commander and civilian Garrison Manager positions (which includes those currently titled Executive Assistant (BASEOPS), Civilian Executive Assistant, Base Operations Manager, et al), regardless of grade/pay band level.

(2) All positions covered under this program will be earmarked for rotational assignments, and when they become vacant will be filled in accordance with the procedural guidance in Appendix A.

(3) Positions in other career programs/career fields and grade/pay band levels may be added at the discretion of the DIMA/DDIMA after coordination with the appropriate Army Career Program (CP) Functional Chief Representative (FCR) or Career Field Proponent. HQIMA HR will request HQIMA Directors/Division Chiefs and RDs to submit recommendations for additional positions based on guidance from the DIMA/DDIMA or program evaluation findings that warrant consideration of additional positions. Recommendations should include information about the major duties of the position(s), and mission-related reasons for the position(s) to be included in the CEDAP.

(4) The DIMA/DDIMA will decide, based on recommendations from HQIMA Directors/Division Chiefs and RDs, and HQIMA HR advice, which positions should be added to coverage by this program.

(5) This program does not cover positions that are not under IMA’s jurisdiction, even if the positions involve installation management work (i.e., positions under the Assistant Chief of Staff for Installation Management (ACSIM) or at “Special Installations” under MACOMs). However, incumbents of such positions may volunteer or apply for vacant CEDAP positions, as discussed in paragraph b (4) above.

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DRAFT**CHAPTER 2 – REQUIREMENTS, RESPONSIBILITIES, FUNDING, AND INCENTIVES****2-1. PLANNING, QUALIFICATIONS, SELECTION AND PAY:**a. Planning for Assignments:

(1) CEDAP assignments will normally be for a minimum period not to exceed five years. There is no guarantee that assignments will last that long or that reassignments will occur every five years. Assignments may be as short as one year or as long as seven or more years, depending on IMA's mission requirements. The DIMA/DDIMA will decide when to move employees after consultation with the respective HQIMA Directors/Division Chiefs or RDs and an assessment of the agency's needs.

(2) Covered employees will normally rotate after five years in their current assignment. This does not mean that covered employees will move every five years, but HQIMA will look at them at that point and decide if a new assignment would be appropriate or if they should move at some other point. Employees are expected to accept rotational assignments in order to broaden their experiences and share their knowledge of installation management at various levels and locations throughout the agency.

(3) Covered employees should consult with their supervisors and respective Career Program/Career Field Managers (CPMs/CFMs) to identify proposed assignments (including alternatives if their first preferences are not available) and develop a clear, reasonable plan for sequential rotational assignments to provide experiences that will broaden their knowledge and enhance their competencies in the installation management business. Proposed assignments should be documented in employee individual development plans (IDPs) and on the assignment preference form at Appendix C.

b. Qualification Requirements: Employees must meet Office of Personnel Management (OPM) qualification standards (including modified qualification standards), or qualification requirements under NSPS prior to assignment to positions covered by this program. Modified OPM qualification standards are addressed in Appendix A.

c. Selection for Assignments:

(1) HQIMA HR will periodically review pertinent information on covered employees to determine who are due for rotational assignments based on having been in their current positions for at least five years. HQIMA HR will provide a list of these employees, pertinent information regarding the employees, and evaluation criteria to a CEDAP advisory panel. The panel will review all the available information, consult with the employees' chain of command (if appropriate), and provide the IMA Senior Executive Leadership (SEL) (i.e., DIMA/DDIMA and RDs) with recommendations regarding assignments for the employees listed.

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(2) The CEDAP advisory panel shall consist of a chairperson and two voting members nominated by the RDs and selected by the DIMA/DDIMA, and a non-voting civilian personnel HR advisor from HQIMA. All voting members on the panel must be at a higher or equivalent grade/pay band level as the employees being considered for rotation. The HQIMA EEO Office will review the panel recommendations and advise the IMA SEL on any EEO issues that should be considered.

