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Effective 30 May 2025

CEHR-D

**Civilian Personnel**  
**U.S. Army Corps of Engineers Leadership Development Program**

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FOR THE COMMANDER:

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COL, EN  
Chief of Staff

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**Purpose.** This regulation prescribes policies, assigns responsibilities, and outline requirements for leadership development programs. Purpose of the leadership development program is to develop ready and resilient people and teams through innovative talent management and leader development strategies and programs. The U.S. Army Corps of Engineers leadership development framework is centered on a holistic approach and encompasses development of employees at all levels throughout the Enterprise. The leadership competencies we are building are: Leading Change, Leading People, Results Driven, Business Acumen, Building Coalitions, and Enterprise- Wide Perspective.

**Applicability.** This regulation applies to all United States Army Corps of Engineers organizations to include Major Subordinate Commands, Districts, Field Operating Activities, Laboratories, and Centers.

**Distribution Statement.** Approved for public release, distribution is unlimited.

**Proponent and Exception Authority.** The proponent of this regulation is the Corps of Engineers Human Resource - Development. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. Only the proponent of a publication or form may modify it by officially revising or rescinding it.

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\*This regulation supersedes ER 690-1-1214, dated 28 February 2011.

# ***SUMMARY of CHANGE***

ER 690-1-1214

United States Army Corps of Engineers Leadership Development Program

This revision, dated 30 April 2025 —

- Clarifies purpose of Leadership Development Program as it relates to the Develop component from the United States Army Corps of Engineers People Strategy (paragraph 1).
- Establishes the developmental key components of the Leadership Development Program, to include updating with coaching, shadowing, and mentoring (paragraph 6).
- Clarifies the operational requirements of Leadership Development Program's minimum requirements for each level of Leadership Development Program and establishes criteria to participant in Headquarters' Leadership Development Program 4 (paragraph 7).
- Clarifies Roles and Responsibilities of United States Army Corps of Engineers Leadership Development Program (paragraph 9).
- Updates the program evaluation metrics and reporting requirements (paragraph 9).
- Adds the United States Army Corps of Engineers Leadership Development Program 1 – 4 Program Descriptions and minimum requirements (paragraph 8).

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## Glossary of Terms

## **1. Purpose**

This regulation prescribes policies, assigns responsibilities, and outline requirements for leadership development programs. Purpose of the leadership development program is to develop ready and resilient people and teams through innovative talent management and leader development strategies and programs. The U.S. Army Corps of Engineers leadership development framework is centered on a holistic approach and encompasses development of employees at all levels throughout the Enterprise. The leadership competencies we are building are: Leading Change, Leading People, Results Driven, Business Acumen, Building Coalitions, and Enterprise- Wide Perspective.

## **2. Distribution statement**

Approved for public release, distribution is limited.

## **3. References**

See Appendix A.

## **4. Records management (recordkeeping) requirements**

The records management requirement for all record numbers, associated forms, and reports required by this publication are addressed in the Army Records Retention Schedule. Detailed information for all related record numbers is located on the USACE Records Management Site <https://usace.dps.mil/sites/INTRA-CIOG6/SitePages/Records-Management.aspx>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS-A, see DA Pam 25-403 for guidance.

## **5. Associated publications**

This section contains no entries.

## **6. Roles and Responsibilities**

a. Chief of Engineers, U.S. Army Corps of Engineers (USACE) communicates leadership development philosophy and program through policy to achieve strategic goals.

