

APPENDIX C

Leadership/Management Development Catalog

Appendix C lists Leadership/Management courses. This is a representative listing of leadership/management development courses available. Other courses not listed may be included in the IDP with the approval of the supervisor. The catalog provides course information such as: descriptions, prerequisites, course number, school locations, mode of deliveries, and corresponding competencies. Refer to career program roadmaps in Chapter 2, paragraph 2-11. Competencies listed in this appendix are as follows: **K**= Knowledge; **A**=Ability; and the number cross references to Appendix A, Training Competencies.

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
1.	<p data-bbox="388 267 829 300"><i>Army Management Staff College</i></p> <p data-bbox="388 308 1071 446">DESCRIPTION: Theory and practice of sustainment-base management and operations. Leader and management competencies. Military doctrine and force integration.</p> <p data-bbox="388 454 1071 1091">PREREQUISITE: To be eligible to attend AMSC, civilian nominees must (1) be serving in or have potential for advancement to key leadership positions (2) have a career conditional appointment or career status, serve in schedule A, excepted appointments without time limitation; or, are serving under and Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590) and be serving in grades GS-12 through GS/GM-14 or equivalent NAF grades (GM-15s may apply by exception). Individuals who transfer from another agency to Department of Army at these grade levels should apply to attend AMSC at the earliest possible opportunity. Army Officers, MAJ and LTC, Military education level 4, interested in attending AMSC must contact their career branch assignment officer.</p>	AMSC	AMSC	Resident, 12 Weeks	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
2.	<p><i>Combined Logistics Officers Advanced Course</i> DESCRIPTION: This 20 week course is divided into 3 separate course phases that must be completed in consecutive, uninterrupted sequence. CLOAC Phase 3 equips students with skills and knowledge necessary to perform duties as a staff officer on a multifunctional logistics staff. Concentration is on the logistics functions (fix, arm, fuel, move, sustain) and associated logistics support operations. PREREQUISITE: Active Army or Reserve Component, 1LT(P) or CPT with AOC 91B,C, or D, 92A or B, 88,67 series except 67D, or 15D, or with equivalent training or experience who has completed an officer basic course; selected Marine Corps 1LT(P) or CPT in a logistics specialty. Waiver required for civilian attendance.</p>	8/10/-C22	CLOAC	Resident, 20 weeks	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE # CPD	SOURCE	MODE OF DELIVERY	COMPETENCIES
3.	<p data-bbox="388 267 903 341"><i>Competitive Professional Development (Developmental Assignments)</i></p> <p data-bbox="388 349 1071 641">DESCRIPTION: Assignments will: Enhance the careerist's understanding of the integrated activities at the Headquarters level; familiarize the careerist with ODSLOG's perspective on Policy issues; stimulate innovation in the careerists approach to the development of program policies, procedures, and systems, and enhance the careerist's skill as a staff action officer.</p> <p data-bbox="388 649 1071 868">PREREQUISITE: Two 6-month or 1-year developmental assignment, e.g., at ODCSLOG. These assignments are open to all Dept. of Army employees at the GS-12 level and exceptional GS-11's having career status, in a permanent, competitive appointment.</p>		OASA (M&RA) and others	Varies for Career Program	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCIES
4.	<p><i>DOD Executive Leadership</i> DESCRIPTION: Must have a secret (or interim secret) security clearance. PHASE I - Preparation, PHASE II - Assessments, PHASE II - Core Curriculum, PHASE IV - Operations and Mission, PHASE V - Summary Exercise and Graduate. PREREQUISITE: Must be in grades GS/GM-12-13. Although the program emphasizes participation by women, all eligible employees are encouraged to apply. Must have a minimum of three years service as a career employee with DOD and be identified as a high-potential employee with a history of exceptional performance. Have baccalaureate degree (or equivalent by examination or experience or have strong motivation in self-development activities. Have an IDP that reflects initiative in preparing for more demanding executive assignment. Military personnel must be in the rank of 03 (promotable) or 04 and have successfully commanded at the company level and graduated from the Combined Arms and Services Staff School (CAS3). Eligible officers who are interested in attending must contact their career branch assignment officer.</p>	DOD ELC	DOD	Resident, Field Trips 55 days over 1 year period.	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