(3) The DIMA/DDIMA, after consultation with the respective HQIMA Directors/Division Chiefs or RDs, may select a CEDAP employee for reassignment at any point in time, based on the needs of the agency. This includes reassignment of employees who have not yet complete five years in their current assignment. When this is the case, the CEDAP advisory panel will not be used, but HQIMA HR will provide advice on civilian personnel matters and HQIMA EEO will advise the IMA SEL on any EEO issues that should be considered

(4) When covered positions become vacant, the DIMA/DDIMA will decide on the methods for filling the vacancy after consultation with other IMA SEL members. Vacant CEDAP positions may be filled by noncompetitive reassignment of an employee covered by this program or other appropriate noncompetitive or competitive staffing procedures, as discussed in Appendix A.

(5) When competitive procedures are used, the DIMA/DDIMA will convene a panel to evaluate and rank order candidates referred for consideration, and make recommendations to the IMA SEL. The panel will consist of the same members as in paragraph 2-1c(1) above. All voting members on the panel must be at a higher or equivalent grade/pay band level as the position being filled. HQIMA EEO Office will review the panel recommendations and advise the IMA SEL on any EEO issues that should be considered in the selection process.

(6) The DIMA will centrally select employees for reassignments, promotions, or appointments to GS-15 or equivalent pay band positions covered by this program. The IMA SEL will be involved in reviewing the candidates' qualifications and making recommendations to the DIMA during the selection process.

(7) DIMA/DDIMA, in consultation with other IMA SEL members, shall approve rotational assignments for covered employees below the GS-15 or equivalent pay band level. RDs and/or Garrison Commanders may make selections to fill vacant covered positions the GS-14 or lower (or equivalent pay band) levels, subject to approval by the DIMA/DDIMA.

(8) In all cases, selections for assignments, placements, and promotions shall be based solely on merit regardless of race, sex, gender, national origin, age, color, religion, or handicapping condition, and must be consistent with the merit principles in Title 5, United States Code (5 USC), Section 2301(b)(1) and (2).

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(9) Covered employees who are being considered for rotational assignments may request a deferral for personal reasons (e.g., geographic relocation would cause undue hardship on employee or immediate family members) prior to receiving notice about their next assignment. RDs, and Garrison Commanders through their respective RDs, may request deferral of employees identified for rotational assignments for mission-related reasons (e.g., employee is working on a critical project that cannot be assigned to another employee). The DIMA/DDIMA will be the final decision authority on all requests for deferral of rotational assignments. More information on this subject is in Appendix A.

d. Overseas Assignments:

(1) U.S. civilian employees selected for assignments outside the continental United States (OCONUS) will receive all applicable allowances and differentials for which they are eligible while assigned at the OCONUS duty station.

(2) U.S. civilian employees selected for OCONUS assignments under the CEDAP are entitled to earn home leave at the rates specified in 5 CFR, Section 630.604(a)(2) through (6). Employees who sign the CEDAP program agreement are *not* entitled to earn home leave at the rate of 15 days for each 12 months of service abroad as cited in Section 630.604(a)(1) since CEDAP employees are required to accept assignments to *different positions* on a periodic basis for career development purposes and to meet agency needs.

(3) U.S. civilian CEDAP employees assigned in foreign overseas areas will be subject to the DoD Five-Year Rotation Policy and the IMA policy on extension of overseas tours in reference 1-1f. RDs shall consult with the DIMA/DDIMA prior to making a decision regarding tour extensions for CEDAP employee to determine if the DIMA/DDIMA wants to consider the employee for an assignment under the program.

(4) IMA will return CEDAP employees from foreign overseas tours of duty through this program, or through exercise of return rights under Title 10, Section 1586, Rotation of Career-Conditional and Career Employees Assigned to Duty Outside the United States. Employees may also return through the DoD PPP, if they are otherwise eligible for registration under the PPP return placement program.

d. Pay Setting and Recruitment, Relocation and Retention Incentives:

(1) Placement of U.S. civilian employees under this program may be made by reassignments to a same grade or equivalent pay band, or voluntary changes to lower grade/pay band. If placement is to a position in a lower grade/pay band, the employee's pay will be set using the highest previous rate provisions in 5 CFR, Section 531.203 or appropriate NSPS pay-setting rules that protect the employee's pay to the maximum extent possible.