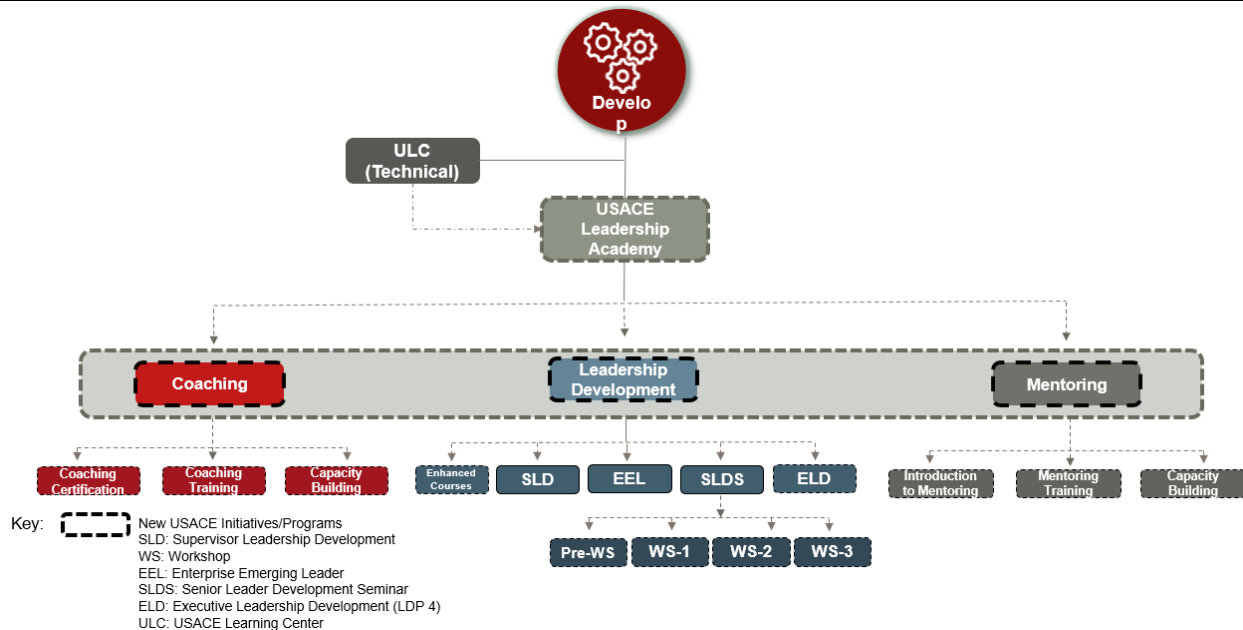
b. USACE Leadership Development Program (LDP) Champion – Corps of Engineers Human Resource (CEHR) Director is responsible for ensuring the strategic goals of the USACE LDP are achieved.

c. USACE LDP Program Manager, Human Resource Development Division, Directorate of Human Resources (CEHR-D), Headquarters (HQ) USACE.

(1) Works closely with the LDP Champions.

(2) Provides program management and oversight for USACE LDPs.

(3) Responsible for designing, establishing, operating, and executing all programs within the USACE Leadership Academy to include by not limited to LDP 4, Emerging Enterprise Leader, Senior Leader Development Seminar, etc. as described in AR 350-1, FM 6-22, and ADP 6-22.



**Figure 1. USACE Leadership Academy**

(4) Stay abreast of and inform the Enterprise of new and updated Department of Defense (DOD)/Army Leadership Development programs, policies, and regulations.

(5) Responsible for receiving and reviewing LDP metrics from LDP program managers and conducting program evaluations to ensure the USACE LDP is accomplishing intended outcomes and program improvements.

(6) Responsible for managing both the USACE Mentoring and Coaching Programs and provide support to Major Subordinate Command (MSC), Center and Laboratory, and Field Operating Activities (FOA) that are standing up these programs.

(7) Provides assistance to local LDP program managers to ensure local LDP programs meet standards established in the USACE LDP 1-4 program description. This may include providing assistance for reviewing program designs, learning objectives, identifying competencies, accrediting local programs, etc.

(8) Provide LDP program managers with current format/template for reporting requirements for program evaluation metrics.

(9) Conduct quarterly meetings with LDP program managers and champions to provide updates, exchange of ideas and information, communicate upcoming development opportunities, etc.

d. MSC Commanders, Center and Laboratory Commanders and Directors, and FOA Directors are responsible for providing oversight and direction:

(1) Appoints an LDP Champion within their respective organization.