5.	<p><i>DOD Senior Executive Leadership</i> DESCRIPTION: SELC provides a rigorous developmental experience that include: Intensive classroom instruction at the senior service college level on the technical and managerial competencies required of DOD executives. A six to nine month developmental assignment . Each participant is expected to arrange for a developmental assignment of at least 6 months in duration. A comprehensive research project on a topic of interest to senior DOD leadership that integrates practical and classroom experiences and offers a substantial contribution to the operation of DOD.</p> <p>PREREQUISITE: Must be in a GS/GM-14 or 15 position with a minimum of one year in a supervisory capacity. Must have a minimum of five years service as a career employee with DOD. Military personnel must be in a grade of 0-5 (promotable) or 0-6, have completed intermediate staff level college, have held a command position while in the grade of 0-4 or 0-5, and provide a resume of military experience. Officers interested in participating in this program must contact their career branch assignment officer.</p>	DOD SELC	DOD	Resident, Field trips 1 year.	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
6.	<p data-bbox="380 269 821 305"><i>Executive Development Seminar</i></p> <p data-bbox="380 310 1073 675">DESCRIPTION: This seminar assists senior managers in making the transition to executive positions by helping them to understand, develop, practice, and expand their executive leadership skills. Special attention is given to the role of an executive in the public political environment. The Executive Development Seminar is developed around the SES Executive Core Qualifications and concentrates on strategic vision and organizational representation and liaison.</p> <p data-bbox="380 683 1073 906">PREREQUISITE: Newly appointed member of the Senior Executive Service, GS-15's with significant managerial responsibilities, and GS-14's who are in executive development programs. The Executive Development Seminar meets the SES development training requirements.</p>	OPM-EDS	OPM	Resident, 80 hrs	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
7.	<p><i>Executive Leadership Development Program</i> DESCRIPTION: To provide the advantage of a joint arena approach to civilian training that promotes greater understanding of the overall DOD mission. To provide a new approach to the training of DOD employees which parallels the methodology of selected military training. To provide cross-agency exposure for mid-level civilian and military personnel. PREREQUISITE: Must be in grades GS/GM-12-13. Must have a minimum of three years service as a career employee with DOD and be identified as a high-potential employee with a history of exceptional performance. Have a baccalaureate degree (or equivalent by examination) or experience or have strong motivation in self-development activities.</p>	ELC	OASA (M&RA)	Resident, 10 months	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
8.	<p><i>Federal Executive Institute (OPM)</i> DESCRIPTION: The FEI exists to provide better public leadership and enhance organizational effectiveness through education. Established in 1968 as an interagency residential executive development center, the Institute, located in Charlottesville, VA, focuses on the unique role of senior government officials leading large public organizations. The Institute's programs assume that the senior officials are already highly skilled in the agencies' technical and administrative processes. PREREQUISITE: Attendees are SES members and selected GS-15's competitively selected by their agencies to attend the four week program.</p>	FEI	OPM	Resident, 4 week	A1,2,3,4,5,6,&7
9.	<p><i>Human Behavior in Organizations</i> DESCRIPTION: Improvement of individual and group performance to enhance organizational productivity. PREREQUISITE: Line and staff personnel who are or will be engaged in productivity and quality projects and management improvement activities. It is essential in the development program of a management analyst and all managers.</p>	7C-F7	AMEC	Resident, 40 hrs	A1

