

## ANNEX B

### Master Training Plans

#### 1. General

a. Master training plans provide the framework for developing a careerist's 3-Year Individual Development Plan (3yIDP). In addition to the formal courses listed in the following plans, individuals are encouraged to take courses in all the other financial disciplines, and take advantage of all rotational and developmental assignments opportunities that become available.

b. ACTEDS Training Categories. ACTEDS training and development is divided into following two categories:

(1) Universal Training. Universal training provides standardized knowledge, skills and abilities (KSAs) across an occupational area to all individuals who have similar duties and responsibilities. Universal requirements are prioritized to assist commanders in planning and programming for ACTEDS funding. Universal training priorities are as follows:

(a) Priority 1 - Mandatory training that is typically a condition of employment, must be successfully completed within a specified time period, and meets one or more of the following criteria:

- Careerist must have acceptable performance.
- Training is essential for mission accomplishment.
- Training is mandated by higher authority (law or DoD) or is required for certification, health or safety reasons.
- Training is mandated by the Assistant Secretary of the Army (Manpower and Reserve Affairs) as an ACTEDS leader development core course.
- Training is essential functional training for interns.

(b) Priority 2 - Training that should be successfully completed within a specified time period, but may be delayed if funding is not available and should meet one or both of the following criteria:

- Careerist should have for maximum proficiency.
- Training improves the quality of mission accomplishment.

(c) Priority 3 - Training should be funded after Priority 1 and 2 requirements and should meet one or both of the following:

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- Provides or enhances KSAs needed on the job **and/or**
- Leads to improvement of mission accomplishment.

(2) Competitive Training. This category includes developmental opportunities for which individuals are competitively selected. It also covers Competitive Professional Development (CPD) opportunities which have career program-wide or career field-wide competition. CPD includes university programs, developmental assignments, training-with-industry, and short-term training. Career multi-discipline area-wide competitive programs such as university programs, developmental assignments, and training-with-industry are included in this category. Individuals are competitively selected for both short-term and long-term. Long-term training is, by definition, training that lasts for more than 120 days. The purpose of competitive training is to develop selected individuals for positions of increasing responsibility within the Comptroller Civilian Career Program. Competitive training opportunities for individuals in the Comptroller Civilian Career Program include:

(a) Comptroller Competitive Training, such as Army Comptrollership Program (ACP), Professional Resource Management Course (PRMC), Professional Military Comptroller School (PMCS), Enhanced Defense Financial Management Training (EDFMT), DoD Graduate Level Financial Management Program (GLFMP), and University or College Long-Term Training.

(b) Army-Wide Competitive Long-term Training, such as Senior Service Colleges and Fellowships.

(c) Army-Wide Competitive Short-term Training, such as the Sustaining Base Leadership and Management Program at AMSC.

c. Non-competitive Professional Development Training. Organizational Leadership for Executives and Personnel Management for Executives.

d. CP 11 ACTEDS Master Training Plans. The master training plans for members of the Comptroller Civilian Career Program are presented in the following sequence:

- Leader Development Core Courses
- Supervisory/Managerial Development Courses
- Comptroller Career-Wide Competitive Training
- Army-Wide Long-Term Training
- Army-Wide Short-Term Training
- CP 11 Functional Master Training Plans
- Acquisition Workforce Master Training Plans

The Leader Development Core, Supervisory/Managerial Development Courses, and Competitive Training apply equally to personnel in all CP 11 specialties. With the exception of the Leader Development Core, these courses are not repeated within the individual functional training plans.

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These training plans include only courses that are available to CP 11 personnel from all Army commands and agencies. MACOMs that sponsor related courses of instruction should supplement this plan with their own course listings, identified by competencies and, if applicable, as equivalent to the courses listed above.

e. Preparing 3-Year Individual Development Plans (3yIDP). The Master Training Plan will be used to prepare the 3yIDP. Courses identified as “Mandatory, Priority 1”, must be given primary consideration and scheduled at the earliest possible time. When selecting courses identified as “Mandatory, Priority 2”, the individual's experience and previous training must be taken into consideration. The individual and his/her supervisor should determine jointly whether a course is mandatory. This determination is to be based on the extent to which the individual possesses the competencies provided by the course. Courses identified as “Recommended” should not be considered unless the employee completes mandatory courses and/or clearly demonstrates the competencies provided by those courses.

f. Professional Organizations. Professional associations and organizations are valuable sources of self-development and training opportunities. Attending events of professional associations provides opportunities to exchange ideas and concepts with individuals who have similar interests and concerns. Many of these organizations conduct education and training symposia, workshops and institutes on financial management issues and topics. Examples of professional organizations which offer professional development events include the following: American Society of Military Comptrollers (ASMC), Association of United States Army (AUSA), Society of Cost Estimating and Analysis (SCEA), Association of Government Accountants (AGA), American Institute of Certified Public Accountants (AICPA), Institute of Certified Management Accountants (CMA), and Institute of Internal Auditors (IIA). Several professional associations and organizations sponsor certification programs and also conduct applicable training in support of these programs.

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### 2. Leader Development Core Courses

The courses listed below comprise the Department of the Army Civilian Leadership Training core courses. Information on application procedures for these courses is found in the "ACTEDS Training Catalog" on the Civilian Personnel Online home page at <http://www.cpol.army.mil>. These courses apply equally to all CP 11 personnel. Priority 1 courses in this category include the Intern Leadership Development Course (ILDC), the Action Officer Development Course (AODC), Leadership Education and Development (LEAD) course, the Supervisory Development Course (SDC), and the Manager Development Course (MDC).

#### **Intern Leadership Development Course – Center for Army Leadership, Fort Leavenworth Kansas**

##### EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

TARGET CAREER PHASE: Intern/Mandatory, Priority 1, Must be completed by all central and local interns prior to graduation from the intern program.

PURPOSE: To provide interns with an understanding of the structure of the US Army, the Army's leadership competencies, and a familiarization with their emerging roles as tomorrow's leaders.

DESCRIPTION: ILDC teaches about:

- The US Army organization and the interns' roles in it;
- Personal learning style and how it supports the Army's leadership competencies of communication, team development, and decision making and professional ethics;
- Team building and group dynamics;
- Leadership styles that provide purpose, direction and motivation and when to use the appropriate style;
- Individual values and how they affect decisions and professional ethics.

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### **Action Officer Development Course (on-line)**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Intern and all employees promoted/appointed to journey-level positions. Mandatory, (Priority 1) (<http://www.atsc.army.mil/accp/aipd.htm>)

**PURPOSE:** To build managerial and communication skills required for administrative staff actions.

**DESCRIPTION:** An action officer is a staff member with subject matter expertise who "works actions" on behalf of senior staff officers or commanders. The term "action officer" does not refer to a duty position. This course describes "staff work" as it is generally practiced Army-wide. The AODC covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army Standard; coordinating; conducting briefings; and ethics..

### **Sustaining Base Leadership and Management Program - Army Management Staff College, Fort Belvoir, Virginia**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** GS-12-14 (GS-15s and exceptional GS-11s may request a waiver to policy) – Competitive

**PURPOSE:** Prepare a select group of Army civilian and military leaders for advancement to key leadership positions in the sustaining base in support of the Army Civilian Training, Education, and Development System (ACTEDS). Promote the bonding of civilian and military leaders, thereby enhancing the cohesiveness of the Total Army. Add to the body of knowledge and

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### **Sustaining Base Leadership and Management Program - Army Management Staff College, Fort Belvoir, Virginia (Continued)**

experience of sustaining base leadership, management and decision making by blending student experience with program design and development.

**DESCRIPTION:** The SBLM provides graduate-level, professional knowledge, skill, and perspective across functional areas for leaders and managers who serve or will serve in the Army's sustaining base. The College's "muddy boots" definition of the sustaining base is "that aggregation of people, guidance, systems, money, materiel, and facilities which prepare the soldier for, get the soldier to, sustain the soldier during battle, and return that soldier home-and, incidentally take care of the soldier's family." It encompasses the Headquarters, Department of the Army through installation, and even unit. It encompasses the environment and context within which the Army must accomplish its mission; functional areas such as fiscal resources, personnel, logistics, acquisition, and installation management; decision making tools and practices; and thinking skills applied to problem solving. Most learning occurs in seminars, with guest speakers, case studies, student research, and practical exercises rounding out the experience.

The academic program focuses on enduring principles and concepts over transient or procedural activities. The content stresses critical thinking, active learning, and practical work among student and faculty-student teams. Students will complete two weeks of directed pre-course work prior to their arrival for the resident 12-week program. Through frequent written and oral evaluations of progress, students demonstrate knowledge of the mission, roles, functions, and organization of the Army, and relate Army systems (money, people, things, places) to each other and the larger economic, social, and political environments within which Army leaders must manage and make decisions. Students must demonstrate their abilities as leaders who can write clearly and concisely, communicate orally, lead people, make decisions and solve problems. They must demonstrate vision, flexibility, selflessness, and a "can do" attitude. All students are expected to assume leadership roles within each class. SBLM is pass-fail.

**Non-Resident SBLM.** This year-long program starts and ends with two one-week resident modules emphasizing on-site participation. Class size is 90, and eligibility and application procedures are the same as for the resident program. Applicants must have compelling reasons for not attending the resident program.

### **Supervisory Development Course**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)

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### Supervisory Development Course (Continued)

- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

#### TARGET CAREER PHASE: Mandatory (Priority 1)

Supervisor Development Course (SDC) is Phase I of the mandatory supervisory training for all newly appointed supervisors (military and civilian) of civilian employees. New civilian supervisors of civilians must complete both Phase I and Phase II (Leadership Education and Development (LEAD) within six months after appointment to supervisory positions. New military supervisors of civilians must complete both phases within 6 months but NLT 12 months of appointment to supervisory positions.

PURPOSE: Provides the new supervisors with the supervisory knowledge necessary to successfully manage work and lead people.

DESCRIPTION: The SDC is made up of two subcourses. Both subcourses must be completed. Subcourse - ST5001: Managing and Leading provides techniques for managing work and leading people. Management and leadership processes include planning, organizing, coordinating, directing, and controlling. It also includes lessons on delegating authority, problem solving, communicating effectively, and ethics. Subcourse - ST5002: Human Resources Management provides training to enable a supervisor to use personnel management and training procedures to ensure mission accomplishment and subordinates' professional growth. It includes lessons on position classification, staffing, human resources development, performance management, awards, discipline, and labor relations.

The mandatory supervisory training courses for all newly appointed supervisors (military and civilian) of civilian employees is two phased. Phase I is the Supervisor Development Course (SDC). It must be completed within 6 months of appointment to first supervisory position. SDC must be completed prior to attending the Phase II supervisory training. Phase II is the Leadership, Education and Development (LEAD) course.

