

## DLA ROTATION PROGRAM GUIDANCE

### PURPOSE:

The purpose of the DLA Rotation Program is to promote the expanded use of rotational assignments in support of our Talent Management initiative. This document provides information about the Enterprise Rotation Program as well as guidance to help DLA Commanders and Directors implement rotation programs within their organizations. Additional information and tools for establishing rotation programs or participating in a rotational assignment can be found on the DLA Human Resources web site at <http://www.hr.dla.mil/resources/workforce/rotation/>.

### DEFINITIONS:

Rotational assignment: A temporary developmental assignment (or detail) that gives participants an opportunity to perform sets of duties in another functional area, organization, or geographic location. For details over 30 calendar days, a copy of the Request for Personnel Action (SF 52) will be included in the Employee's Official Personnel File to document the participant's rotational assignment.

Participant: The employee selected for a rotational assignment

Parent organization: The participant's organization of record

Host organization: The organization with the rotational assignment

### EXECUTIVE SUMMARY:

- The desired outcomes of our Talent Management initiatives include: (1) identifying skills gaps and related education, training and experience opportunities and (2) refining DLA's training programs to capitalize on the diverse backgrounds, skills, and potential of DLA's workforce.
- Rotation programs are used not only to meet current employee and organizational needs, but also to promote long-term workforce capability and agility.
- Rotational assignments provide employees with functional, cross-functional, and leadership development through varied, practical experiences that provide participants with a broader view of the Agency.
- Rotational assignments should be tied to employee individual development plans (IDPs) and primarily support development in accordance with functional community career road maps and identified functional community competency requirements. (Refer to the DLA Rotation Program Framework, Appendix A on page 10.)

- Depending on the development need, rotational assignments would fall under either the Enterprise Rotation Program or the Organization Rotation Program outlined below. (A Comparison of DLA Rotation Programs is provided in Appendix B on page 11.)
  - Enterprise Rotation Program – participants rotate to assignments in another DLA organization or outside of DLA (for example: DLA Troop Support to DLA Distribution or DLA Logistics Operations to Office of the Secretary of Defense (OSD)).
    - For rotational assignments within DLA, participants will be selected by the host organization (the one who has the rotational assignment).
      - Travel and per diem expenses are the responsibility of the parent organization.
    - For rotational assignments external to DLA, the Executive Resources Board (ERB) reviews nominations and makes the final nomination decision.
      - Travel and per diem expenses are the responsibility of the parent organization.
    - Ad hoc rotational assignments may be arranged between organizations based on individual development needs. Ad hoc assignments will follow the procedures listed for the Organization Rotation Program.
  - Organization Rotation Program – participants rotate to assignments within their own Primary Level Field Activity (PLFA) or J code (for example: one position to another within DLA Energy or one position to another within DLA Acquisition)
    - DLA organizations will have flexibility to define and administer their own rotation program at the PLFA or J code level within the parameters outlined in Appendix B.
    - DLA PLFAs and J codes who develop their own rotation program must submit a copy of their Organization Rotation Program policy and procedures to DLA Human Resources Services, DLA Training for the record. DLA Human Resources Services, DLA Training is available to provide advice and guidance as needed.

## **ENTERPRISE ROTATION PROGRAM:**

### Program Objectives:

- Ensure workforce capabilities match present and future mission requirements through DLA's Talent Management initiative.

- Enhance functional, cross-functional, and leadership skills.
- Reduce competency gaps, enhance readiness, and provide more opportunities for employee growth.
- Broaden knowledge of other DLA and/or external organizations' mission and functions.
- Increase external awareness and expand perspectives to improve the capability of the DLA workforce.

#### Program Overview:

- Participant eligibility
  - The program covers all permanent, full-time, civilian employees in grades GS-11 through GS-15. However, programs external to DLA establish their own eligibility criteria, which may differ from DLA's criteria.
  - Developmental assignments should not involve the performance of higher-level duties which would constitute a promotion.
  - A participant must have an IDP, and it must reflect a need for the type of experience offered by the assignment.
  - Participants must have the endorsement of their immediate supervisor and their organization's Commander/Director or his or her Deputy. These endorsements, which also verify the availability of funding for the rotation, will be reviewed by the host organization when making the participant selection decision.
- Rotational Assignments
  - Rotational assignments should be tied to employee IDP and primarily support development in accordance with functional community career road maps and identified functional community competency requirements.
  - Rotational assignments include rotations from the parent DLA organization to another DLA organization or outside of DLA.
    - Examples: DLA Troop Support to DLA Distribution, or DLA Logistics Operations to OSD
  - Organizations will submit a Rotational Assignment Description to DLA Human Resources Services, DLA Training with the following information:
    - Description of the assignment duties.