(2) Ensures subordinates and senior staff are aware of USACE LDP opportunities and encourages employees to take advantage of these opportunities.

(3) Ensures managers and supervisors are actively involved with the USACE LDP.

(4) Determines annual goals for the number of participants in each LDP level in collaboration with subordinate organizations.

(5) Executes LDP Level 3 within their respective organizations.

e. LDP Champions - are individuals in an influential/senior leadership role in each organization (MSC, Laboratory, Centers, FOAs) with a passion for leadership development.

(1) Responsible for ensuring the USACE LDP is executed throughout their respective AORs, meeting strategic and operational requirements, and achieving intended outcomes.

(2) Actively promotes and encourages employees to participate in LDPs.

f. LDP Program Manager at the MSC, Laboratory, Center, FOA Level

(1) Provides program management and oversight for the USACE LDP throughout the region or organization.

(2) Responsible for ensuring the USACE LDP is accomplishing intended outcomes.

(3) Works closely with the LDP Champion, Senior Leaders, District Program Coordinators, Supervisors and Managers.

(4) Conduct program evaluation to determine program effectiveness and program improvements.

(5) Provide HQ LDP Program Manager required program metrics. See reporting matrix in Paragraph 9.

g. District Commanders and Subordinate Organization leaders are responsible for providing oversight and direction:

(1) Promotes leadership development and supplements USACE LDP requirements with locally focused curriculum that is congruent with the USACE LDP goals and objectives.

(2) Appoints an LDP Sponsor within their respective organization.

(3) Ensures discussion of the program is included as part of an employee's performance counseling.

(4) Ensures supervisors and staff are aware of USACE LDP opportunities, encouraging employees to take advantage of these opportunities.

(5) Ensures time is available to support employee participants in each LDP level.

(6) Determines annual goals for the number of participants in LDP Levels 1 and 2 and works with LDP Champion to determine number of participants in Level 3.

(7) Executes LDP Levels 1 and 2 within their respective organizations.

*h.* LDP Sponsor at the Districts and Subordinate Organizations

(1) Supports their Commander and organization leaders to ensure the USACE LDP is executed throughout their respective area of responsibilities, meeting strategic and operational requirements, and achieving intended outcomes.

(2) Helps select and manage a district or subordinate organization LDP oversight committee.

(3) Provides input on the district or subordinate organization LDP program.

(4) In conjunction with an LDP oversight committee, assists with the LDP applicant selection process.

(5) LDP oversight committee at the Districts and Subordinate Organizations.

(6) Assists with the LDP applicant selection process.

*i.* Senior Leaders and Supervisors at all levels:

(1) Supports the USACE LDP ensuring employees are well informed regarding its development opportunities.

(2) Ensures discussions of the program are included as part of performance counseling.

(3) Supports the development of leadership potential by encouraging participation in the USACE LDP and LDP oversight committees as needed.

(4) Encourage employees to participate in leadership development programs, mentoring, and coaching.

*j.* Employees who are offered leadership development opportunities through the USACE LDP.

(1) Commit to and actively participates in the program to fully develop leadership potential.

(2) Includes USACE LDP participation in their Individual Development Plans (IDP).

(3) Continue to promote completed USACE LDP and find opportunities to give back to the programs, e.g., serve as a mentor to current participants.

## **7. Policy**

*a.* Major Subordinate Commanders, Center and Laboratory Commanders and Directors, FOA Directors, and District Commanders will ensure that leadership development programs (LDP) meet the minimum requirements provided in the LDP process documents in the designated System of Record. Commanders are encouraged to supplement the USACE LDP with local needs; however, all elements should support the leadership competencies and attributes of the Office of Personnel Management (OPM)'s Guide to Senior Executive Service Qualifications, Executive Core Qualifications, and the DOD Civilian Leader Development Framework. The OPM's ECQs and DOD Civilian Leader Development Framework listed below are current as of the publication date of this Engineer Regulation. However, when either of these documents are updated, the USACE LDP Program Manager will ensure the LDP Program Manager at the MSC, Laboratory, Center, and FOAs are aware of the updates and updates are incorporated into local LDP programs.