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(2) When employees are selected for promotion under this program, applicable OPM or NSPS pay-setting rules for promotion will be used to determine their pay rates.

(3) When appropriate, civilian recruitment and relocation bonuses and retention allowances may be requested in accordance with guidance in reference 1-1g.

2-2. RESPONSIBILITIES:

a. HQIMA Directors/Division Chiefs, Region Directors and Garrison Commanders/Garrison Managers are responsible for fully supporting the program, encouraging employees to seek rotational assignments under this program, and ensuring the spirit and intent of the program are considered when making recommendations regarding rotational assignments of employees under their purview. Responsibilities include providing opportunities for covered employees to engage in meaningful, challenging work during rotational assignments. Such work must provide employees with opportunities to not only broaden their knowledge and experiences in the installation management business, but also to contribute new ideas and different perspectives that can be used to improve the mission of the organization and IMA.

b. IMA CPMs/CFMs are responsible for providing advice and assistance to HQIMA Directors/Division Chiefs, Region Directors, Garrison Commanders/Garrison Managers, functional managers and/or employees regarding career development rotational assignments under CEDAP. This includes recommending employees for reassignments or selection for CEDAP positions and advising employees on how they may enhance individual career progression through the CEDAP. CPMs/CFMs should also coordinate with their respective Army Career Program (CP) Functional Chiefs (FCs) or Functional Chief Representatives (FCRs) and Career Field Proponents when career program/field employees are being considered for CEDAP positions.

c. IMA supervisors at all levels are responsible for discussing rotational assignments with and encouraging their employees to consider volunteering or applying for rotational assignments under the CEDAP as part of their overall career development plan. Supervisors are responsible for ensuring proposed developmental assignments are annotated in employees' IDPs.

e. Employees are responsible for planning their careers, and keeping abreast of rotational assignment opportunities. If placed in a position covered by the CEDAP, they must be organizationally, functionally, and/or geographically mobile, and will be expected to complete rotational assignments for which selected.

f. HQIMA and Region Human Resources (HR) offices are responsible for administering and facilitating the CEDAP, to include providing advice and assistance to their respective managers on HR matters. HQIMA HR is responsible for coordinating with the DA SAW Management Office (SAWMO) on proposed assignment of CEDAP employees and filling CEDAP positions after implementation of the SAW initiative, and

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with the CFSC office responsible for the MWR CMSP when IMA MWR employees are selected for CEDAP positions.

2-3. FUNDING:

a. Gaining organizations will pay for permanent change of station (PCS) and related costs associated with rotating covered employees. This includes when PCS moves are required based on DIMA/DDIMA decisions to rotate one or more covered employees and no position vacancy exists, and when filling vacant covered positions.

b. IMA Regions and Garrisons should submit funding requirements for PCS costs, which should be based on projected rotations, during the normal budget process. HQIMA HR will provide Regions and Garrisons with information regarding projected CEDAP employee rotations and anticipated vacancies to assist in identification of funding requirements. HQIMA Resource Management will review Region and Garrison submissions and allocate approved funds through the normal budget process.

2-4. INCENTIVES FOR PROGRAM PARTICIPANTS:

a. Rotational assignments are a proven means to gain career-broadening experiences that can enhance an employee's professional and personal growth. The CEDAP provides the opportunity to be assigned or compete for and be placed in a wide variety of assignments that are critical for career development as an Installation Management Generalist.

b. Employees who participate in the IMA CEDAP will have opportunities to not only gain insight into how IMA runs at different levels, but to interact with a wide variety of talented people from whom they can learn and grow in terms of personal and career development. At the same time, they will have opportunities to share their knowledge, experiences, and insight on various issues that will contribute to the overall success of IMA's mission. Along with these comes the opportunity to work and live in different parts of the United States and overseas.