### Leadership Education and Development (LEAD) Course - Center for Army Leadership, Fort Leavenworth, Kansas

#### EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)

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### **Leadership Education and Development (LEAD) Course - Center for Army Leadership, Fort Leavenworth, Kansas (Continued)**

- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Mandatory (Priority 1).

This course constitutes Phase II of the mandatory supervisory training courses. The target audience is new military and civilian supervisors of civilian employees. New civilian supervisors of civilians must complete both Phase I (Supervisory Development Course (SDC)) and Phase II within six months after appointment to supervisory positions. New military supervisors of civilians must complete both phases within 6 months but NLT 12 months of appointment to supervisory positions. Note: SDC must be completed PRIOR to attending LEAD.

**PURPOSE:** To provide training and practical application in the Army leadership doctrine and competencies.

**DESCRIPTION:** The Leadership Education and Development (LEAD) Course is Phase II of mandatory supervisory training. It must be completed within 6 months of appointment to first supervisory position. LEAD teaches supervisors how to assess their own effectiveness; assess employee and team effectiveness; motivate and influence employees; communicate effectively; conduct counseling; resolve conflicts; develop strategies to create fully functioning teams; make effective decisions; and explain the effect of values on individual and team effectiveness. The Supervisor Development Course (SDC) is Phase I and a prerequisite for the LEAD course.

### **Manager Development Course**

**EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

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### **Manager Development Course (Continued)**

**TARGET CAREER PHASE:** Mandatory (Priority 1).

Manager Development Course must be completed by all newly appointed managers (regardless of grade) within six months of their appointment to a managerial position. For this course, "manager" means supervisor of supervisors or manager of programs, resources, and/or policy.

**PURPOSE:** To teach new managers basic skills for managing work and leading people.

**DESCRIPTION:** MDC includes lessons in: organizational culture; time management; objectives and plans; problem solving and decision making; planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental Program; equal employment opportunity; professional ethics; internal management control, and Army family team building.

### **Organizational Leadership for Executives (OLE) – Center for Army Leadership, Fort Leavenworth, Kansas**

**EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Priority 2 for civilian and military managers (supervisor of supervisors or managers of programs, resources, and/or policy} regardless of grade or rank. Preference is given to personnel appointed to a managerial position within the preceding 12-18 months.

**PURPOSE:** The goal of OLE is trained leaders with increased self-awareness who are able to visualize, communicate, and forge the organization's future. The course explains and demonstrates the leadership skills and competencies required to perform at the executive level. Emphasis is given to material that these leaders can use in leading their organizations to increasing levels of excellence. OLE is entirely experiential in nature to assist the leader in looking beyond daily activities to assessing and interpreting, in an ever-enlarging way, the external environment; the organization; the leadership process; the need for subordinate development at all levels; and the need for continuing self-development.

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### **Organizational Leadership for Executives (OLE) – Center for Army Leadership, Fort Leavenworth, Kansas (Continued)**

**DESCRIPTION:** OLE covers the following topics: organizations as systems; organizational climate; influential communications; team development; values; team building; leadership self-assessment; strategic planning; and change management. The objective is to develop leaders with skills to conduct an organizational assessment; communicate influentially; establish an effective organizational climate; manage organizational change; develop an organization strategic plan; diagnose their own personal effectiveness; and build high-performing teams.

### **Personnel Management for Executives (PME) I - Army Management Staff College, Fort Belvoir, Virginia**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Manager, Priority 2 for second-line civilian supervisors. Nominee must have leadership responsibility and must give guidance or directions to the work of others. The target audience is GS-13/14, equivalent Nonappropriated fund (NAF) personnel, and military personnel, Majors and above. GS-12, and GS -15 personnel are considered on an exception basis.

**PURPOSE:** To help participants discover better ways of dealing with management and leadership problems for which there are no ready solutions. Participants should possess maturity, creativity, resourcefulness, and a willingness to put forth the extra effort to improve leadership skills.

**DESCRIPTION:** The PME I curriculum includes: (1) case discussions which are a combination of academic and personal case studies used to increase the participants' insight into leadership and human relations issues; (2) speaker presentations which include leadership theories and practical application, and are designed to inform, inspire, challenge and generate discussion; (3) small group projects which are designed to provide participants with experience in analyzing managerial problems, arriving at consensus, and developing specific courses of action; and (4) readings and individual study.

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### **Personnel Management for Executives (PME) II - Army Management Staff College, Fort Belvoir, VA**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Manager, Priority 3, recommended leader development core course.

**PURPOSE:** Explores the evolving dimensions of leadership and human resource management as primary concerns of federal leaders. PME II challenges the participants to examine their leadership style, their use of power and authority, and to recognize their influence and impact on individuals and their organizations.

**DESCRIPTION:** The PME II curriculum includes: guest speaker presentations which provide leadership theories, research findings, and trends, and are designed to inform, inspire, and challenge; small group activity which allows participants to explore the evolving dimensions and current issues in leadership, and apply strategic and action planning principles and techniques; readings and individual study.

### **Labor and Employee Relations - Graduate School, US Department of Agriculture**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Specialist/Journey Level or Manager

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### **Labor and Employee Relations - Graduate School, US Department of Agriculture - (Continued)**

**DESCRIPTION:** Presents tough issues and compares participants' views. Analyzes current thinking of managers and top administrators in public sector labor relations.

Course consist of multiple sub-courses:

- Basic Labor Relations
- Basic Employee Relations
- Introduction to Human Resource Management
- Human Resource Management for Administrative Personnel
- Human Resource Management for Supervisors and Managers
- Mediating Employee Disputes
- Advanced Position Classification

### **Executive Development Seminar - Management Development Centers - OPM, Shepherdstown, WV and Denver, CO**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Manager

**DESCRIPTION:** Addresses competencies that relate to the social, political, and economic environment of the Federal Executive. Broadens the participants' understanding and administrative and managerial abilities.

### **Executive Management Course - Defense Systems Management College, Fort Belvoir, VA**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)

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### **Executive Management Course - Defense Systems Management College, Fort Belvoir, VA - (Continued)**

- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Manager

**DESCRIPTION:** Explores the perspectives and positions of key decision-makers of the legislative and executive branches, and defense industry. Emphasis is on recent legislative and executive actions affecting weapon systems and on the policy and procedural initiatives with a profound effect upon their acquisition.

### **Management Control in Government Process - Graduate School, US Department of Agriculture (Correspondence Course)**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Specialist/Journey Level or Manager

**TRAINING CATEGORY:** Priority 2, for managers with internal control responsibilities.

**DESCRIPTION:** This correspondence course covers the statutory and regulatory requirements of the management control process, the underlying philosophy on management controls, the major elements of the process and the basic responsibilities of key players in that process.

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### **Developing Customer-Focused Organizations - Management Development Centers – OPM, Shepherdstown, WV and Denver, CO**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Manager

**DESCRIPTION:** This one-week course will provide managers with the knowledge and skills necessary to develop and lead organizations which are more responsive to customers and which provide customer satisfaction. The course will provide managers with the knowledge and skills to meet governmental reform goal of providing “customer service equal to the best in the business.”

### **Executive Communications Workshop - Management Development Centers-OPM, Shepherdstown, WV and Denver, CO**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Manager (GS-15 and above)

**DESCRIPTION:** Improve manager’s skills in communicating his/her organizational goals, needs, statements in a clear, concise and rational manner. The manager will learn to write effective briefings to agency heads, conduct news conferences, and to present Congressional testimony.

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### **Managing Employees with Disabilities - Seminars of the Management Development Centers-OPM: Shepherdstown, WV and Denver, CO**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

#### **TARGET CAREER PHASE: Manager**

**DESCRIPTION:** The goal of this seminar is to develop skills necessary for providing guidance to employees who are covered under the Americans with Disabilities Act. Managers will gain insight on applicable Federal laws; accessible government; recruitment, retention, training, and promotion of employees with disabilities; accommodations; and adoptive technology.

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### 3. Comptroller Competitive Training

Following are descriptions of the principal Comptroller/Resource Management competitive training programs. All CP 11 personnel at the targeted grade levels are equally eligible to compete for these programs. For the Army Comptrollership Program (ACP), Professional Resource Management Course (PRMC), the Army's applicants to the DoD Graduate Level Financial Management Program (GLFMP), and the Professional Military Comptroller School (PMCS), the nomination and selection process is managed through the Office of the Assistant Secretary of the Army (Financial Management and Comptroller). CP 11 careerists are eligible to attend all of the following courses subject to established prerequisites. Careerists should attend both PRMC and PMCS and ideally careerists should attend PRMC first.

#### a. Long-Term Training

#### Army Comptrollership Program (ACP) - Syracuse University, Syracuse, NY

##### EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

PURPOSE: The principal objectives of the ACP are to combine the best of both public and business administration theory to develop a broad-based knowledge of management techniques and to provide an academic environment in which all aspects of the developing subjects of resource management and comptrollership can be fully explored. Follow-on operational assignments, to allow graduates to use their new skills, are an integral part of the program.

TARGET CAREER PHASE: Specialist/Journey Level

PROGRAM DESCRIPTION: The ACP is a 14-month graduate level program of study which provides Army resource managers with the conceptual perspective, practical analytical tools, and management skills required in the increasingly complex resource management environment. Courses and seminars are included in the subject areas of quantitative analysis, management information systems, accounting, economics, marketing, operations management, national defense policies and programs, managerial finance, organizational policy and administration, and Army Comptrollership. Completion of program awards a Masters in Business Administration.

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### **Army Comptrollership Program (ACP) - Syracuse University, Syracuse, NY (Continued)**

**NOMINATION PROCEDURES:** Minimum grade GS-11; target is GS-12 and GS-13. Active Army and reserve officers are also eligible. Suspense date and specific nomination procedures announced annually by an OASA (FM&C) memorandum to MACOM/Agency resource managers. A Graduate Management Admissions Test (GMAT) score is required.

### **Department of Defense (DoD) Graduate Level Financial Management Program (GLFMP) - Troy State University**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**PURPOSE:** To provide graduate education opportunities for DoD financial management employees in the National Capital Region, and Norfolk, VA area.

**TARGET CAREER PHASE:** Specialist/Journey Level

**PROGRAM DESCRIPTION:** The GLFMP consists of 20 months of off-duty study provided under contract by an accredited institution. Students complete two courses per quarter for two years. Core courses may embrace subjects such as research methods in public administration, American public finance, and economics for public management and public policy analysis.

**NOMINATION PROCEDURES:** Minimum grade for nomination is GS-11 (with central funding). Suspense date and other specific nomination procedures are announced annually by DoD Memorandum.