*b. Leading change.* The ability to bring about strategic change, both within and outside of the organization to meet organizational goals. Inherent to the competency is the ability to establish an organizational vision and to implement it in a continuously changing environment. Balances change with continuity and addresses resistance. Competencies include innovation and strategic thinking.

*c. Leading people.* Ability to lead and inspire a multi-sector group, (not only employees (civilian and military), but also other local government agency personnel at the Federal, State, and local levels, as well as contractors and grantees, toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that foster the motivation and development to of others, facilitates effective delegation, empowerment, personal sacrifice, and risk for the good of the mission, as well as trust, confidence, cooperation, and teamwork, and supports constructive resolution of conflicts. Competencies include managing conflict, developing others, team building, communications, and interpersonal skills.

*d. Results driven.* The ability to meet organizational goals and customer



expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high quality results by applying technical knowledge, analyzing problems, and calculating risk. Competencies include accountability, decisiveness and problem solving.

*e. Business acumen.* The ability to manage human, financial, and information resources strategically. Inherent to the competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions and/or performance and organization goals and results, as well as external pressure points. Competencies include financial management, human capital management and digital fluency.

*f. Building Coalitions.* The ability to build coalitions internally and within other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or other international organizations to achieve common goals. Competencies include political savvy, influencing and partnering.

*g. Enterprise-Wide Perspectives.* The ability to synthesize broad points of view with an understanding of individual and organizational responsibilities in relation to the DoD mission and National Security priorities, to foster vertical and horizontal integration of information and collaboration across organizational, joint, interagency, and global partners. This perspective is cultivated by experience and education in the mission, culture, and corporate structures of both DoD and stakeholder organizations. Competencies include external awareness and systems thinking.

*h. Fundamental competencies.* These competencies are foundation for success in each of the core competencies. They include agility, resilience, life-long learning, service motivated, ethical behavior, diversity, equity, inclusion, and accessibility.

## **8. Developmental Key Components of the Leadership Development Programs**

*a. Education.* All USACE leaders must encourage and support attendance at Civilian Education System , Senior Service College, DoD Executive Leadership Development Program, and Defense Senior Leader Development Program (Army and DoD leadership development programs).

*b. Developmental Assignments.* To successfully prepare our future leaders, LDP participants should participate in development assignments. These assignments can be at different organizational levels, in different functional areas, and for varying time frames to develop leaders with broad perspectives. Refer to local collective bargaining agreements for any negotiated procedures for consideration and selection.

*c. Shadowing.* Shadowing is an employee working alongside another professional, whether a leader or someone in the same profession in a higher grade, to learn more about what they do daily. Shadowing enables participants professional development opportunities, engage in meaningful career conversations, exposure to USACE senior leaders. Shadowing a senior leader/manager/supervisor in a 1-to-2-day period provides

LDP participants a unique opportunity to observe the day in a life of a leader. Periods could be completed in 4- or 8-hour increments.

*d. Coaching.* OPM's 2018 Coaching in the Federal Government memorandum highlighted the importance of creating a coaching culture. Army Directive 2023-09 established the Army Coaching Program. Coaching is proven to be an effective component of leader development across the federal government and within DoD. In support of OPM and Army's guidance to create a coaching culture and coaching program, LDP3 and above should incorporate coaching into the programs. LDP Program Managers can collaborate with the Headquarters' (HQ) LDP point of contact (POC) for support and identifying coaches across the Enterprise to support this component.

*e. Mentoring.* Mentoring is a critical part of leader development. Leaders at all levels are expected to reach out to the next generation of leaders through mentoring relationships in all LDP levels. Each LDP program manager should encourage program alumni to serve as a mentor to the current program participants. Additionally, each LDP program manager can collaborate with the HQ LDP POC for support for standing up a local mentoring program if a local program is not available. All leaders should apply to become a cadre of the USACE Mentoring Program.