c. Employees who complete rotational assignments under this program will be better prepared to take on progressively more responsible assignments within IMA organizations (garrisons, region offices and headquarters). They will have gained overarching installation management business and leadership experience that will result in enhanced competencies in one or multiple functions, which should translate into improved performance and greater contribution to the agency mission.

d. The experience that CEDAP employees gain should enhance their potential for career advancement based on improved competencies, and performance awards based on opportunities to make significant contributions to the agency. The program does not guarantee that employees will receive a promotion or award, but accomplishments achieved by CEDAP employees can prove to be valuable when applying for promotions and when managers consider employees for incentive awards.

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DRAFT**CHAPTER 3 – PROGRAM EVALUATION****3-1. INITIAL IMPLEMENTATION**

a. HQIMA HR will continuously evaluate the program during initial implementation to determine where adjustments are needed to make the program more viable and robust based on lessons learned, and to ensure compliance with legal, regulatory or policy guidance and emerging DoD or Army initiatives.

b. HQIMA HR will provide periodic progress reports regarding significant issues and lessons learned during initial implementation and, based on assessment of the state of the program, make recommendations to the DIMA/DDIMA and coordinate adjustments with HQIMA Directors/Division Chiefs and Region Directors.

3-2. ANNUAL EVALUATIONS

a. HQ IMA HR will conduct an in-depth evaluation of the program one year after initial implementation and annually thereafter. The purpose of the evaluations shall be to assess successes and failures, and whether the program is operating in conjunction with emerging DoD or Army initiatives and continues to be in compliance with legal, regulatory or policy guidance. The evaluations will include assessments of employee and management satisfaction and whether the program objectives are being met (i.e., improved employee performance and mission effectiveness); costs associated with the program (primarily PCS costs); how CEDAP aligns with the Army SAW and MWR CMSP initiatives; and the impact of other civilian HR reforms on the program, such as the NSPS implementation.

c. Based on findings from these evaluations and other information, HQIMA HR will provide periodic reports on the current state of the program to the DIMA/DDIMA, and make recommendations regarding program adjustments and the future of the IMA CEDAP. These recommendations could include expansion of the program to include employees not currently covered, links with other IMA Workforce Development programs being developed and implemented, provisions for promotions following completion of developmental assignments, and the like.

d. HQIMA HR will share lessons learned during implementation and evaluation of CEDAP with the SAW Management Office (SAWMO). If the SAW initiative, when implemented, becomes the primary program for assignment of IMA senior leaders and filling positions covered by SAW, this pamphlet may be modified to serve as IMA's guidance for coordinating with the SAWMO on assignment of CF-29 employees and filling IMA senior leader positions.

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DRAFT**APPENDIX A – PROGRAM MANAGEMENT AND ADMINISTRATION****A-1. MANAGEMENT OF EMPLOYEE ASSIGNMENTS AND COVERED POSITIONS**

a. HQIMA will centrally manage noncompetitive rotational assignments for incumbents of positions covered by this program. The DIMA/DDIMA will collaborate with RDs when making decisions regarding approval of rotational assignments. RDs or Garrison Commanders may select candidates to fill vacant CEDAP positions, subject to approval by the DIMADDIMA. The DIMA/DDIMA may delegate approval authority to RDs when appropriate.

b. Managing noncompetitive rotational assignments for covered employees:

1) Rotational assignments for covered employee will be made only through noncompetitive reassignments, voluntary changes to lower grade or pay band, or job swaps. Assignments may be to any covered position, whether vacant or not.