**University/College Long-Term Training.** Army Civilian Training, Education, and Development System (ACTEDS) funding allows the CP 11 Functional Chief Representative (FCR) to approve and fund training at various colleges and universities and to provide professional development opportunities. Long-term training (LTT) provides a valuable learning experience and competitive edge for future advancement in leadership positions to those attending. It is also a useful means to cultivate equal employment opportunity objectives for minorities, women and disabled employees. Tuition and book costs are centrally funded. Per diem and travel expenses are funded on a case by case basis.

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### University/College Long-Term Training (Continued)

#### EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

TARGET CAREER PHASE: CP 11 Army civilians (GS-11 or above, GS-9 in full performance positions). Must be assigned to any position with 50 percent or more duties directly supporting resource management.

DESCRIPTION: Careerists develop their own course of study with local college or university. Courses to be studied are flexible depending on the background of the CP 11 careerists and advice or recommendations made by immediate supervisor. Financial management, resource management and organizational management courses should be included in careerists' curricula. Some accounting related courses are desirable for careerists with less background in accounting. Computer related courses and quantitative analysis courses are also desirable depending on the background of the CP 11 careerists. Course of study may cover full-time (120 days or more) and part-time.

NOMINATIONS PROCEDURES: Careerists must complete application packet consisting of the following forms: CPO Verification Checklist, Installation/MSC/MACOM/IRA Endorsement(s) (as appropriate); Army Sponsored Training Application Form; Functional Review Form; Supplemental Application Questionnaire Form; DA Form 2302-R; Performance Rating (3 most recent); Request for Central Resources Support Form; Academic Plan; DD Form 1556; and SF 181. Submit an original and one copy of application packet through appropriate chain of command to the Comptroller Proponency Office: SAFM-PO, 109 Army Pentagon, Washington, DC 20310-0109 between October 1<sup>st</sup> – May 1<sup>st</sup>.

#### **b. Short-Term Training**

#### Army Comptroller Course (ACC) – Syracuse University, Syracuse, NY

#### EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)

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### **Army Comptroller Course (ACC) – Syracuse University, Syracuse, NY (continued)**

- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**PURPOSE:** To obtain a multi-disciplined financial orientation to resource management and financial management at the installation and subordinate command level.

**TARGET CAREER PHASE:** Interns, Specialist/Journey Level, GS-9 to GS-12

**DESCRIPTION:** A 4-week comprehensive training experience, intended for journey-level Army civilian careerists and newly designated FA 45 officers. ACC is a training course in Army financial management and comptrollership. Focusing on federal budget challenges, strategic planning; PPBES, fiscal law, activity and service-based costing, manpower management, contracting, management controls, competitive sourcing, financial operations, the legislative process, and installation and major command resource management.

**NOMINATION PROCEDURES:** Minimum grade GS-9/Major. Suspense dates and specific procedures announced annually by OASA(FM&C) message to MACOM/Agency resource managers.

### **Enhanced Defense Financial Management Training (EDFMT) - Graduate School, US Department of Agriculture/Regional Training Centers**

**EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)

**PURPOSE:** To provide participants with a review of Department of Defense financial and resource management environment which will help improve participants' management skills and knowledges.

**TARGET CAREER PHASE:** Specialist/Journey & Manager & Executive

**DESCRIPTION:** Goal is to improve the overall technical and managerial capabilities of the resource management workforce by reviewing and discussing twelve core competencies. The twelve core competencies are: Government Resource Management Environment, Defense

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### **Enhanced Defense Financial Management Training (EDFMT) - Graduate School, US Department of Agriculture/Regional Training Centers (Continued)**

Resource Management Environment, Manpower Management, Fiscal Law, Accounting Finance, Management/Internal Controls, Planning, Programming and Budgeting, Cost and Economic Analysis, Business Management Process Improvement and Auditing. Course also emphasizes departmental standards rather than service specific solutions. Overall objective is to review, discuss and identify where to obtain further information on all 12-core competencies.

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**PURPOSE:** To provide participants with a better understanding of the total Army resource management process and the environment in which it operates and to improve participants' management skills.

**TARGET CAREER PHASE:** Specialist/Journey Level or Manager

**DESCRIPTION:** PRMC is a unique professional development experience designed to improve mid level, upwardly oriented resource managers interpersonal communication, analytical, negotiation and consensus building skills. The program critically examines all aspects of Planning, Programming, Budgeting, Execution System (PPBES) from Planning to Prior-Year Funds management to current issues in resource management (Outsourcing, Activity Based Management, etc.) Innovative approaches to reducing costs are also examined. PRMC makes use of simulations and exercises to integrate the skills and knowledge presented in the course. Exercises deal with all aspects of federal spending and revenue collection and the difficulties in reaching consensus. PRMC curriculum includes Resource Management topics: Army Management, PPBES Overview, National Security, Congressional Simulation, Exercise in Hard Choices, and RM Simulation. Interpersonal Skills topics included in PRMC curriculum: Team Building, Internal Personal Communication, Conflict Resolution, Motivating and Marketing, Managing Diversity, Managing Organizations, Writing and Briefing Skills and Ethics. PRMC curriculum includes Quantitative/Accounting Skills: Quantitative Analysis, Cost Accounting, Activity Based Costing (ABC), Outsourcing, Managing Total Quality, and Internal Controls. This 4-week course is taught at Syracuse University three times a year. Syracuse University

faculty members teach the course, with guest presentations by senior HQDA and MACOM representatives.

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### **Professional Resource Management Course (PRMC) - Syracuse University, Syracuse, NY** **(Continued)**

**NOMINATION PROCEDURES:** Minimum grade GS-11/Major; (GS-9 in full performance positions). Suspense dates and specific procedures announced annually by OASA(FM&C) message to MACOM/Agency resource managers.

### **Professional Military Comptroller School (PMCS) - Air University, Center for Professional Development, Maxwell Air Force Base, Alabama**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

#### **PURPOSE:**

- To develop the individual's capacity to evaluate and adapt the comptroller's role to the economic, political, and social environment of the military organization and its mission.

### **Professional Military Comptroller School (PMCS) - Air University, Center for Professional Development, Maxwell Air Force Base, Alabama (Continued)**

#### **PURPOSE (Continued):**

- To expand the resource manager's knowledge of issues and policies affecting defense resource allocation and military readiness.
- To enhance with a generalist perspective, the individual's comprehension of the academic disciplines essential to effective comptrollership at a high level of professional competence in the Department of Defense.

#### **TARGET CAREER PHASE:** Manager

**DESCRIPTION:** Six-week professional development education course conducted five times a year for mid-career and senior resource managers in the Department of Defense. The school's program is a combination of faculty and guest lectures, faculty and student led seminars, and student oral presentations and written assignments. Course topics follow the general subject

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areas: financial management at the executive level; information management; comptrollership in operating activities; comptrollership in acquisition and support activities; analysis for resource management; executive communication; economics in resource management; leadership and management; and executive stress and fitness. Graduate, undergraduate, and continuing education hours may be obtained.

NOMINATION PROCEDURES: Minimum grade GS-12/Major; waiver granted only for GS-11 multi-disciplinary and/or multi-command experience. Suspense dates and specific procedures announced annually by OASA (FM&C) message to MACOM/Agency resource managers.

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### 4. Army-Wide Competitive Training Long-Term

Following are descriptions of the principal Army-wide competitive training programs. All CP 11 personnel at the targeted grade levels are equally eligible to compete for these programs. For the Senior Service Colleges and Fellowships, the nomination and selection process is managed through the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs (OASA M&RA)). Additional details are included in the "Catalog of Civilian Training, Education & Professional Development Opportunities," published each fiscal year by the OASA (MR&A) and distributed through civilian personnel channels. The catalog is also available on the World Wide Web. The address is <http://www.cpol.army.mil/>.

#### National War College (NWC) - Fort McNair, Washington, DC

##### EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

PURPOSE: To prepare selected personnel for high-level policy, command, and staff responsibilities by acquiring knowledge of national security strategy.

TARGET CAREER PHASE: Manager/1 slot Army-wide

DESCRIPTION: The curriculum focuses on broad-based national security decision-making for senior policy makers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events. The curriculum consists of interrelated courses that are presented in a balanced mix of seminars and lectures. The program employs the case-study method, complemented by extensive student reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program.

NOMINATION PROCEDURES: Minimum grade GS-14. Suspense dates (usually November 1 of each year to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA)). Candidates nominated for this course **must** build in sufficient lead-time based on Installation and MACOM level approval processes.

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### **Industrial College of the Armed Forces (ICAF) - Fort McNair, Washington, DC**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**PURPOSE:** To prepare selected personnel for senior leadership and staff positions by conducting postgraduate, executive-level courses of study and associated research dealing with the resource component of national power, with special emphasis on materiel security strategy for peace and war.

**TARGET CAREER PHASE:** Manager/10 slots (7 for Acquisition Corps)

**DESCRIPTION:** The curriculum focuses on broad-based national security decision-making for senior policy makers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events. The curriculum consists of interrelated courses that are presented in a balanced mix of seminars and lectures. The program employs the case-study method, complemented by extensive student reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program.

**NOMINATION PROCEDURES:** For grades GS-14/15. Suspense dates (usually 1 November of each year to the OASA (M&RA)/civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA). Candidates nominated for this course **must** build in sufficient lead-time based on Installation and MACOM level approval process.

### **Army War College (AWC) - Carlisle Barracks, PA - Resident**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)

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### Army War College (AWC) - Carlisle Barracks, PA - Resident (Continued)

- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

PURPOSE: To prepare selected personnel for leadership responsibilities in a strategic security environment during peace and war.

TARGET CAREER PHASE: Manager/10 slots Army wide

DESCRIPTION: Ten to twelve month professional development course focusing on the role of land power, as part of a joint or combined force, in support of the US national military strategy. The curriculum emphasizes theory, concepts, systems and the national security decision making process. It teaches through numerous case studies, exercises and war games. The student seminar group is the fundamental learning vehicle at the school.

Nomination procedures: For grades GS-14/15 and high potential GS-13s. Suspense dates (usually 1 November of each year) to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA). Candidates nominated for this course **must** build in sufficient lead-time based on Installation and MACOM level approval process.

### Army War College (AWCC) - Corresponding Studies

#### EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

PURPOSE: Same as above

TARGET CAREER PHASE: Manager/2 slots Army wide

DESCRIPTION: Two year professional development course, including 22 resident academic days during midcourse and end-of-course periods.

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### **Army War College (AWCC) - Corresponding Studies (Continued)**

**NOMINATION PROCEDURES:** For grades GS-14/15 and high potential GS-13s. Suspense dates (usually 1 November of each year) to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA).

### **Army Congressional Fellowship Program (ACFP) - Washington, DC**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**PURPOSE:** Provides assignments for personnel whose current or prospective positions may require working knowledge of the operations of the Congress.

