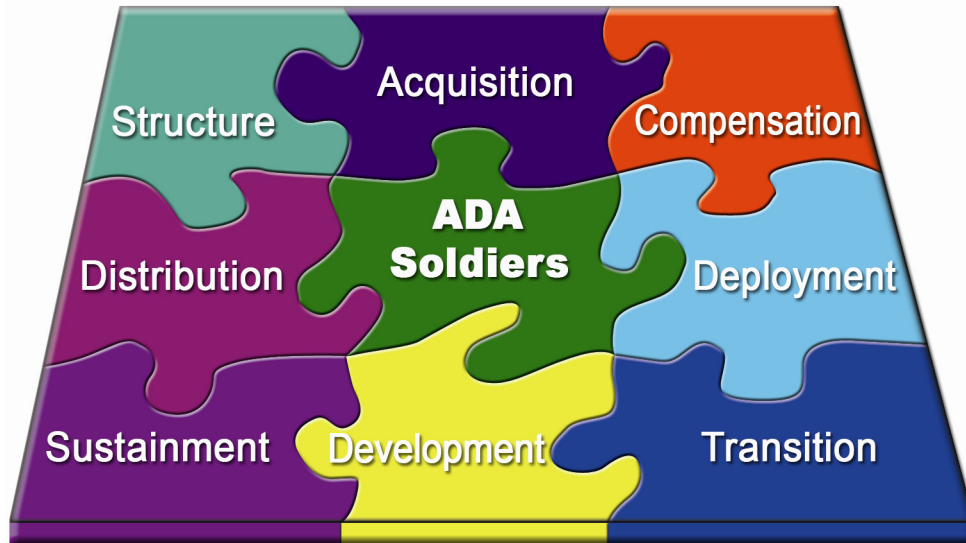


## **LIFE-CYCLE MANAGEMENT**



### **Personnel Development Division (PDD) Goal**

Personnel proponents are responsible for the eight personnel life-cycle management functions of their respective career fields. As such, they take the lead in defining developmental needs, refining requirements in the field and providing assistance to improve all aspects of the Army's personnel management system. Personnel proponents are also responsible for developing, monitoring and assessing equal opportunity and affirmative actions for each of the eight personnel life-cycle management functions of their respective career fields. Personnel proponents will:

- Establish a single point of contact responsible for personnel proponent matters within their respective organizations.
- Gather and evaluate data.
- Identify issues and initiatives.
- Formulate alternatives.
- Coordinate proposals affecting like occupations with other personnel proponents who share proponent responsibilities for the occupation (e.g., when civilian occupational series are split among proponents or when proponents for the military and civilian occupations are not collocated).
- Coordinate actions with PCP and as necessary, with coordination points.
- Coordinate proposals involving non appropriated fund (NAF) employees (NAF civilian employees occupying jobs classified in a series within a proponent's career field) with CG, USACFSC. A proposal that would either incur direct or indirect expenditure of non appropriated funds or require reimbursement for proponent services may not be implemented without the concurrence of the CG, USACFSC.
- Coordinate actions pertaining to career program occupations with civilian career program functional chief.
- Recommend personnel management policy changes to the DCSPER or to the OASA (M&RA) as applicable. PERSCOM (DCSOPS/TAPC-PLC) acts as the military liaison between personnel proponents and DCSPER staff for receipt of recommended changes. The DASA (CPP)/DCP acts as the ASA(M&RA) liaison for civilian personnel management policy changes.
- Advise and assist CG, PERSCOM, DASA (CPP)/DCP and RC personnel agencies.
- Develop their individual portion of DA Pam 600-3 (Commissioned Officer Professional Development and Utilization), which assists officers, their commanders, PERSCOM and DA Centralized Officer Selection Boards in ensuring viable career progression within a branch and provides meaningful professional development guidance. Submit branch qualifications for entry and professional development through PERSCOM (DCSOPS (TAPC-PLC)). To protect the integrity of the DA officer selection system, personnel proponents are not permitted to communicate with the boards, individual board members, or

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personnel involved in the board process except through DA Pam 600-3, which will be made available to each selection board by the DA Secretariat.

### **Eight Personnel Management Lifecycle Functions**

#### **Structure**

- (a) Analyze and make recommendations on individual spaces in The Army Authorization Document System (TAADS) (interchangeability coding, ASI, language identification code requirements, remarks code, branch identification, grade, MOS, area of concentration, civilian occupational series, etc.).
- (b) Recommend changes to Tables of Organization and Equipment (TOE), Tables of Distribution and Allowances (TDA) and Mobilization Tables of Distribution and Allowances.
- (c) Recommend changes to ensure standardization of grade and career field coding in TOE and TDA units.
- (d) Recommend classification criteria by career field for inclusion in AR 611-101, AR 611-112, and AR 611-201, or for civilian positions, in AR 690-300, chapter 312 and AR 690-500, chapter 511.
- (e) Recommend and evaluate new or proposed changes to civilian classification standards.
- (f) Participate in developing core documents, standardized civilian job descriptions, performance standards and/or other occupationally oriented products.
- (g) Establish career progression pattern by career field.
- (h) Evaluate the feasibility of future authorizations, by career field, based on projected requirements.
- (i) Provide background information and comments to DASA (CPP)/DCP in connection with classification appeals and consistency studies.