2) The following procedures apply for noncompetitive rotational assignments for covered employees:

- a) During the first quarter of each fiscal year (FY), HQIMA HR will review covered employee records to determine if they will be due to rotate to a new covered positions within the FY; contact eligible covered employees to update information on their preferences and obtain current resumes, or determine if the employee intends to request a deferral or is planning retirement within three years; and review their basic qualifications for proposed assignments. HQIMA HR will coordinate with Region HR offices during this process so that they can keep their respective RDs informed.
- b) HQIMA HR Staffing Specialists will review covered employee resumes and experience records to determine if they meet OPM or NSPS qualification requirements for the proposed assignments. Employees must meet OPM or NSPS qualification requirements before being assigned to covered positions. OPM allows agencies to modify qualification requirements for in-service placement actions when the agency determines that an individual can successfully perform the work of a position even though that person may not meet all the requirements in the OPM qualification standard. This only applies for reassignments, voluntary change to lower grades, and transfers, reinstatements or repromotions to a grade no higher than one held on a permanent basis, and when the person's background indicates likelihood for successful performance in the new job. OPM education requirements may not be modified when using this method for determining qualifications.
- c) By the end of the first quarter of each FY, HQIMA HR will advise the IMA CEDAP advisory panel Chairperson that a list of employees who are eligible to rotate to another assignment during the FY, along with employee resumes,

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assignment preferences or requests for deferral of rotational assignments, and other pertinent information regarding the employees and covered positions to which they may be assigned (including vacant positions), is ready for review. The Chairperson will request the IMA SEL to designate two voting members, and convene the panel to begin reviewing the information to make recommendations regarding rotational assignments for the employees listed. Once the panel is established, HQIMA HR will provide guidance to the members on the procedures and criteria to use during their review, deliberations, and recommendations. The advisory panel should complete their review and submit their recommendations to the IMA SEL by the end of the second quarter of the FY.

- d) The IMA SEL, after collaboration on the CEDAP advisory panel recommendations, should reach consensus on proposed rotational assignments early in the third quarter of the FY. Once the DIMA/DDIMA approves the proposed assignments, HQIMA HR will notify the employees and inform the affected Region HR offices, who will facilitate the assignment action with the losing and gaining organizations and their servicing Civilian Personnel Advisory Centers (CPACs) and Civilian Personnel Operations Centers (CPOCs).
- e) Region HR offices will coordinate with gaining and losing organizations to establish a reporting date for the approved assignment. Organizations should consider establishing reporting dates to allow a reasonable overlap period between the incoming and departing employee, when possible.
- f) When a PCS move is involved, employees should be notified at least 45 days prior to the proposed reporting date. The actual reporting date should be established by consensus between the employee and gaining and losing organizations. Organizations should consider a reporting date during the summer months if the employee has school-aged children or a spouse who is employed as a teacher in order to preclude undue interruption of their education or employment. PCS moves should take place during the third quarter of the FY when feasible.
- g) Once a reporting date is established, the gaining organization shall initiate a request for personnel action (RPA) to the servicing CPOC and, if a PCS move is required, provide the fund citations to the losing organization who should process the travel orders. Since assignments may involve multiple, sequential moves, losing organizations will not initiate an RPA to fill the position vacated by the employee who is rotating unless advised to do so by their Region HR office.
- h) Offices submitting RPAs to their servicing CPOCs will include the following statement in the remarks section of the RPA when the placement action is an exception to PPP as stated in paragraph 1-3a(3) of this pamphlet:

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“This placement action is made under the IMA Civilian Executive Development Assignment Program (CEDAP), a formal developmental program for IMA employees. The action is to be processed as an exception to the DoD Priority Placement Program (PPP) in accordance with Chapter 4, paragraph C2c or C2d of the PPP Operating Manual.”

- i) Gaining organizations should assign a sponsor to assist covered employees, as needed, when they report for their rotational assignments.
- c. “Out-of cycle” noncompetitive rotational assignments:
- 1) “Out-of-cycle” rotational assignments include any selection of a CEDAP employee outside of the procedures described in the preceding section. These typically involve selections made by the DIMA/DDIMA to reassign employees who have not yet complete five years in their current assignment, as discussed in chapter 2-1, paragraph c(3) of this pamphlet.
 - 2) Procedures for “out-of-cycle” assignments are as follows:
 - a) Since DIMA/DDIMA consultation with the respective HQIMA Directors/ Division Chiefs/RD’s and the employee will have taken place, all that remains to be done is ensure the employee is qualified for the assignment and notify all parties concerned with the action. HQIMA HR will review the employee’s basic qualifications as discussed above.
 - b) HQIMA HR will notify the employee and inform the affected Region HR offices, which will facilitate the assignment action with the losing and gaining organizations and their servicing Civilian Personnel Advisory Centers (CPACs) and Civilian Personnel Operations Centers (CPOCs).
 - c) The remaining procedures will be the same as in A-1b, paragraphs 2)e) through i) above.