**TARGET CAREER PHASE:** Managers/1-2 slots Army wide

**DESCRIPTION:** Six or 12-month professional development assignment, providing instruction and hands-on experience in a congressional office through training and developmental activities including three weeks of intensive briefings on the operations and organization of the Congress; a full-time assignment on the staff of a member, committee, or support agency or organization of the Congress; and frequent seminars during the work assignment on Capitol Hill.

**NOMINATION PROCEDURES:** For grades GS-14/15. Suspense dates (usually November 1 of each year) to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA).

### **Secretary of the Army Research and Study Fellowships (SARSF)**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)

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### **Secretary of the Army Research and Study Fellowships (SARSF) (continued)**

- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

#### **PURPOSE:**

- To support study and research on selected projects relevant to the Army's mission.
- To develop and increase the use of the best talents among Army career civilians.
- To support basic creativity of selected individuals.

**TARGET CAREER PHASE:** Managers/1-5 slots Army wide

**DESCRIPTION:** Fellowships are awarded for 6 to 12 months to include study or research at institutions of higher learning or in comparable educational or research environments which best support the project.

**NOMINATION PROCEDURES:** For grades GS-12 and above. Suspense dates (usually 1 November of each year) to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA).

### **Defense Leadership and Management Program (DLAMP)**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**PURPOSE:** On April 11, 1997, the Deputy Secretary of Defense authorized this program through Department of Defense Directive 1430.16. The purpose of DLAMP is to establish a DOD-wide program for developing future civilian leaders with a DOD-wide capability to: Enable them to assume broader responsibility in an increasingly complex environment; Expand

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### Defense Leadership and Management Program (DLAMP) - (Continued)

their knowledge of the Department's national security mission; Strengthen communication and trust among senior military and civilian leaders.

DLAMP also fulfills the mandate of the 1995 Commission on Roles and Missions of the Armed Forces for rotational assignments, a structured educational system, and enhanced opportunities to attend military service schools and replacements for those attending long-term training.

DESCRIPTION: DLAMP is a developmental program for those who want to compete for DoD leadership positions. The developmental program consists of four elements: (1) a rotational assignment of at least 12 months; (2) course of professional military education (either three months program taught by the National Defense University or the full 10-month program of instruction taught by one of the component Senior Service Colleges); (3) a minimum of 10 graduate-level courses in leadership and management subjects relevant to the Department of Defense; and (4) component and occupation-specific developmental courses that complement DLAMP. For Army participants, these comprise the leader development core curriculum, to include the Sustaining Base Leadership and Management (SBLM) Program at the AMSC, and occupational training requirements documented in Army Civilian Training, Education and Development System (ACTEDS) plans.

DLAMP leadership positions comprise up to 10 percent of component-managed positions in GS-14, 15, and the Senior Executive Service (or equivalent) across the Department of Defense. These are positions that require a Department-wide perspective; have responsibility for people, policy, programs and other resources of broad significance; or that dedicate a preponderance of duties to supporting joint war fighting capability. The DLAMP Executive Board has not designated leadership positions. Incumbents of designated positions will not be adversely affected.

Each participant will continue to officially occupy his/her position of record during the period of training. Completion of the program may take up to six years, incrementally. It is expected that the previous education and experience of some participants may fulfill some of the requirements of the DLAMP developmental program. Development will be guided by an individual development plan. DLAMP includes a formal mentoring program.

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### 5. Army-Wide Competitive Training - Short-Term

Following are descriptions of the principal Army-wide short-term competitive training programs. All CP 11 personnel at the targeted grade levels are equally eligible to compete for these programs. The nomination and selection process is managed through the chain of command by the Office of the Assistant Secretary of Army (Manpower and Reserve Affairs) (OASA (M&RA)).

#### **Logistics Executive Development Course (LEDC) - Fort Lee, Virginia**

##### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**PURPOSE:** To prepare selected personnel for high-level policy, command, and staff responsibilities by acquiring knowledge of national security strategy.

**TARGET CAREER PHASE:** Manager (GS-14/15)

**DESCRIPTION:** Ten-week professional development course offered twice a year focusing on national security policy and strategy with a joint, multi-service perspective. The curriculum is designed to expand and deepen students' knowledge of national security matters and to sharpen their analytical skills. The academic program consists of prescribed core courses, advanced studies, and regional studies. Teaching methods include lectures, seminar discussions, case studies, and student exercises. The core curriculum provides students an understanding of the development and implementation of national security policy and strategy. It addresses the domestic and international contexts within which policy and strategy are developed, examines the national security decision making process, and focuses on the formulation and conduct of national security strategy, military strategy, and joint operations. Completion of the curriculum meets the educational requirements for Joint Specialty Officers.

**NOMINATION PROCEDURES:** Minimum grade GS-14. Suspense dates (usually November 1 of each year) to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA).

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### **Sustaining Base Leadership and Management Program - Army Management Staff College (AMSC) - Fort Belvoir, VA**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

#### **TARGET CAREER PHASE: Manager**

**PURPOSE:** To provide advanced professional development across functional areas in the sustaining base and to provide key civilians with comprehensive training comparable to that provided military officers in the Staff and War Colleges.

**DESCRIPTION:** Educates Army leaders in functional relationships, philosophies, and systems relevant to the sustaining base environment, which includes functions such as resource management, personnel management, logistics management, and installation management, and includes TDA organizations such as installations, major headquarters, depots, research and development centers, and medical centers both in CONUS and overseas. Emphasizes development of a broad-based perspective on how the Army runs. Topics include: military forces and doctrine, national policy and strategic studies, force integration, resource management, acquisition and logistics, installation management, leadership and management, information management, communicative arts, personnel management systems, and health and fitness.

**NOMINATION PROCEDURES:** GS-12/13/14 (GS-15s and exceptional GS-11s may request a waiver to policy). Suspense dates to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures are announced periodically by OASA (M&RA). Selection is made by a DA Secretariat Board.

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### 6. Senior Executive Service (SES) Development

Statute requires the continuing professional development of SES members. The SES Development Program is customer-focused and combines mandatory and optional institutional training, operational assignments, and self-development activities. Mandatory development courses facilitating the transition to SES are:

#### a. Courses for New SES Members

#### APEX Orientation Program Objectives - HQDA, Washington, DC

##### EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

TARGET CAREER PHASE: Mandatory General Officers and SES Members (within 1 year of appointment to the SES)

PURPOSE: The objective of the APEX orientation course is to improve the newly appointed executive's effectiveness on the job through enhanced leadership and decision making strategies, an increased understanding of the Department's structure and processes critical to its operation, the integration of DOD and Component priorities, and by fostering a sense of jointness.

DESCRIPTION: The program addresses issues and topics of common concern, regardless of Component affiliation including DOD goals and priorities; the Joint Chiefs and Joint Commands; Component plans and perspectives; Service structures; acquisition; budget and financial administration; personnel and resources; leadership; evolving issues; logistics; diversity; ethics; integrity; conflict of interest; and protocol. The program includes a one-week residential seminar and a week of travel to four Unified Combatant Commands and neighboring military installations. The purpose of the travel week is to enhance the participants' knowledge of the joint military environment and give them a greater appreciation of the roles and responsibilities of U.S. service members.

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### **Senior Executive Service (SES) Orientation Course - Assistant Secretary of the Army (Manpower & Reserve Affairs) U.S. Army SES Office, Washington, DC 20310-0111**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Executive/General Officer

**PURPOSE:** To assist newly appointed SES members in the transition to the Army's Executive Team.

**DESCRIPTION:** The orientation provides insights on the strategic and operational challenges faced by senior leaders and strategies and competencies required for success in the SES.

### **Force Management Course for Senior Leaders - Army Force Management School, Humphreys Hall Fort Belvoir, VA 22060**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Executive/General Officer (within one year of appointment to the SES)

## **ANNEX B**

### **Force Management Course for Senior Leaders - Army Force Management School, Humphreys Hall Fort Belvoir, VA 22060 (Continued)**

**PURPOSE:** To familiarize senior leaders with the how and why of determining force requirements and alternative means of resourcing requirements in order to accomplish Army functions and missions as related to their executive management positions within the joint/combined arena.

**DESCRIPTION:** The school will provide information packets approximately four weeks prior to the course date.

### **Equal Opportunity Training For General Officers and SES - Defense Equal Opportunity Management Institute (DEOMI). Patrick AFB, FL 32925-3399**

**TARGET CAREER PHASE:** Executive/General Officer (within one year of appointment to the SES)

**PURPOSE:** To enhance the leadership skills required to manage a diverse workforce effectively.

**DESCRIPTION:** DEOMI will provide information packets approximately four weeks prior to the course date. Participants will be asked to complete an EO/EEO Climate Survey prior to course date.

### **Leadership Development Program (LDP)**

**EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

## **ANNEX B**

### **Leadership Development Program (LDP) - (Continued)**

**TARGET CAREER PHASE:** Executive, General Officers and SES Members

**PURPOSE:** To provide the opportunity to stimulate a process of growth to help senior leaders become more successful and productive in their work and personal lives and more effective in leading others to do the same.

**DESCRIPTION:** To build the confidence needed for leadership; increase the motivation and ability to set and achieve organizational and personal goals; stimulate personal and career growth through self-directed development; and, improve management skills by identifying strengths and weaknesses as perceived by others.

(Note: This course is highly desirable for individuals in grades GS-13, GS-14 and GS-15 level. SES members who attended the course previously may elect to attend a higher-level leadership course at the Center for Creative Leadership)

### **OPM -- Senior Executive Service Briefing for New Executives**

**EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**TARGET CAREER PHASE:** Executive/General Officer

**DESCRIPTION:** The SES Briefing covers topics of interest to Government executives and provides insights on domestic and foreign policy issues. Topics include: The SES: Past, Present & Future, working with congress, and critical issues facing executive branch departments and agencies. The program concludes with a Judge administering the oath of office.

### **Continuing Professional SES Development**

Optional developmental seminars and courses designed to enhance the leadership skills of seasoned executives are available from a variety of sources. Eligible Career SES may apply for sabbaticals to broaden their experience. Some sources and types of optional developmental seminars and courses are listed below:

## ANNEX B

### **National Security Decision-Making Seminar**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**DESCRIPTION:** The seminar focuses on decision-making skills and the psychology of crisis management and stress, and its effects on the nature of national security decisions and policies. It features a Civil War Staff Ride over a battlefield. This staff ride will examine current and past issues such as the relationship between strategy and policy, civilian-military relations, policy formulation, and decision-making. Lessons learned by examining the two great battles will help participants draw conclusions relative to the manner in which the Department of Defense conduct business today. Guest speakers and group discussions in the evening will capture the significance of these historic Civil War events and relate them to current issues facing today's decision-makers.