- Other requirements necessary to accomplish specialized work during the assignment such as Defense Acquisition Workforce Improvement Act certification, security clearances, or physical requirements.
- Development and learning opportunities.
- Rotational assignments should be 3 to 12 months in length – exceptions must be approved by the parent organization’s PLFA Commander/Deputy Commander or J code Director/Deputy Director.
  - Rotational assignments may include special projects, working groups, filling of temporary vacancies, cross-training, etc.
- DLA Human Resources Services, DLA Training will solicit rotational assignment opportunities from PLFA and J code points of contact on a semi-annual basis.
  - Rotational assignments may be arranged between organizations on an ad hoc basis to address individual development needs. Ad hoc assignments will follow the procedures listed for the Organization Rotation Program.
- DLA Human Resources Services, DLA Training will maintain a repository of current rotational assignments under the Enterprise Rotation Program.
- DLA Human Resources Services, DLA Training will help publicize rotational assignments throughout DLA.
- Assignment Completion
  - Participants will return to assigned duties within their parent organization.
  - Complete End of Rotation/Follow-on Program Evaluations.
- Funding
  - The parent organization is responsible for funding the participant’s travel and per diem expenses to and from the rotational assignment, and will continue to fund the participant’s salary and benefits during the assignment. Host organizations are responsible for funding any travel and other rotational assignment-related costs incurred during the assignment.
    - For rotations involving Acquisition positions, the use of Defense Acquisition Workforce Development Funds should be considered to fund travel/per diem, etc. and requested through DLA Acquisition (J7).

#### Nomination and Selection Process:

- Nominating a participant for a rotational assignment.

- Nomination templates and application procedures will be publicized and made available on DLA's rotation web site.
- Selecting participants for rotational assignments within DLA.
  - The host organization will review nomination packages and make the final participant selection decision.
  - Selection criteria might include:
    - Eligibility: nomination package is complete and participant meets any other specified requirements.
    - Ability: Experience, Education, and Training (past performance).
    - Aspiration: Career Goals, Commitment, and Planned Development (future objectives).
    - Endorsement: Supervisory and Executive sponsorship.
  - The following procedures apply only when employees in the bargaining unit represented by the American Federation of Government Employees Council 169 are among the applicants.
    - Upon determination that all applicants are essentially equal, management will make selections for rotational assignments under the Rotation Program based on Service Computation Date.
    - Upon request, candidates not selected for a rotational opportunity will be provided feedback from the selecting official(s). This feedback should be focused on ways in which the employees may better position themselves for future rotational opportunities.
- Selecting participants for rotational assignments external to DLA.
  - For rotational assignments external to DLA, the ERB reviews nominations and makes the final nomination decision.

#### Orientation:

- DLA's rotation web site will provide participants, host supervisors, and parent supervisors with the information needed to benefit from and smoothly transition in and out of rotational assignments.

Program Evaluation and Recordkeeping:

- Program Evaluations
  - In order for DLA to monitor the effectiveness of this program overall, participants, parent supervisors, and host supervisors will be asked to complete standard program evaluations upon completion of rotational assignments. Results will be compiled by DLA Human Resources Services, DLA Training.
- Recordkeeping
  - For each rotational assignment, a standard DLA Rotation Program Memorandum of Agreement will be completed by the participant, the parent supervisor, and the host supervisor and provided to your DLA Human Resources Forward Presence representative.
  - During rotational assignments, participants and host supervisors will regularly review the participant's performance.
  - At the end of a rotational assignment or rating period, the host supervisor will complete a rotation program progress review and send it to the participant's parent supervisor for consideration in arriving at the annual performance appraisal/rating.
  - The Enterprise Rotation Program Manager, DLA Human Resources Services, DLA Training will record the participant's completion of the rotational assignment in DLA's Learning Management System (LMS).

**ORGANIZATION ROTATION PROGRAM:**

- DLA organizations are authorized to define and administer their own rotation programs at the PLFA or J code level within the parameters outlined in Appendix B.
- Rotational assignments are limited to rotations within a participant's own PLFA or J code.
  - Examples: one position to another within DLA Energy, or  
one position to another within DLA Acquisition, or  
one DLA General Counsel position in Columbus to another DLA General Counsel position at DLA Headquarters.
- Organization Rotation Programs must address and document each of the six standard elements outlined in Appendix B and submit a description of their rotation program to DLA Human Resources Services, DLA Training for the record.