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DRAFT**A-2. FILLING VACANT COVERED POSITIONS**

a. Before filling a vacant covered position, HQIMA HR will coordinate with the SAW Management Office (SAWMO) and/or the Army Senior Service College (SSC) Graduate Placement Program (GPP) office to determine if the position is targeted to be filled by a SAW member or SSC graduate, and advise the DIMA/DDIMA accordingly.

b. If the position is not targeted for a SAW member or SSC graduate, or if the SAWMO and/or SCC GPP office concurs with filling the vacancy through the IMA CEDAP process, the DIMA/DDIMA may decide on the method for filling the vacancy. This may include:

1) Noncompetitively by assigning a covered employee to the position using the procedures in Section A-1 above;

2) Announcing opportunities within IMA to allow all IMA employees to compete for the vacancy; or

3) Announcing the vacancy with a wider area of consideration to allow other candidates to apply through appropriate sources, e.g., in-service placement (merit promotion program) or all U.S. citizens (external candidates).

c. HQIMA HR will notify the respective IMA CPM when a career program employee is selected for a vacant covered position.

d. Filling vacancies by centrally managed noncompetitive placements:

1) If the DIMA/DDIMA decides to centrally manage filling a covered position by announcing the opportunity for eligible IMA candidates to volunteer for noncompetitive placement in the position, HQIMA HR will publicize the opportunity (including procedures, required documentation, and suspense dates) through appropriate intra-IMA media (e.g., IMA Website, email to HQ Staff Principles and RDs, etc.).

2) Announcements for volunteers to fill a vacant covered position must include the following statement:

“This position is covered by the IMA Civilian Executive Development Program (CEDAP). Persons who are selected and accept CEDAP positions will be required to sign an agreement to accept rotational assignments to different covered positions as a condition of employment. Rotational assignments require functional, organizational and/or geographic mobility to provide the employee with opportunities to gain career-broadening experiences and develop business and leadership competencies needed to perform more diverse functional and leadership roles to meet IMA mission requirements, and to progress into senior leadership and executive positions at different levels within IMA.”

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- 3) HQIMA HR Staffing Specialists will review resumes and documents submitted by candidates to determine if they meet OPM qualification requirements for placement in the vacant covered position. Employees must meet OPM or NSPS qualification requirements before being assigned to covered positions, as discussed in Section A-1, paragraph b 2) b) above.
 - 4) HQIMA HR will facilitate the advisory panel review, SEL collaboration, and DIMA/DDIMA approval process, and provide notifications as discussed in the appropriate paragraphs in Section A-1.
 - 5) Procedures for processing RPAs and PCS travel orders (if appropriate) are the same as in paragraphs 2f) through 2i) of Section A-1 above.
- e. Filling vacancies by non-centrally managed noncompetitive placements:
- 1) If the DIMA/DDIMA authorizes RDs to fill a covered region or garrison position by soliciting volunteers for noncompetitive placement from within their respective regions, Region HR offices will facilitate the action for the RD.
 - 2) Announcements issued to solicit volunteers for noncompetitive placement must contain the statement regarding the requirement to sign a program agreement, as discussed in paragraph d2) above.
 - 3) Region HR offices must ensure that resumes and documents submitted by candidates are reviewed to determine if they meet OPM qualification requirements for placement in the vacant covered position. This may include requesting the candidates' servicing CPACs or CPOCs to review their qualifications if the Region HR offices do not have the resources to do so. Employees must meet OPM or NSPS qualification requirements before being assigned to covered positions, as discussed in Section A-1, paragraph b 2) b) above.
 - 4) RDs will establish advisory panels similar to the HQIMA advisory panel. The Deputy RD or Region Chief of Staff should serve as Chairperson, and the panel should consist of two voting members selected by the RD or Deputy RD, and a Region HR non-voting member, who will serve in an advisory capacity. All voting members on the panel must be at a higher or equivalent grade or pay band level as the employees being considered for the vacancy. The Region EEO Office should review the panel recommendations and advise the RD on any EEO issues that should be considered.
 - 5) RDs will collaborate with the IMA SEL during the selection decision process, and will consult with the DIMA/DDIMA for final approval of the selection.