### **National Security Leadership Course**

#### **EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

**DESCRIPTION:** The course provides a comprehensive understanding of the strategic context and underpinnings of U.S. national security and enhance the leadership skills necessary to overcome the internal and external impediments to the decision-making process in the rapidly evolving national security environment . It features case studies, simulations, and small group discussions and a 2-day Civil War Staff Ride. The staff ride examines current and past issues such as the relationship between strategy and policy, civilian-military relations, policy formulation, and decision-making.

## ANNEX B

### Program for Senior Managers in Government

#### EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

DESCRIPTION: This course addresses the complex problems faced by senior executives, including: planning coherent strategies, organization policy making processes, mobilizing support in an environment of shared responsibility, structuring credibility with the media, oversight modes, interest groups and special constituencies.

ANNEX B

FUNCTIONAL TRAINING PLANS

**a. MULTI-DISCIPLINED FINANCIAL ANALYST**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>INTERN/ ENTRY LEVEL</b>	<b>5/7/9</b>	<b>MANDATORY  PRIORITY 1</b>	
		<b>Planning, Programming, Budgeting and Execution System Course</b> U.S. Finance School Fort Jackson, SC (1 week, 4 days) <i>(See Annex E)</i>	M-12, M-13, M-14, M-15
		<b>Fiscal Law Course</b> Judge Advocate General's School Charlottesville, VA (4.5 days) <i>(See Annex E)</i>	M-03, M-05, M-06, M-12, M-22, M-23
		<b>Intern Leadership Development Course</b> <i>(See Annex B &amp; E)</i>	M-28, M-29, M-37, M-38
		<b>Action Officer Development Course</b> <i>(See Annex B)</i>	M-18, M-19, M-34, M-40
		<b>Analysis Course</b> <i>(See Annex E &amp; F)</i>	M-24, M-55, M-57
		<b>One Financial Stewardship Course</b> <i>(See Annex E &amp; F)</i>	M-1, M-2, M-3, M-4, M-7, M-8, M-9, M-10, M-11, M-12, M-13, M-14, M-15, M-22, M-23, M-43, M-44, M-45, M-46, M-47, M-48, M-49, M-50
		<b>One Financial Decision Support Course</b> <i>(See Annex E &amp; F)</i>	M-5, M-6, M-16, M-17 M-24, M-25, M-26, M-32, M-33, M-40, M-41 M-42, M-52, M-53, M-54, M-55, M-56, M-57, M-58

**ANNEX B  
FUNCTIONAL TRAINING PLANS**

**a. MULTI-DISCIPLINED FINANCIAL ANALYST**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>INTERN/ ENTRY LEVEL</b>	<b>5/7/9</b>	<b>Data Collection and Analysis Course</b> Course # PGM7 7001 U.S. Department of Agriculture <i>(Annex E)</i>	M-16, M-47
		<b>Army Comptroller Course</b> Syracuse University, Syracuse, NY <i>(See Annex B &amp; E)</i>	M-12, M-13, M-14, M-15 M-54, M-55, M-56, M-57
		<b>Two Leadership &amp; Organizational Management Course</b> <i>(See Annex E and F)</i>	M-18, M-19, M-20, M-21 M-27, M-28, M-29, M-30 M-31, M-34, M-35, M-36, M-37, M-38, M-39, M-59, M-60, M-61, M-62
		<b>Two Performance Enhancing Job Experiences (Rotational Assignments)</b>	
		<b>PRIORITY 2</b>	
		<b>Activity Based Costing</b> Graduate School, USDA <i>(See Annex E)</i>	M-04, M-14, M-16, M-17, M-32, M-48, M-50
		<b>Performance Measurement: Financial and Program Evaluation</b> Graduate School, USDA <i>(See Annex E)</i>	M-52, M-53, M-54, M-55, M-56, M-57, M-58
		<b>Cost Accounting Concepts</b> Graduate School, USDA <i>(See Annex E)</i>	M-02, M-25
		<b>Budgeting and Accounting for Revolving Funds</b> Graduate School, USDA <i>(See Annex E)</i>	M-26, M-46, M-48
		<b>Basic Government Auditing</b> Graduate School, USDA <i>(See Annex E)</i>	M-11

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**a. MULTI-DISCIPLINED FINANCIAL ANALYST**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>INTERN/ ENTRY LEVEL</b>	<b>5/7/9</b>	<b>PRIORITY 3</b>	
		<b>Budget Execution</b> Graduate School, USDA <i>(See Annex E)</i>	M-12
		<b>Budget Formulation</b> Graduate School, USDA <i>(See Annex E)</i>	M-12
		<b>The Federal Budget Process Reporting Budget Executions</b> Graduate School, USDA <i>(See Annex E)</i>	M-03, M-23, M-46
		<b>Federal Appropriations Law</b> Graduate School, USDA <i>(See Annex E)</i>	M-03, M-22, M-23
		<b>Federal Appropriations Law Update</b> Graduate School, USDA <i>(See Annex E)</i>	M-22, M-23
		<b>Budget Justification and Presentation</b> Graduate School, USDA <i>(See Annex E)</i>	M-12
		<b>Performance Base Budgeting</b> Graduate School, USDA	M-14, M-15
<b>SPECIALIST/ JOURNEY LEVEL</b>	<b>9/11/12</b>	<b>MANDATORY PRIORITY 1</b>	
		<b>Management Analysis: Data Gathering</b> Graduate School, USDA	M-40

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**a. MULTI-DISCIPLINED FINANCIAL ANALYST**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>SPECIALIST/ JOURNEY LEVEL</b>	<b>9/11/12</b>	<b>One Financial Stewardship Course</b> <i>(See Annex E &amp; F)</i>	M-1, M-2, M-3, M-4, M-7, M-8, M-9, M-10, M-11, M-12, M-13, M-14, M-15, M-22, M-23, M-43, M-44, M-45, M-46, M-47, M-48, M-49, M-50, M-5
		<b>One Financial Decision Support Course</b> <i>(See Annex E &amp; F)</i>	M-5, M-6, M-16, M-17, M-24, M-25, M-26, M-27, M-28, M-29, M-30, M-31, M-32, M-33, M-40, M-41, M-42, M-52, M-53, M-54, M-55, M-56
		<b>PRIORITY 1</b> <b>One Leadership &amp; Organizational Management Course</b> <i>(See Annex E &amp; F)</i>	M-18, M19, M-20, M-21 M-34, M-35, M-36, M-37, M-38, M-39, M-59, M-60, M-61, M-62
		<b>Two Performance Enhancing Job Experiences</b>	
		<b>PRIORITY 2</b> <b>Army Comptroller Course (ACC)</b> Syracuse University, Syracuse, NY <i>(See Annex B &amp; E)</i>	M12, M-13, M-14, M-15, M-54, M-55, M-56, M-57
		<b>or</b> <b>Professional Resource Management Course (PRMC) (4 weeks)</b> Syracuse University, Syracuse, NY <i>(See Annex B &amp; E)</i>	M-13, M-14, M-15, M16
		<b>and</b>	
		<b>Professional Military Comptroller School (PMCS) (6 weeks)</b> Maxwell AFB, AL <i>(See Annex B &amp; E)</i>	M-18, M-19, M-21, M-22 M-34, M-35, M-37

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**a. MULTI-DISCIPLINED FINANCIAL ANALYST**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>SPECIALIST/ JOURNEY LEVEL</b>	<b>9/11/12</b>	<b>Sustaining Base Leadership and Management (SBLM) Program</b> Army Management Staff College Fort Belvoir, VA (12 weeks) <i>(See Annex B, E &amp; F)</i>	M-18, M-19, M-21, M-22 M-34, M-35, M-37, M-48
		<b>Leadership Education and Development Course</b> Center for Army Leadership Fort Leavenworth, KS <i>(See Annex B, E &amp; F)</i>	M-18, M-19, M-21, M-22 M-34, M-35, M-37
<b>MANAGER</b>	<b>13/14/15</b>	<b>MANDATORY PRIORITY 1</b> <b>One Financial Stewardship Course</b> <i>(See Annex E &amp; F)</i>	M-1, M-2, M-3, M-4, M-7, M-8, M-9, M-10, M-11, M-12, M-13, M-14, M-15, M-22, M-23, M-43, M-44, M-45, M-46, M-47, M-48, M-49, M-50, M-51
		<b>One Financial Decision Support Course</b> <i>(See Annex E &amp; F)</i>	M-5, M-6, M-16, M-17, M-24, M-25, M-26, M-27, M-28, M-29, M-30, M-31, M-32, M-33, M-40, M-41, M-42, M-52, M-53, M-54 M-55, M-56
		<b>One Leadership &amp; Organizational Management Course</b> <i>(See Annex E &amp; F)</i>	M-18, M-19, M-20, M-21 M-34, M-35, M-36, M-37, M-38, M-39, M-59, M-60, M-61, M-62
		<b>Supervisory Development Course</b> Graduate School, USDA <i>(See Annex B, E &amp; F)</i>	SU-01, SU-02, SU-03, SU-04, SU-05, SU-06

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**a. MULTI-DISCIPLINED FINANCIAL ANALYST**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>MANAGER</b>	<b>13/14/15</b>	<b>Two Performance Enhancing Job Experiences</b>	
		<b>PRIORITY 2</b>	
		<b>Sustaining Base Leadership and Management (SBLM)Program</b> Army Management Staff College Fort Belvoir, VA <i>(See Annex B,E, F)</i>	M-18, M-19, M-21, M-22 M-34, M-35, M-37, M-48
		<b>Organizational Leadership for Executives</b> <i>(See Annex B &amp; E)</i>	M-34, M-35, M-36, M-37 M-38, M-39
		<b>Personnel Management for Executives I &amp; II</b> <i>(See Annex B &amp; E)</i>	M-34, M-35, M-36, M-37 M-38, M-39
		<b>Senior Service College</b> <i>(See Annex B, E &amp; F)</i>	M-34, M-35, M-36, M-37 M-38, M-39
		<b>Professional Resource Management Course (PRMC)</b> Syracuse University, NY (4 weeks) <i>(See Annex B &amp; E)</i>	M-59, M60, M-61, M-62
		<b>and</b>	
		<b>Professional Military Comptroller School (PMCS)</b> Maxwell AFB, AL (6 weeks) <i>(See Annex B &amp; E)</i>	M-13, M-14, M-15, M16