## 9. Operational Requirements

*a.* LDP program managers should review and be familiar with the USACE LDP 1 – 4 Program Descriptions and the minimum requirements for each LDP level in Appendix E. Program Managers will ensure LDP 1 – 3 follow the competency models established for each level and minimum requirements for each level are met. When necessary, LDP program managers can request assistance for HQ LDP POC to accredit or validate local LDPs.

**Table 1**  
**USACE Leadership Program Description**

Program Level	Leadership Development Program 1: Lead Self	Leadership Development Program 2: Lead Teams / Projects	Leadership Development Program 3: Lead People	Leadership Development Program 4: Lead Organizations / Institution
Delegated Authority	Executed at the District or Subordinate Organization	Executed at the District or Subordinate Organization	Executed at the MSC, Labs, Centers, and FOAs	Headquarters, USACE
Program Goals / Outcomes	<ul style="list-style-type: none"> <li>Level 1 provides the foundation for leading self. Leading self is a journey that</li> </ul>	<ul style="list-style-type: none"> <li>Identify and develop individual strengths and use those strengths to</li> </ul>	<ul style="list-style-type: none"> <li>USACE Regional LDP participants increase ability to recognize and respond to issues and challenges within</li> </ul>	<ul style="list-style-type: none"> <li>Senior leaders prepared to become Senior Executive Service (SES) Applicants. National leaders:</li> </ul>

	<p>all employees should take.</p> <ul style="list-style-type: none"> <li>• At the end of the program, employees see themselves as leaders in the organization.</li> </ul>	<p>build teams and relationships.</p> <ul style="list-style-type: none"> <li>• Perform a team project that uses personal skills and strengths while gaining experience in team strategies.</li> </ul>	<p>and across MSCs and Organizations</p> <ul style="list-style-type: none"> <li>• Broaden their perspective beyond their own organization.</li> <li>• Incorporate perspectives of peers, customers, stakeholders, and industry partner</li> <li>• Manage change</li> </ul>	<ul style="list-style-type: none"> <li>• With an enterprise-wide perspective.</li> <li>• Able and willing cultural change agents</li> <li>• Capable of creating strategic allies</li> </ul>
Program Goals / Outcomes	<ul style="list-style-type: none"> <li>• Increase self-awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Apply skills and strengths for both self-development and team success.</li> </ul>	<ul style="list-style-type: none"> <li>• Examine the USACE business practices via Regional Governance</li> <li>• Make timely decisions with risk-based considerations</li> </ul>	<ul style="list-style-type: none"> <li>• Decisiveness in ambiguity / complexity</li> </ul>
Duration / Length of Program	<ul style="list-style-type: none"> <li>• No more than 1 year</li> <li>• Approximately 50 – 80 hours</li> </ul>	<ul style="list-style-type: none"> <li>• 12 – 24 months</li> <li>• Approximately 60 – 90 hours</li> </ul>	<ul style="list-style-type: none"> <li>• 12 – 24 months</li> <li>• Approximately 80 – 100 hours</li> </ul>	<ul style="list-style-type: none"> <li>• 16 – 24 months</li> </ul>
Eligibility	Open to all permanent Federal employees	Grade levels determined locally	Grade levels determined locally.	3 years civilian experience as GS-14 and GS-15; highly effective managers ready to transition to the SES
Number of Participants	Determined locally	Determined locally	Determined by MSC, Lab, Centers, or FOA	20 – 25 participants
Application Process	Competitive process — Application package may include a resume, statement of interest, and supervisory endorsement.	Competitive process — Application package may include a resume, statement of interest, and supervisory endorsement.	Competitive process — Application package may include a resume, statement of interest, and supervisory endorsement.	MSC will conduct competitive process to nominate participants and forward allocated number of nominees to HQ. HQ will conduct a national application process from nominations.