#### **Acquisition**

- (a) Recommend or determine appropriate accession criteria for officers, warrant officers, and enlisted personnel, to include maximum/minimum female content and quality distribution for enlisted accessions.
- (b) Recommend or determine appropriate accession numbers by year and career fields.
- (c) Recommend criteria for selected recall programs in support of active duty and mobilization requirements.
- (d) Review and recommend revisions to Office of Personnel Management minimum qualification standards for civilian occupations.
- (e) Develop and recommend recruitment strategies for career fields.
- (f) Develop and/or review recruiting materials/programs.
- (g) Develop candidate evaluation criteria for civilian positions.
- (h) Monitor the affirmative action status for assigned career fields.
- (i) Using the MANPRINT Program during the acquisition phase the proponent will review and recommend the method used to design, develop and/or modernize and deploy information and material systems.

#### **Individual Training and Education**

- (a) Identify training criteria by career field.
- (b) Ensure job analysis within career field is conducted to identify required knowledge, skills, and abilities by grade.
- (c) Validate Army Educational Requirements System and Training With Industry positions by career field, grade, academic discipline and commercial industry.
- (d) Identify civilian education and training opportunities available in support of career field development.
- (e) Recommend criteria for selecting individuals to attend education or training.
- (f) Identify requirements for the development and revision of training.
- (g) Determine the number of personnel requiring training by career field.
- (h) Ensure that training for career development is in concert with all aspects of professional development.
- (i) Recommend standards for personnel who instruct in other service schools, participate in the U.S. Army Personnel Exchange Program overseas, or serve in liaison positions.
- (j) Identify language requirements in support of career fields.
- (k) Reevaluate individual training and education standards upon mobilization.
- (l) Develop and maintain ACTEDS plans.

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### Distribution

- (a) Evaluate the inventory and recommend adjustments to support authorizations and force structure changes.
- (b) Identify ACTEDS key positions within career field.
- (c) Determine number of personnel available for training by career field and fiscal year.
- (d) Assess ADA and branch immaterial positions in which officers are participating, additional skills in which warrant officers are participating and secondary MOS in which enlisted soldiers are participating.
- (e) Recommend changes to Army policy relating to assignments, details, transfers and special programs in peacetime and upon mobilization.
- (f) Determine the need for civilian mobility within career fields.
- (g) Recommend initiatives to counter the adverse impact on personnel serving in space-imbalanced MOS in peacetime and upon mobilization.
- (h) Recommend policies that will ensure individual and unit stabilization.
- (i) Evaluate the inventory levels by career field after mobilization and recommend adjustments.

### Deployment

- (a) Evaluate unit distribution, the home-basing concept, deployment, and other key actions related to regimental affiliation and the Unit Manning System (cohesion, operational readiness training and battalion rotation.)
- (b) Provide recommendation on civilian mobilization planning and management.
- (c) Evaluate the effects of mobilization on the personnel proponent system.

### Sustainment

- (a) Provide a briefing packet for each HQDA centralized enlisted selection board covering each career management field for which the proponent has responsibility.
- (b) Establish and maintain communication with members.
- (c) Represent the professional interests of members.
- (d) Foster a positive attitude toward personnel systems and programs.
- (e) Evaluate continuation, reenlistment and retention rates of career fields and recommend changes to stabilize or improve retention.
- (f) Analyze and recommend changes to improve the alignment of career fields.
- (g) Recommend maximum percentages, by grade, to be designated into officer functional areas.
- (h) Participate in reclassification and rebranching boards in accordance with force alignment initiatives.
- (i) Recommend criteria for retention and rebranching of officers.
- (j) Analyze the quality of the work force within a career field and recommend methods of improvement.
- (k) Determine causes and initiate or support corrective action when EEO progress appears to be inadequate.
- (l) Recommend changes to policies relating to civilian compensation matters.

### Professional Development

- (a) Identify opportunities for development through institutional training, operational assignments and self-development.
- (b) Integrate other personnel life-cycle management functions toward the goal of maintaining a quality Army.
- (c) Establish career progression patterns for military career fields to include consideration of maximum/minimum female content.
- (d) Conduct analyses of training and education requirements against assignment priorities.
- (e) Establish and recommend changes to officer, warrant officer, enlisted and civilian professional development pamphlets.
- (f) Reevaluate professional development objectives upon mobilization.
- (g) Establish career progression patterns and civilian professional development guidance for assigned career fields through ACTEDS.
- (h) Link professional development to leader development across all three levels of leadership (direct, senior and strategic).

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### **Transition**

- (a) Recommend selected shortage career fields as an exception to separation policy.
- (b) Recommend changes to an analyze impact of retirement, retention, force reduction and service obligation policies and proposals.
- (c) Recommend changes to the Personnel Transition Management Program.
- (d) Determine the impact of "early out" programs and "stop loss" initiatives on career fields.
- (e) Reevaluate retention criteria after mobilization.