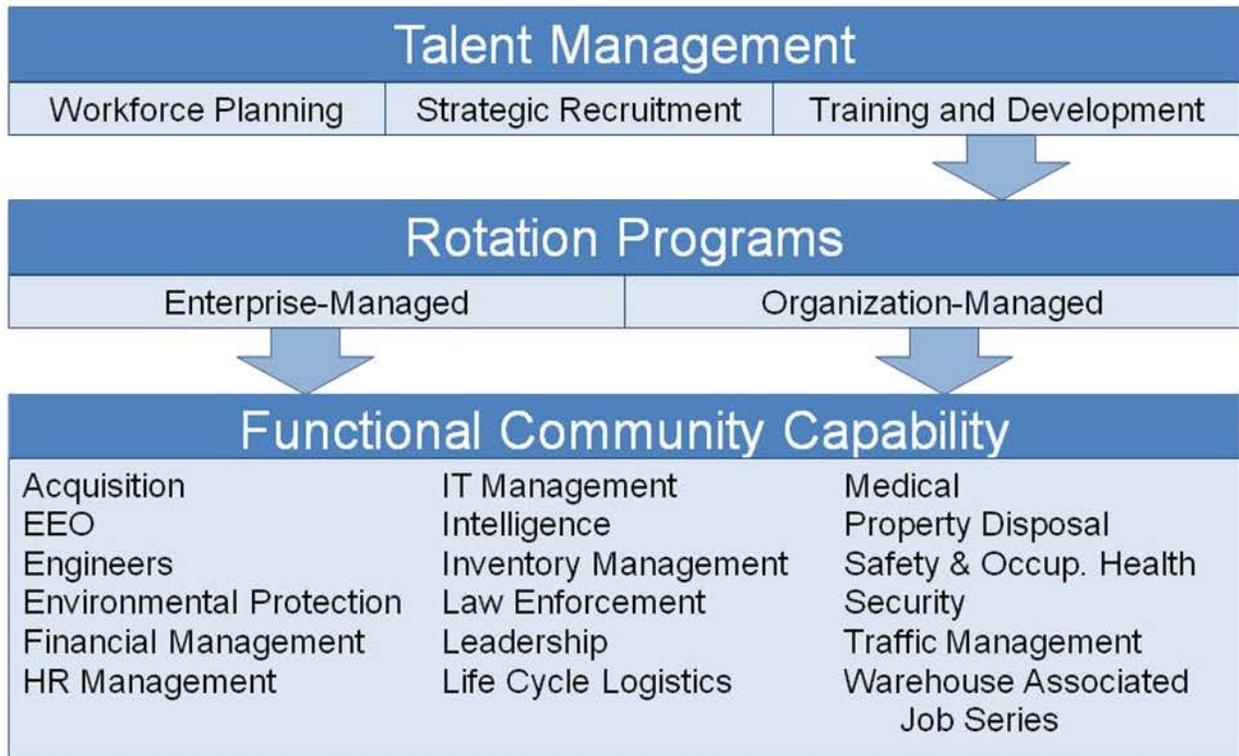
**ROLES AND RESPONSIBILITIES:**

- DLA Human Resources (J1), DLA Human Resources Services, DLA Training
  - Manage the Enterprise Rotation Program.
  - Establish and maintain DLA's rotation website for posting of rotational assignments and information necessary for PLFAs and J codes to actively participate in the Enterprise Rotation Program and administer their own Organization Rotation Program.
  - Provide guidance and support to PLFAs and J codes.
  - Identify program success indicators, conduct annual program assessments, and modify DLA's policy and supporting documents as needed.
  - Record the participant's completion of the rotational assignment in DLA's LMS.
- PLFA and J code Management
  - Designate a point of contact to provide rotation program support and oversight.
    - DLA Human Resources Forward Presence staff will be available to provide guidance and support to organizations who decide to develop and administer an Organization Rotation Program.
  - Identify appropriate development opportunities for employees within and outside of the PLFA and J code.
  - Endorse employee participation in DLA's rotation programs.
  - Ensure supervisors and managers discuss strengths and opportunities for improvement with employees and help them identify appropriate development opportunities, including rotational assignments, for their IDPs.
- Parent Supervisor
  - Sign and adhere to the terms of the DLA Rotation Program Memorandum of Agreement.
  - Inform the host supervisor of desired developmental goals for the participant.
  - Fund the participant's salary, benefits, and travel expenses.
  - Coordinate rotational assignment start and end dates with the participant and host supervisor.