REQUIRED or Recommended Civilian Education System (CES) or LDP Prerequisite	Determined locally	CES Foundation course required	CES Foundation course required, all other CES requirements determined locally. Completed LDP 1 – 2, or equivalent leadership training, as approved or waived by local LDP sponsor or commander.	CES Foundation and Basic required
REQUIRED Competencies	<ul style="list-style-type: none"> <li>• Agility</li> <li>• Ethical Behavior</li> <li>• Resilience</li> <li>• Lifelong Learning</li> <li>• Interpersonal Skills</li> <li>• Service Motivated</li> <li>• Problem Solving</li> <li>• Digital Fluency</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Team Building</li> <li>• Accountability</li> <li>• Decisiveness</li> <li>• Influencing / Negotiation</li> </ul>	<ul style="list-style-type: none"> <li>• Human Capital Management</li> <li>• Diversity, Equity, Inclusion &amp; Accessibility</li> <li>• Managing Conflicts</li> <li>• Developing others</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Technology Management</li> <li>• Innovation</li> <li>• Partnering</li> <li>• Vision</li> <li>• External Awareness</li> <li>• Strategic Thinking</li> <li>• Political Savvy</li> <li>• Systems Thinking</li> <li>• Flexibility</li> </ul>
Learning Sources: To provide a foundation for the competencies listed above, some recommended learning sources include:	<ul style="list-style-type: none"> <li>• Udemy Business Courses</li> <li>• Internal USACE instructors / senior leaders</li> <li>• Mentoring</li> <li>• IDP</li> <li>• Leadership development action plan</li> </ul>	<ul style="list-style-type: none"> <li>• Udemy Business Courses</li> <li>• Internal USACE instructors/senior leaders</li> <li>• Developmental Assignments</li> <li>• Mentoring</li> <li>• Coaching</li> <li>• Self-assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Internal USACE instructors</li> <li>• Developmental assignments</li> <li>• Shadowing an SES/enterprise level</li> <li>• Mentoring</li> <li>• Coaching</li> <li>• Leadership development action plan</li> <li>• OPM Leadership Development courses</li> </ul>	<ul style="list-style-type: none"> <li>• Developmental assignments</li> <li>• Shadowing opportunities</li> <li>• Mentoring</li> <li>• Coaching</li> <li>• Executive leadership book reviews</li> <li>• Program impact paper.</li> <li>• Project delivery team / action learning project</li> <li>• 360 assessments</li> </ul>
Post Utilization	<ul style="list-style-type: none"> <li>• Serve as a mentor to new employees within the local command.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance at USACE Emerging Enterprise Leader (EEL)</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance at USACE LDP 4</li> <li>• Serve as a USACE Mentor</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance at DoD or HQDA's leadership development programs</li> </ul>

	<ul style="list-style-type: none"> <li>• Shadowing opportunities</li> <li>• Developmental assignments</li> </ul>	<ul style="list-style-type: none"> <li>• Shadowing opportunities</li> <li>• Developmental assignments</li> <li>• Serves as a mentor in local or subordinate command</li> </ul>	<ul style="list-style-type: none"> <li>• Mentor EEL participants or other LDP participants.</li> <li>• Army Coaching training / certification program</li> </ul>	<ul style="list-style-type: none"> <li>• Serve as a USACE Coach or Mentor</li> <li>• Attendance at USACE Senior Leader Development Seminar</li> <li>• Attendance LDPs external to DoD</li> </ul>
Program Assessment (minimum levels 1 -2)	Evaluation levels 1 – 3	Evaluation levels 1 – 3	Evaluation levels 1 – 4	Evaluation levels 1 – 5

*b.* USACE organizations to include MSCs, Districts, FOAs, Laboratories, and Centers that are partnering with another command to conduct LDP 1 – 3 jointly are not required to establish their own standalone LDP 1 – 3. However, MSCs, Districts, FOAs, Laboratories, and Centers that are partnering to conduct joint programs are required to report such partnering to the HQ LDP program manager and provide any supporting documents for the programs.

*c.* LDP participants can transfer what they have learned and completed regarding leadership from one location, and have it accepted and applied anywhere within USACE. Accomplishments in a particular level in one location will be accepted in another location.