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**a. MULTI-DISCIPLINED FINANCIAL ANALYST**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>EXECUTIVE</b>	<b>SES</b>	<b>MANDATORY</b>	
		<b>PRIORITY 1</b>	
<b>EXECUTIVE</b>	<b>SES</b>	<b>Two Leadership &amp; Organizational Management Courses</b> <i>(See Annex E &amp; F)</i>	M-18, M19, M-20, M-21 M-34, M-35, M-36, M-37, M-38, M-39, M-59, M-60, M-61, M-62
		<b>PRIORITY 1</b>	
		<b>One Financial Stewardship Course</b> <i>(See Annex E &amp; F)</i>	M-1, M-2, M-3, M-4, M-7, M-8, M-9, M-10, M-11, M-M12, M-13, M-14, M-15, M-22, M-23, M-43, M-44, M-45, M-46, M-47, M-48, M-49, M-50, M-51
		<b>One Financial Decision Support Course</b> <i>(See Annex E &amp; F)</i>	M-5, M-6, M-16, M-17, M-24, M-25, M-26, M-27, M-28, M-29, M-30, M-31, M-32, M-33, M-40, M-41, M-42, M-52, M-53, M-54 M-55, M-56

**ANNEX B**

**FUNCTIONAL TRAINING PLANS**

**b. ACCOUNTING**

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>CP 11 COMPETENCIES</u>
		<b>UNIVERSAL TRAINING</b>	
<b>INTERN/ENTRY LEVEL</b>	<b>5/7/9</b>	<b>PRIORITY 1: MANDATORY</b>	
		<b>PRIORITY 1</b>	
		<b>Planning, Programming, Budgeting and Execution System Course</b>	A-01
		U.S. Finance School Fort Jackson, SC (1 week, 4 days) <i>(See Annex E)</i>	
		<b>Fiscal Law Course</b>	A-12, A-13, A-26
		Judge Advocate General's School Charlottesville, VA (4.5 days) <i>(See Annex E)</i>	
		<b>Intern Leadership Development Course</b>	M-28, M-29, M-37, M-38
		<i>(See Annex B &amp; E)</i>	
		<b>Action Officer Development Course</b>	M-18, M-19, M-34, M-40
		<i>(See Annex B)</i>	
<b>One Financial Stewardship Course</b>	A-17, A-25, A-15, A-16		
<b>Analysis Course</b>	A-22		
<i>(See Annex E &amp; F)</i>			
<b>Two Performance Enhancing Job Experiences (Rotational Assignments)</b>			
<b>PRIORITY 2:</b>			
<b>Advanced Management Accounting and Analysis</b>	A-02, A-04, A-09		
US Army Finance School Fort Jackson, SC (2 weeks) <i>(See Annex E)</i>			

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**FUNCTIONAL TRAINING PLANS**

**b. ACCOUNTING**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>INTERN/ ENTRY LEVEL</b>	<b>5/7/9</b>	<b>PRIORITY 2</b>	
		<b>Accounts Payable</b>	A-23, A-24, A-25, A-26
		US Army Finance School Fort Jackson, SC (1 week, 3 days) <i>(See Annex E)</i>	
		<b>Introduction to Financial Management</b>	AD-20, AD-15, A-14
		Graduate School, US Department of Agriculture and Regional Training Centers (3 days) <i>(See Annex E)</i>	
		<b>Military Accounting</b>	A-01, A-02, A-09
		US Army Finance School Fort Jackson, SC (3 weeks, 2 days) <i>(See Annex E &amp; F)</i>	
		<b>PRIORITY 3:</b>	
		<b>Basic Management Statistics</b>	A-06, A-07, A-08, A-15, A-16, A-17, A-18, A-19, A-20, A-23, A-24, A-25
		Graduate School, US Department of Agriculture (5 days) <i>(See Annex E)</i>	

**FUNCTIONAL TRAINING**

<b>PRIORITY 3</b>	
<b>Budget Execution</b>	A-01, A-02, A-03, A-06, A-13,
Graduate School, US Department of Agriculture and Regional Training Centers (4 days) <i>(See Annex E)</i>	

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**FUNCTIONAL TRAINING PLANS**

**b. ACCOUNTING**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>INTERN/ ENTRY LEVEL</b>	<b>5/7/9</b>	<b>Budget Formulation</b> Graduate School, US Department of Agriculture and Regional Training Centers(4 days) <i>(See Annex E)</i>	A-01, A-03, A-11, A-19
		<b>Economic Analysis for Decision Making</b> Graduate School, US Department of Agriculture (2 weeks) <i>(See Annex E)</i>	A-07, A-09
		<b>PRIORITY 3</b> <b>Introduction to Financial Management</b> Graduate School, US Department of Agriculture and Regional Training Centers (3 days) <i>(See Annex E &amp; F)</i>	A-01, A-02, A-09
		<b>Resource Management Budget</b> US Army Finance School Fort Jackson, SC (2 weeks) <i>(See Annex E &amp; F)</i>	A-01, A-03, A-06, A-08, A-09, A-10, A-11, A-13, A-19, A-20, A-21, A-23, A-26
<b>SPECIALIST/ JOURNEY LEVEL</b>	<b>9/11/12</b>	<b>PRIORITY 2:</b> <b>Federal Appropriation Law</b> Graduate School, US Department of Agriculture and Regional Training Centers (3 days) <i>(See Annex B &amp; E)</i>	A-01, A-03, A-11, A-13, A-26
		<b>Sustaining Base Leadership and Management (SBLM)Program</b> Army Management Staff College Fort Belvoir, VA (12 weeks) <i>(See Annex B, E &amp; F)</i>	A-01, A-10,

**ANNEX B**

**FUNCTIONAL TRAINING PLANS**

**b. ACCOUNTING**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>SPECIALIST/ JOURNEY LEVEL</b>	<b>9/11/12</b>	<b>Professional Resource Management Course (PRMC) (4 weeks)</b> Syracuse University, Syracuse, NY <i>(See Annex B &amp; E)</i> <b>and</b>	A-01, A-07, A-09, A-10
		<b>Professional Military Comptroller School (PMCS)</b> Maxwell AFB, AL (6 weeks)	A-01, A-09, A-10, A-11, A-13, A-14
		<b>Leadership Education and Development Course</b> Center for Army Leadership Fort Leavenworth, KS <i>(See Section B &amp; E)</i>	M-18, M-19, M-21, M-22 M-34, M-35, M-37
		<b>PRIORITY 3:</b>  <b>Basic Agency Software Training</b> <i>(See Annex E)</i>	A-05, A-10, A-16, A-27
		<b>Federal Appropriation Law Update</b> Graduate School, US Department of Agriculture and Regional Training Centers (1 day) <i>(See Annex E)</i>	A-01, A-03, A-11, A-13, A-26
<b>MANAGER</b>	<b>13/14/15</b>	<b>PRIORITY 1</b> <b>Supervisory Development Course</b> <i>(See Annex B, E &amp; F)</i>	SU-01, SU-02, SU-03, SU-04, SU-05, SU-06
		<b>PRIORITY 2</b> <b>Professional Resource Management Course (PRMC) (4 weeks)</b> Syracuse University, Syracuse, NY <i>(See Annex B &amp; E)</i>	A-01, A-07, A-09, A-10

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FUNCTIONAL TRAINING PLANS

b. ACCOUNTING

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>CP 11 COMPETENCIES</u>
MANAGER	13/14/15	and	
		<b>Professional Military Comptroller School (PMCS) (6 weeks)</b> Maxwell AFB, AL <i>(See Annex B &amp; E)</i>	A-01, A-09, A-10, A-11, A-13, A-14
		<b>Sustaining Base Leadership and Management (SBLM) Program</b> Army Management Staff College Fort Belvoir, VA <i>(See Annex B, E &amp; F)</i>	A-01, A-10
		<b>Two Performance Enhancing Job Experiences</b>	
		<b>PRIORITY 2</b>	
		<b>Organizational Leadership for Executives</b> <i>(See Annex B &amp; E)</i>	SU-04, SU-06
		<b>Personnel Management for Executives I &amp; II</b> <i>(See Annex B &amp; E)</i>	SU-03, SU-04, SU-06 SU-05
		<b>Senior Service College</b> <i>(See Annex B, E &amp; F)</i>	M-59, M-60, M-61, M-62

**ANNEX B**

**FUNCTIONAL TRAINING PLANS**

**c. AUDITING**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>INTERN/ENTRY LEVEL</b>	<b>5/7/9</b>	<b>PRIORITY 1</b>  <b>MANDATORY</b>	
		<b>Planning, Programming, Budgeting and Execution System Course</b> U.S. Finance School Fort Jackson, SC (1 week, 4 days) <i>(See Annex E)</i>	AD-03
		<b>Fiscal Law Course</b> Judge Advocate General's School Charlottesville, VA (4.5 days) <i>(See Annex E)</i>	AD-03, AD-08, AD-11
		<b>Intern Leadership Development Course</b> <i>(See Annex B &amp; E)</i>	M-28, M-29, M-37, M-38
		<b>Action Officer Development Course</b> <i>(See Annex B)</i>	M-18, M-19, M-34, M-40
		<b>One Financial Stewardship Course</b> <i>(See Annex E &amp; F)</i>	AD-08, AD-23 AD-25, AD-26
		<b>Analysis Course</b> <i>(See Annex E &amp; F)</i>	AD-11, AD-12, AD-15 AD-17, AD-19
		<b>Two Performance Enhancing Job Experiences (Rotational Assignments)</b>	
<b>STAFF AUDITOR</b>	<b>5/7/9</b>	<b>PRIORITY 1:</b>	
		<b>Basic Software Training</b> US Army Audit Agency Various Locations (4 days) <i>(See Annex E)</i>	AD-06, AD-07, AD-14

ANNEX B

FUNCTIONAL TRAINING PLANS

c. AUDITING

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>CP 11 COMPETENCIES</u>
STAFF AUDITOR	9/11	<b>PRIORITY 1</b>	
		<b>Basic Communications</b> U.S. Army Audit Agency Various Locations (4 days) (See Annex E)	AD-17, AD-18, AD-23
		<b>Two Performance Enhancing Job Experiences</b>	
		<b>PRIORITY 2:</b>	
		<b>Army Comptroller Course</b> Syracuse University Syracuse, NY (See Annex B & E)	AD-03, AD-23
LEAD AUDITOR	9/11	<b>PRIORITY 1:</b>	
		<b>Fraud Awareness</b> U. S. Army Audit Agency Various Locations (3 days) (See Annex E)	AD-06, AD-25
		<b>Statistical Sampling</b> Institute of Internal Auditors Correspondence Course (See Annex E)	AD-01
LEAD AUDITOR/ AUDITOR-IN- CHARGE	12	<b>PRIORITY 1</b>	
		<b>Senior Course Tracks</b> US Army Audit Agency Various Locations (5 days) (See Annex E)	AD-02, AD-03, AD-18, AD-22
		<b>Two Performance Enhancing Job Experiences</b>	