- Submit an SF 52 to detail the participant to the Host Organization if the rotational assignment is expected to last more than 30 calendar days.
  - Transfer authority to process participant's timesheets and leave requests in the Employee Activity Guide for Labor Entry (EAGLE) to the host supervisor.
  - Ensure the participant's assignment is developmental and supports their IDP.
  - Ensure the participant's current job duties are covered for the duration of the rotational assignment.
  - Evaluate and rate the participant's performance with input from the host supervisor for performance during the rotational assignment.
  - Complete appropriate evaluations of the rotation program.
  - Help the participant transition back into their position of record and provide opportunities for the participant to apply their learned knowledge and skills to the fullest extent possible after completion of their rotational assignment.
- Host Supervisor
    - Sign and adhere to the terms of the DLA Rotation Program Memorandum of Agreement.
    - Process the participant's timesheets and leave requests if the parent supervisor transferred authority in EAGLE to the host supervisor.
    - Establish developmental goals, in collaboration with the participant, and parent supervisor.
    - Provide the participant with written expectations of duties to be performed during the rotational assignment.
    - Help the participant transition into the organization and provide him or her with the necessary resources.
    - Regularly meet with participants to discuss your expectations, their performance, and to provide constructive feedback.
    - Complete a performance review at the end of the participant's rotational assignment and provide a copy to the participant's parent supervisor for use in preparing the participant's annual performance appraisal.
    - Complete appropriate evaluations of the rotation program.

- Participant
  - Sign and adhere to the terms of the DLA Rotation Program Memorandum of Agreement.
  - Sign and adhere to the terms of the DLA Continued Service Agreement.
  - Provide the parent supervisor with a summary of work and assignments that will need to be accomplished while the participant is in the rotation program.
  - Coordinate all travel, lodging, and other logistical arrangements, as applicable, with the host organization.
  - Notify the host organization of any previously approved leave that is scheduled to occur during the rotational assignment.
  - Seek opportunities to maximize the learning experience during the assignment.
  - Complete appropriate evaluations of the rotation program.

**Appendix A - DLA Rotation Program Framework**



## Appendix B – Comparison of DLA Rotation Programs

| <b>Comparison of DLA Rotation Programs</b>  |  |   |
|---|--|---|
| <b>Standard Program Elements</b>            | <b>Enterprise Rotation Program</b>   | <b>Organization Rotation Program</b>  |
| <b>Program Objectives</b>                   | <ul style="list-style-type: none"> <li>▪ Support Talent Management initiative</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Organization may define consistent with the Talent Management initiative</li> </ul>  |
| <b>Roles and Responsibilities</b>           | <ul style="list-style-type: none"> <li>▪ Refer to pages 6 - 8</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Organization may expand upon the roles and responsibilities outlined on pages 6 - 8</li> </ul>   |
| <b>Program Overview:</b>                    |  |   |
| Participant Eligibility                     | <ul style="list-style-type: none"> <li>▪ GS-11 and above</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Organization may define</li> </ul>   |
| Rotational Assignments                      | <ul style="list-style-type: none"> <li>▪ 3 to 12 months in length</li> <li>▪ Organizations may agree to identify ad hoc rotational assignments for individual development. Ad hoc assignments will follow the procedures listed for the Organization Rotation Program</li> <li>▪ Rotational assignments will be posted on DLA's rotation web site</li> </ul> | <ul style="list-style-type: none"> <li>▪ 3 to 12 months in length</li> <li>▪ Organizations may define how assignments are solicited and announced to their staff</li> </ul>   |
| Placement after Rotations                   | <ul style="list-style-type: none"> <li>▪ Remain in position of record</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Remain in position of record</li> </ul>  |
| Funding                                     | <ul style="list-style-type: none"> <li>▪ Funding is the responsibility of the parent organization</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Organization may define</li> </ul>   |
| Program Administration                      | <ul style="list-style-type: none"> <li>▪ DLA Human Resources Services, DLA Training with support from organization representatives</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Organization may define</li> </ul>   |
| <b>Nomination and Selection Process</b>     | <ul style="list-style-type: none"> <li>▪ Host organization reviews nominations and selects participants for internal assignments</li> <li>▪ A Rotation Program Memorandum of Agreement is required</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Organization may define nomination and selection process – except that the selection procedures on page 5 must be used where AFGE Council 169 bargaining unit employees apply</li> <li>▪ A Rotation Program Memorandum of Agreement is required</li> </ul> |
| <b>Orientation</b>                          | <ul style="list-style-type: none"> <li>▪ Information available for participants, participant supervisors, and host supervisors</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Organization may define</li> </ul>   |
| <b>Program Evaluation and Recordkeeping</b> | <ul style="list-style-type: none"> <li>▪ Standard program evaluations, annual report of activity, and program assessment</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Standard program evaluations, annual report of activity, and program assessment</li> </ul>   |