*d.* If a USACE LDP participant transfers within USACE, the two organizations will work together with the participant to ensure he/she either completes the program at the original location or transfers smoothly into the program at the new organization; acceptance into a future LDP class is a viable option.

*e.* To be eligible for the HQ's LDP 4, Executive Leadership Development program, participants must complete the local MSC's LDP 3. An exception to policy may be requested. The request will be reviewed by the selection committee.

## **10. Leadership Development Program Evaluation Metrics**

Program evaluation will be conducted through the Directorate Management Review (DMR) process and/or in Talent Management Update Meetings with the Commanding General.

*a.* USACE LDP participants, their supervisors, and others as appropriate will complete program evaluations at the conclusion of each level of the program. Evaluation forms will be included in the designated system of record. LDP Program Managers will compile and forward participant/graduate information to the HQ, USACE Human Resources Directorate, CEHR-D who will report the LDP status via the DMR process and/or during Talent Management Update Meetings with the Commanding General.

*b.* LDP metrics to be reported by LDP Program Managers. LDP Program Managers should coordinately with the HQ LDP POC to report metrics on a yearly basis or at the conclusion of each cohort. The HQ LDP POC will assist each program manager with identifying or development key LDP performance indicator. When appropriate and requested, the HQ LDP POC will conduct a Level 4 (Results) or Level 5 (Return on Investment) for specified programs.

(1) Program Participant metrics: Per fiscal year/cohort: Number of participants, graduations, and number of those who did not complete program.

(2) Competencies development in each program to include the key component used for the development (i.e., coaching, mentoring, shadowing, etc.).

(3) Using the Kirkpatrick training evaluation model:

(a) Level 1: Reaction to training (was the training engaging or relevant to participants' job).

(b) Level 2: Learning: Both formal and informal methods, pre- and post-test results, etc.

(c) Level 3: Behavior: Participants applying what they learned in training back to their job.

(d) Level 4: Results: Impact to the organization, i.e., increased employee engagement, retention, promotion, developmental assignments completed, etc.

(e) Level 5: Return on Investment.

## **Appendix A References**

### **Section I**

#### **Required Publications**

Unless otherwise indicated, all U.S. Army Corps of Engineers publications are available on the USACE website at <https://publications.usace.army.mil>. Army publications are available on the Army Publishing Directorate website at <https://armypubs.army.mil>. DoD Publications are available on the ESD website at <https://www.esd.whs.mil>.

#### **ADP 6-22**

Army Leadership and the Profession

#### **Army Directive 2023-09**

Army Coaching Program

#### **AR 350-1**

Army Training and Leadership Development

#### **FM 6-22**

Developing Leaders.

#### **Office of Personnel Management**

Coaching in the Federal Government. (Available at [https://chcoc.gov/sites/default/files/coaching-federal-government\\_09-10-2018\\_508.pdf](https://chcoc.gov/sites/default/files/coaching-federal-government_09-10-2018_508.pdf))

#### **Office of Personnel Management**

Guide to Senior Executive Service Qualifications. (Available at [https://www.opm.gov/policy-data-oversight/senior-executive-service/reference-materials/guidetosesquals\\_2010.pdf](https://www.opm.gov/policy-data-oversight/senior-executive-service/reference-materials/guidetosesquals_2010.pdf))

### **Section II**

#### **Prescribed Forms**

This section contains no entries.

## **Glossary of Terms**

<b><u>Term</u></b>	<b><u>Definition</u></b>
CEHR	Corps of Engineers Human Resource Directorate
CEHR-D	Corps of Engineers Human Resource-Development Division
CES	Civilian Education System
DMR	Directorate Management Review
DOD	Department of Defense
FOA	Field Operating Activities
HQ	Headquarters
LDP	Leadership Development Program
EEL	Emerging Enterprise Leader
IDP	Individual Development Plans
MSC	Major Subordinate Command
OPM	Office of Personnel Management
POC	Point of Contact
ULC	USACE Learning Center
USACE	U.S. Army Corps of Engineers