**ANNEX B**

**FUNCTIONAL TRAINING PLANS**

**c. AUDITING**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>LEAD AUDITOR/ AUDITOR-IN- CHARGE</b>	<b>12</b>	<b>PRIORITY 2</b>	
		<b>Professional Resource Management Course (PRMC)</b> Syracuse University, Syracuse, NY (4 weeks) <i>(See Annex B &amp; E)</i> <b>and</b>	AD-15, AD-18, AD-19 AD-24
		<b>PRIORITY 2</b> <b>Professional Military Comptroller School (PMCS)</b> (6 weeks) Maxwell AFB, AL <i>(See Annex B &amp; E)</i>	AD-15, AD-18, AD-19 AD-24
		<b>Sustaining Base Leadership and Management (SBLM) Program</b> Army Management Staff College Fort Belvoir, VA (12 weeks) <i>(See Annex B, E &amp; F)</i>	AD-15, AD-18, AD-19 AD-24
<b>AUDITOR-IN- CHARGE</b>	<b>12/13/14</b>	<b>PRIORITY 2</b>	
		<b>Advanced Communications</b> U.S. Army Audit Agency Various Locations (4.5 days) <i>(See Annex E)</i>	AD-15, AD-16, AD-17 AD-18, AD-21, AD-22, AD-28
<b>LEAD AUDITOR/ AUDITOR-IN- CHARGE/SUPV AUDITOR</b>	<b>12/13/14</b>	<b>Leadership Development Course</b> US Army Audit Agency Various Locations (4.5 days) <i>(See Annex B, E, F)</i>	SU-3, SU-4, SU-5, SU-6
<b>LEAD AUDITOR/ AUDITOR-IN- CHARGE/SUPV AUDITOR</b>	<b>12/13/14/ 15</b>	<b>Advanced Auditing Techniques</b> U.S. Army Audit Agency Various Locations (4.5 days) <i>(See Annex E)</i>	AD-01,AD-06, AD-07, AD-14

**ANNEX B**

**FUNCTIONAL TRAINING PLANS**

**c. AUDITING**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>SUPV AUDITOR/AUDITOR-IN-CHARGE</b>	<b>12/13/14/15</b>	<b>PRIORITY 1</b> <b>Supervising/Managing the Audit</b> U. S. Army Audit Agency Various Locations (4.5 days) <i>(See Annex E)</i>  <b>Two Performance Enhancing Job Experiences</b>	AD-09, AD-21, AD-24, AD-25, AD-28
<b>SUPV AUDITOR</b>	<b>12/13/14/15</b>	<b>Audit Management School</b> US Army Audit Agency Various Locations (4.5 days) <i>(See Annex E)</i>  <b>PRIORITY 1</b> <b>Supervisory Development Course</b> <i>(See Annex B, E &amp; F)</i>  <b>Two Performance Enhancing Job Experiences</b>  <b>PRIORITY 2</b> <b>Army Installation Management Course</b> Army Logistics Management College Fort Lee, VA (3 weeks) (Note: Priority 2 for Chief, Internal Review and Audit Compliance, Installation Level; Priority 3 for other IRAC personnel.)	AD-08, AD-09, AD-25  SU-01, SU-02, SU,03, SU-04, SU-05, SU-06
		<b>Sustaining Base Leadership and Management (SBLM)Program</b> Army Management Staff College Fort Belvoir, VA <i>(See Annex B, E &amp; F)</i>	AD-15, AD-18, AD-19 AD-24

## ANNEX B

### FUNCTIONAL TRAINING PLANS

#### c. AUDITING

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
SUPV AUDITOR	12/13/14/ 15	<b>Leadership Education and Development Course</b> Center for Army Leadership Fort Leavenworth, KS <i>(See Annex B &amp; E)</i>	SU-01, SU-02, SU,03, SU-04, SU-05, SU-06
		<b>Organizational Leadership for Executives</b> <i>(See Annex B &amp; E)</i>	SU-01, SU-02, SU,03, SU-04, SU-05, SU-06
		<b>Personnel Management for Executives I &amp; II</b> <i>(See Annex B &amp; E)</i>	SU-01, SU-02, SU,03, SU-04, SU-05, SU-06
		<b>Senior Service College</b> <i>(See Annex B, E &amp; F)</i>	M-59, M-60, M-61, M-62

#### UNIVERSAL REQUIREMENTS

Comptroller General Standards require that Auditors, GS-05 through GS-15, receive 80 hours of continuing professional education and training within a two-year period, to remain professionally qualified. There must be at least 20 hours in any one year and there should be at least 24 hours of government training during the two years.

**ANNEX B**

**FUNCTIONAL TRAINING PLANS**

**d. COST ANALYSIS**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
		<b>UNIVERSAL TRAINING</b>	
<b>INTERN/ ENTRY LEVEL</b>	<b>5/7/9</b>	<b>MANDATORY</b>	
		<b>PRIORITY 1</b>	
		<b>Planning, Programming, Budgeting and Execution System Course</b> U.S. Finance School Fort Jackson, SC (1 week, 4 days) <i>(See Annex E)</i>	CA-01
		<b>Fiscal Law Course</b> Judge Advocate General's School Charlottesville, VA (4.5 days) <i>(See Annex E)</i>	CA-10, CA-11
		<b>Intern Leadership Development Course</b> <i>(See Annex B &amp; E)</i>	M-28, M-29, M-37, M-38
		<b>Action Officer Development Course</b> <i>(See Annex B)</i>	M-18, M-34, M-40
		<b>One Financial Stewardship Course</b> <i>(See Annex B &amp; E)</i>	M-12, M-13, M-14, M-22 M-23
		<b>Analysis Course</b> <i>(See Annex E &amp; F)</i>	CA-02, CA-04, CA-24, CA-25
		<b>Economic Analysis Course</b> US Army Logistics Management College Fort Lee, VA (3 days) <i>(See Annex B &amp; E)</i>	CA-06, CA-07
		<b>Fundamentals of Cost Analysis</b> Army Logistics Management College Fort Lee, VA (3 weeks) <i>(See Annex B &amp; E)</i>	CA-04, CA-06, CA-25

**ANNEX B  
FUNCTIONAL TRAINING PLANS**

**d. COST ANALYSIS**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>INTERN/ ENTRY LEVEL</b>	<b>5/7/9</b>	<b>Two Performance Enhancing Job Experiences (Rotational Assignments)</b>	
		<b>PRIORITY 2:</b>	
		<b>Introduction to Financial Management</b> Graduate School, US Department of Agriculture and Regional Training Centers (1 week) <i>(See Annex E)</i>	CA-01, CA-12,
		<b>Introduction to Life Cycle Costing</b> US Air Force Institute of Technology Wright-Patterson AFB, OH (2 weeks) <i>(See Annex E)</i>	CA-08, CA-16, CA-17
		<b>Contract Pricing</b> US Air Force Institute of Technology Wright-Patterson AFB, OH (2 weeks) <i>(See Annex E)</i>	CA-10, CA-11, CA-12, CA-24, CA-25
		<b>PRIORITY 3:</b>	
		<b>Budget Execution</b> Graduate School, US Department of Agriculture and Regional Training Centers (4 days) <i>(See Annex E)</i>	CA-01
		<b>Budget Formulation</b> Graduate School, US Department of Agriculture and Regional Training Centers (4 days) <i>(See Annex E)</i>	CA-01
		<b>PRIORITY 3</b>	
		<b>Economic Analysis Course</b> US Army Logistics Management College Fort Lee, VA (4 days)	CA-06, CA-07

**ANNEX B  
FUNCTIONAL TRAINING PLANS**

**d. COST ANALYSIS**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>INTERN/ ENTRY LEVEL</b>	<b>5/7/9</b>	<b>Federal Budget Process</b> Graduate School, US Department of Agriculture and Regional Training Centers (2 days) <i>(See Annex E)</i>	CA-01, CA-10
<b>SPECIALIST/ JOURNEY LEVEL</b>	<b>9/11/12</b>	<b>PRIORITY 1</b>  <b>Economic Analysis Course</b> US Army Logistics Management College Fort Lee, VA (4 days) <i>(See Annex E)</i>  <b>Fundamentals of Cost Analysis</b> US Army Logistics Management College, Fort Lee, VA (3 weeks) <i>(See Annex E)</i>  <b>Two Performance Enhancing Job Experiences</b>	CA-06, CA-07  CA-04, CA-06, CA-25
		<b>PRIORITY 2</b>  <b>Intermediate Cost Analysis</b> US Air Force Institute of Technology Wright-Patterson AFB, OH (3 weeks) <i>(See Annex E)</i>  <b>Decision Risk Analysis</b> US Army Logistics Management College Fort Lee, VA (2 weeks) <i>(See Annex E)</i>	CA-05, CA-09, CA-11  CA-02, CA-05
<b>SPECIALIST/ JOURNEY LEVEL</b>	<b>9/11/12</b>	<b>PRIORITY 2</b>	

**ANNEX B  
FUNCTIONAL TRAINING PLANS**

**d. COST ANALYSIS**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>SPECIALIST/ JOURNEY LEVEL</b>	<b>9/11/12</b>	<b>Army Comptroller Course</b> Syracuse University, Syracuse, NY <i>(See Annex B &amp; E)</i>	CA-01
		<b>Professional Resource Management Course (PRMC)</b> Syracuse University, Syracuse, NY (4 weeks) <i>(See Annex B &amp; E)</i> <b>and</b>	CA-01, CA-02
		<b>Professional Military Comptroller School (PMCS)</b> Maxwell AFB, AL (6 weeks) <i>(See Annex B &amp; E)</i>	CA-01, CA-02
		<b>Operations Research Systems Analysis</b> Continuing Education Program US Army Logistics Management College Lee, VA (1 week) <i>(See Annex E)</i>	CA-24, CA-25
		<b>Operations Research/Systems Analysis</b> Special Topics Seminar US Army Logistics Management College Fort Lee, VA (2-5 days) <i>(See Annex E)</i>	CA-02, CA-05, CA-06
		<b>Resource Management Budget</b> US Army Finance School Fort Jackson, SC (2 weeks) <i>(See Annex B, E &amp; F)</i>	CA-01, CA-10
		<b>Fundamental of Systems Acquisition Management</b> Defense Systems Management College Fort Belvoir, VA (1 week) <i>(See Annex E)</i>	CA-08, CA-10