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- 6) Once DIMA/DDIMA approves the selection, Region HR office will notify the selectee and facilitate the assignment action with the losing and gaining organizations and their servicing CPACs and CPOCs.
- 7) Procedures for processing RPAs and PCS travel orders (if appropriate), and assigning sponsors are the same as in paragraphs 2g) through 2j) of Section A-1 above.
- f. Filling vacancies using competitive procedures:
- 1) If the DIMA/DDIMA decides to fill a vacant covered position using competitive procedures by advertising the vacancy through Army's Vacancy Announcements or USA Jobs (OPM's vacancy announcements), HQIMA HR will notify Region HR offices to advise the gaining organization to initiate an RPA to recruit/fill the vacancy. The organization submitting the RPA must request the servicing CPOC to include following statement regarding the requirement to sign a program agreement in the vacancy announcement:

"This position is covered by the IMA Civilian Executive Development Program (CEDAP). Persons who are selected and accept CEDAP positions will be required to sign an agreement to accept rotational assignments to different covered positions as a condition of employment. Rotational assignments require functional, organizational and/or geographic mobility to provide the employee with opportunities to gain career-broadening experiences and develop business and leadership competencies needed to perform more diverse functional and leadership roles to meet IMA mission requirements, and to progress into senior leadership and executive positions at different levels within IMA."
 - 2) When selections will be made at HQIMA level, the gaining organization will advise HQIMA and their respective Region HR office when the vacancy announcement will close and when they expect to receive a list of candidates. HQIMA HR will coordinate with the HQIMA advisory panel Chairperson to solicit nominations for voting representatives from RDs and schedule appropriate panel reviews. As soon as the gaining organization receives a list of candidates and resumes from their servicing CPOC, they will notify HQIMA HR, who will facilitate the advisory panel review and SEL selection process, and notify Region HR offices as in the appropriate paragraphs in Section A-1.
 - 3) If the DIMA/DDIMA decides to delegate authority to RDs to fill the vacancy competitively, the respective Region HR office will advise the gaining organization to initiate an RPA to recruit/fill the vacancy. The gaining organization must request the servicing CPOC to include in the vacancy announcement the statement above regarding signing a program agreement as a condition of employment, and advise the Region HR office when the vacancy announcement will close and when they expect to receive a list of candidates. As soon as the gaining organization receives a list of candidates and resumes from their

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servicing CPOC, they will notify the Region HR office, who will facilitate the advisory panel review and SEL selection process as described in A-2e, paragraphs 4) through 7) above.

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DRAFT**A-3. REQUESTS FOR DEFERRAL OF ROTATIONAL ASSIGNMENTS:**

a. Covered employees who are scheduled for rotational assignments may request deferral for career/professional reasons (e.g., CEDAP is not in line with career goals; desire to return to career program position not covered by CEDAP, etc.), even if the assignment will not involve a PCS move. Requests for deferrals must be submitted in writing prior to receipt of DIMA/DDIMA decisions regarding the next CEDAP assignment. They must include compelling reasons with supporting documentation and be forwarded through command channels. When RDs and/or Garrison Commanders support the employees' request, they must include a written endorsement with the request before forwarding to HQIMA for decision. Requests must be submitted to HQIMA HR who will prepare them for DIMA/DDIMA consideration.