**ANNEX B  
FUNCTIONAL TRAINING PLANS**

**d. COST ANALYSIS**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>SPECIALIST/ JOURNEY LEVEL</b>	<b>9/11/12</b>	<b>PRIORITY 3:</b>	
		<b>Sustaining Base Leadership and Management (SBLM) Program</b> Army Management Staff College Fort Belvoir, VA (12 weeks) <i>(See Annex E)</i>	CA-01, CA-08, CA-10, CA-21
		<b>Computer Training Course</b> USDA (1 week) <i>(See Annex E)</i>	CA-03, CA-18
		<b>Cost Estimating for Engineers</b> US Army Logistics Management College Fort Lee, VA (2 weeks) <i>(See Annex E)</i>	CA-02, CA-04,
		<b>Cost/Schedule Control Systems Criteria</b> US Air Force Institute of Technology Wright Patterson AFB, OH (3 weeks) <i>(See Annex E)</i>	CA-13, CA-23, CA-24
		<b>Fundamentals of Systems Acquisition Management</b> Defense Systems Management College Fort Belvoir, VA (1 week) <i>(See Annex E)</i>	CA-08, CA-10
		<b>Operations Research Systems Analysis</b> US Army Logistics Management College Fort Lee, VA (I - 5 weeks; II - 9 weeks) <i>(See Annex E)</i>	CA-24, CA-25
<b>MANAGER</b>	<b>13/14/15</b>	<b>PRIORITY 1</b>	
		<b>Supervisory Development Course</b> <i>(See Annex B, E, &amp; F)</i>	SU-01, SU-02, SU-03, SU-04, SU-05, SU-06
		<b>Two Performance Enhancing Job Experiences</b>	

**ANNEX B  
FUNCTIONAL TRAINING PLANS**

**d. COST ANALYSIS**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>MANAGER</b>	<b>13/14/15</b>	<b>PRIORITY 2</b>	<b>CA-01, CA-08, CA-10, CA-21</b>
		<b>Sustaining Base Leadership and Management (SBLM) Program</b> Army Management Staff College Fort Belvoir, VA <i>(See Annex B, E, &amp; F)</i>	<b>SU-01, SU-02, SU,03, SU-04, SU-05, SU-06</b>
		<b>Leadership Education and Development Course</b> Center for Army Leadership Fort Leavenworth, KS <i>(See Annex B, E, &amp; F)</i>	<b>SU-01, SU-02, SU,03, SU-04, SU-05, SU-06</b>
		<b>Organizational Leadership for Executives</b> <i>(See Annex B, E &amp; F)</i>	<b>SU-01, SU-02, SU,03, SU-04, SU-05, SU-06</b>
		<b>Personnel Management for Executives I &amp; II</b> <i>(See Annex B &amp; E)</i>	<b>SU-59, M-60, M-61, M-62</b>
		<b>Senior Service College</b> <i>(See Annex B, E &amp; F)</i>	<b>CA-08, CA-09, CA-10</b>
		<b>PRIORITY 3:</b>	
		<b>System Acquisition Management For General and Flag Officers</b> US Army Logistics Management College Fort Lee, VA (3 weeks 4 days) <i>(See Annex B &amp; E)</i>	

**ANNEX B**

**FUNCTIONAL TRAINING PLANS**

**e. SENIOR EXECUTIVE SERVICE (SES)**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>EXECUTIVE CORE QUALIFICATIONS</u></b>
<b>EXECUTIVE</b>	<b>SES</b>	<b>PRIORITY 3</b>	
		<b>APEX Orientation Program</b>	ECQ1, ECQ2, ECQ3, ECQ4, ECQ5
		HQDA, Washington, DC (2 weeks) <i>(See Annex B, E &amp; F)</i>	
		<b>DoD EO/EEO Training for General Officers (GO)/(SES)</b>	ECQ2, ECQ3, ECQ4, ECQ5
		Defense Equal Opportunity Management Institute, Cocoa Beach, FL (2 days) <i>(See Annex B, E &amp; F)</i>	
		<b>Force Integration (FI) for SES and GO</b>	ECQ1, ECQ2
		HQDA, Washington, DC (1 week) <i>(See Annex B, E &amp; F)</i>	
<b>Leadership Development Program (LDP)</b>	ECQ2, ECQ4, ECQ5		
Center for Creative Leadership (CCL) Fort Leavenworth, KS (1 week) <i>(See Annex B, E &amp; F)</i>			
<b>SES Training Conference</b>	ECQ1, ECQ2, ECQ3, ECQ4, ECQ5		
HQDA, Washington, DC (1 week) <i>(See Annex B, E &amp; F)</i>			
<b>PRIORITY 2</b>			
<b>Systems Acquisition Management (SAM) for General/Flag Officers</b>	ECQ3		
Defense Systems Management College Fort Belvoir, VA (5 days) (For acquisition-related positions only) <i>(See Annex B, E &amp; F)</i>			

**ANNEX B  
FUNCTIONAL TRAINING PLANS**

**e. SENIOR EXECUTIVE SERVICE (SES)**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>EXECUTIVE CORE QUALIFICATIONS</u></b>
<b>EXECUTIVE</b>	<b>SES</b>	<b>PRIORITY 3</b>	
		<b>National Security Management Course</b> Maxwell School, Syracuse University Syracuse, NY (8 weeks) <i>(See Annex B &amp; E)</i>	ECQ1, ECQ5
		<b>National Security Leadership Course</b> Maxwell School, Syracuse University, Syracuse, NY (2 weeks)	ECQ1, ECQ5
		<b>National Security Decision-Making Seminar</b> Maxwell School, Syracuse University Syracuse, NY (2 days) <i>(See Annex B &amp; E)</i>	ECQ1, ECQ5
		<b>Leadership for a Democratic Society</b> Federal Executive Institute (FEI) Charlottesville, VA (4 weeks) <i>(See Annex B)</i>	ECQ1, ECQ5

**ANNEX B**

**FUNCTIONAL TRAINING PLANS**

**ARMY ACQUISITION WORKFORCE**

**f. BUSINESS, COST ESTIMATING AND FINANCIAL MANAGEMENT (CATEGORY K)**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>INTERN/ CERTIFICATION LEVEL 1</b>	<b>5/7/9</b>	<b>PRIORITY 1 MANDATORY</b>	
		<b>Planning, Programming, Budgeting and Execution System Course</b> U.S. Finance School Fort Jackson, SC (1 week, 4 days) <i>(See Annex E)</i>	M-12, M-13, M-14, M-15
		<b>Fiscal Law Course</b> Judge Advocate General's School Charlottesville, VA (4.5 days) <i>(See Annex E)</i>	M-49, M-52, M-53
		<b>Intern Leadership Development Course</b> <i>(See Annex B &amp; E)</i>	M-28, M-29, M-37, M-38
		<b>Action Officer Development Course</b> <i>(See Annex B)</i>	M-18, M-34, M-40
		<b>One Financial Stewardship Course</b> <i>(See Annex E &amp; F)</i>	M-1, M-2, M-3, M-4, M-7, M-8, M-9, M-10, M-11, M-12, M-13, M-14, M-15, M-22, M-23, M-43, M-44, M-45, M-46, M-47, M-48, M-49, M-50, M-51
		<b>Analysis Course</b> <i>(See Annex E &amp; F)</i>	M-24
		<b>Fundamentals of Systems Acquisition Management/ ACQ 101</b> Army Logistics Management College Fort Lee, VA (9 days) <i>(See Annex E)</i>	CA-01, CA-04, CA-08, CA-10, CA-11, CA-12, CA-14, CA-15

**ANNEX B  
FUNCTIONAL TRAINING PLANS**

**ARMY ACQUISITION WORKFORCE**

**f. BUSINESS, COST ESTIMATING AND FINANCIAL MANAGEMENT (CATEGORY K)**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>INTERN/ CERTIFICATION LEVEL 1</b>	<b>5/7/9</b>	<b>PRIORITY 1</b> <b><u>Choose two of the following:</u></b>	
		<b>Fundamentals of Cost Analysis</b> Army Logistics Management College Fort Lee, VA (9 days) <i>(See Annex E)</i>	CA-02, CA-04, CA-05 CA-08
		<b>Fundamentals of Earned Value Management</b> Defense Acquisition University <i>(See Annex E)</i>	CA-11, CA-12, CA-13, CA-24
		<b>Fundamentals of Business Financial Management</b> Defense Acquisition University	CA-01, CA-08, CA-09 CA-10, CA-14
		<b>Two Performance Enhancing Job Experiences (Rotational Assignments)</b>	
		<b>PRIORITY 2 - None</b>	
		<b>PRIORITY 3 – None</b>	
<b>SPECIALIST/ JOURNEY LEVEL/ CERTIFICATION LEVEL 2</b>	<b>11/12</b>	<b>PRIORITY 1</b>	
		<b>Intermediate Systems Acquisition</b> Defense Systems Management College Fort Belvoir, VA (20 days)	CA-02, CA-05, CA-08, CA-09, CA-10, CA-12, CA-13, CA-14, CA-16
		<b>Contractor Finance for Acquisition Managers/ BCF 205</b> Defense Acquisition University	CA-06, CA-10, CA-11, CA-14, CA-24

**ANNEX B  
FUNCTIONAL TRAINING PLANS**

**ARMY ACQUISITION WORKFORCE**

**f. BUSINESS, COST ESTIMATING AND FINANCIAL MANAGEMENT (CATEGORY K)**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>SPECIALIST/ JOURNEY LEVEL/ CERTIFICATION LEVEL 2</b>	<b>11/12</b>	<p><b>PRIORITY 1</b></p> <p><b><u>Complete one of the following:</u></b></p> <p><b>Fundamentals of Cost Analysis BCF 101</b> Defense Acquisition University (See Annex E)</p> <p><b>Fundamentals of Earned Value Management/ BCF 102</b> Defense Acquisition University (15 days) (See Annex E)</p> <p><b>Fundamentals of Business Financial Management BCF103</b> Defense Acquisition University</p> <p><b><u>Complete one of the following:</u></b></p> <p><b>Intermediate Earned Value Management/ BCF 203</b> Defense Acquisition University</p> <p><b>PRIORITY 1</b> <b>Intermediate Cost Analysis/ BCF 204</b> Defense Acquisition University (See Annex E)</p>	<p>CA-02, CA-04, CA-05 CA-08</p> <p>CA-11, CA-12, CA-13, CA-24</p> <p>CA-08, CA-09, CA-10, CA-14</p> <p>CA-13</p> <p>CA-02, CA-04, CA-05</p>

**ANNEX B  
FUNCTIONAL TRAINING PLANS**

**ARMY ACQUISITION WORKFORCE**

**f. BUSINESS, COST ESTIMATING AND FINANCIAL MANAGEMENT (CATEGORY K)**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>SPECIALIST/ JOURNEY LEVEL/ CERTIFICATION LEVEL 2</b>	<b>11/12</b>	<b>Acquisition Business Management/ BCF 201 Defense Acquisition University  Two Performance Enhancing Job Experiences  PRIORITY 2 - None  PRIORITY 3 - None</b>	<b>CA-08</b>
<b>MANAGER CERTIFICATION LEVEL 3</b>	<b>13/14/15</b>	<b>PRIORITY 1  Business, Cost Estimating and Financial Management Workshop/ BCF 301 Defense Acquisition University  PRIORITY 2 - None  PRIORITY 3 - None</b>	<b>CA-01, CA-08, CA-09</b>