b. Covered employees may also request deferrals for personal reasons when a PCS move will cause undue hardship on the employee or immediate family members. Requests for deferral must be submitted in writing prior to receipt of DIMA/DDIMA decisions regarding the next CEDAP assignment in the same manner as the preceding paragraph.

c. If a covered employee determines that the situation requiring a deferral of rotational assignments will continue for an indefinite period, the employee may request reassignment to a position not covered by the CEDAP. If the employee does not request a reassignment and the DIMA/DDIMA determines that continued employment in the covered position is not in the best interests of the agency, DIMA/DDIMA may offer or direct a reassignment to a position not covered by the program.

d. The DIMA/DDIMA will be the final decision authority on all requests for deferral of rotational assignments.

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APPENDIX B – PROGRAM AGREEMENT

**U.S. ARMY INSTALLATION MANAGEMENT AGENCY (IMA)
CIVILIAN EXECUTIVE DEVELOPMENT ASSIGNMENT PROGRAM
(CEDAP)**

1. You have been selected to participate in the IMA CEDAP. As a participant, you will have opportunities to develop your business and leadership competencies in installation management through strategic rotational assignments in different CEDAP positions. You will have opportunities to interact with a wide variety of talented people from whom you can learn and grow in terms of personal and career development, and share your knowledge, experiences, and insights on various issues that can contribute to IMA's mission. You will also have the opportunity to work in different IMA organizations and live in different parts of the United States and overseas.

2. As you successfully complete each rotational assignment, you should be better prepared to take on progressively more responsible assignments within IMA organizations (garrisons, region offices and headquarters). IMA will provide you with opportunities to gain overarching professional and leadership experience that should result in enhanced understanding of one or multiple functions, which should translate into improved performance and greater contribution to the agency mission.

3. You will need to be organizationally, functionally, and geographically mobile and accept rotational assignments to different CEDAP positions in line with your personal and career needs and the needs of the agency. Rotational assignments should occur at least every five years, but may be requested sooner or deferred beyond five years as discussed in the next paragraph. Decisions regarding your rotational assignments will be made only after consideration of IMA's mission requirements, evaluation of your career goals and objectives, your accomplishments and assignment preferences, and a determination that the next assignment will contribute to broadening your knowledge of installation management and enhancement of your career progression.

4. If you have personal or professional reasons for deferment of an assignment requiring a functional or geographic move, you may submit a request through your chain of command to the Director, IMA for consideration. Your request should include reasons for the deferral and any documentation required to support those reasons.

5. Your signature below signifies your agreement to accept assignments at any IMA organization and location deemed necessary to accomplish the objectives of the CEDAP as determined by the IMA Senior Executive Leadership (SEL) after due consideration of your personal and career needs.

Employee name (printed) & signature

Date

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APPENDIX C – REQUEST FOR ASSIGNMENT PREFERENCES

IMA CEDAP ASSIGNMENT PREFERENCES

Listed below are my preferences, in order, for my next rotational assignment as a participant in the Installation Management Agency Civilian Executive Development Assignment Program (IMA CEDAP):

1. _____
(Position title, series & grade; organization; location)

2. _____
(Position title, series & grade; organization; location)

3. _____
(Position title, series & grade; organization; location)

I request the following special circumstances be considered when making decisions regarding my next assignment:

I understand that I may change my preferences at any time by submitting an updated copy of this form. I also understand that I may be offered another assignment not listed above if the Director or Deputy Director, IMA (DIMA/DDIMA), in collaboration with the IMA Senior Executive Leadership (SEL) determines that my preferences are not in my best interests for career development or that IMA needs to place me in another assignment for the good of the agency.

I further understand that I may request reconsideration or deferral of my next rotational assignment for professional or personal reasons. Such request must be submitted in writing through my command channels and HQIMA HR to the DIMA/DDIMA for decision.

My current assignment is _____
(Position title, series & grade; organization; location)

I have been permanently assigned in this position since _____.

Employee printed or typed name & signature

Date