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
10.	<p><i>Intern Leadership Development Course</i> DESCRIPTION: Practical application of leadership doctrine, including ethics, management technologies, and team development; Army operational concept and structure. PREREQUISITE: Interns.</p>	ILDC	CAL	Resident, 40 hrs	A1
11.	<p><i>Leadership Development Program</i> DESCRIPTION: Assess abilities and attitudes in order to increase effectiveness, productivity, and leadership skills. PREREQUISITE: Mandatory for career SES members appointed after May 15, 1990, Federal Officers, COL (P). Optional for non-career and limited term SES members.</p>	LPD	CCL	Resident, 48 hrs	A1
12.	<p><i>Leadership, Education & Development</i> DESCRIPTION: Instruction in and practical application of leadership doctrine and competencies including professional ethics, counseling skills, communications, group development theory, team building, motivation, problem solving and decision making. PREREQUISITE: Supervisor Development Course. The LEAD course is mandatory for new supervisors within six months of appointment to the supervisory position.</p>	LEAD	CAL (taught by CAL- trained instructors at local sites	On-site, 40 hours	A1

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCIES
13.	<p data-bbox="388 267 1008 300"><i>LEGIS Fellowship for Executive Development</i></p> <p data-bbox="388 308 1071 641">DESCRIPTION: LEGIS fellows receive 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 of organization of the Congress; and, frequent seminars during the work assignment on Capital Hill.</p> <p data-bbox="388 649 1071 1018">PREREQUISITE: Department of the Army civilian employees at the GS/GM-14/15 level or above who have career status and are serving in permanent competitive appointments Schedule A, Excepted appointments without time limitations; or, are serving under an Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590) and have a minimum of three years of consecutive DA service under one or more permanent appointments.</p>	LEGIS	OPM	Capitol Hill 1 year.	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
14.	<p><i>Logistics Executive Development Course</i> DESCRIPTION: Life cycle management model: RDTE, acquisition, inventory management, maintenance, and disposal of materiel. PREREQUISITE: Nominees must have actual or anticipated assignments to management positions in the logistic area and have a high school education. Military nominees should be officers who have completed or are enrolled in a branch career course. Priority will be given to NCOLP members. Civilians should be GS-9 or above with at least 4 years functional experience in the logistic management, data processing, or financial management field and have completed one functional course in that field. The health, age, and emotional stability of the nominee must meet the demands of a rigorous course of instruction.</p>	8A-F17	ALMC	Resident, 19 weeks	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCIES
15.	<p><i>Maintenance Management Professional Enhancement Program</i> DESCRIPTION: 1 year Proponency Office Developmental Assignment. This assignment is open to all Department of the Army employees at the GS-12 level and above, and exceptional GS-11's having career status on a permanent competitive appointment within the MMMCP (CP-17). PREREQUISITE: Foster the careerist's appreciation and understanding of the personnel management policy issues of the MMMCP. Bring a fresh perspective on these issues to HQDA. Stimulate innovation in the further development of the MMMCP policies, procedures and systems. Familiarize the careerist with HQDA's perspective on these and other Materiel Maintenance Management policy issues.</p>	MMPEP	OASA (M& RA)	Resident , 12 months	A1,2,3,4,5,6,&7
16.	<p><i>Management Development</i> DESCRIPTION: Basic managerial skills for directing work and leading people. PREREQUISITE: New first-level supervisors are the focus of this course. While it might well serve as a refresher for experienced supervisors, the primary benefit will be to those with less than 3 years on a supervisory role.</p>	7AF37	AMEC	Resident, 40 hrs On-Site, 40 hrs	A1 A2

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
17.	<p data-bbox="388 267 871 300"><i>Management Development Seminar</i></p> <p data-bbox="388 308 1071 714">DESCRIPTION: This seminar focuses on strengthening organizational excellence through team effectiveness and provides public sector leaders with the opportunity to enhance and sharpen their present managerial capabilities in order to meet the challenge of “creating a government that works better and costs less.” During the seminar, participants will engage in a variety of learning activities including self assessments, role plays, facilitator-led discussion, team interaction, group problem solving, and supplementary readings and videos.</p> <p data-bbox="388 722 1071 794">PREREQUISITE: Experienced managers at the GS-13 through 15 level or equivalent.</p>	OPM-MDS	OPM	Resident, 80 hrs	A1

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
18.	<p data-bbox="388 267 913 341"><i>Matériel and Distribution Management Professional Enhancement Program</i></p> <p data-bbox="388 349 1071 901">DESCRIPTION: The program involves one, minimum six-month assignment to the Directorate of Supply Management Policy, Office of the Assistant Secretary of Defense, Production and Logistics (OASD, P&L), Pentagon. The remaining six-month period is divided into three two-month rotational assignments with participating military services and/or Defense Logistics Agency. During their tenure with OASD(P&L), participants can expect to be involved in a wide range of logistics systems and supply policy matters. Assignments may be tailored to individuals' background, but many projects will be outside his/her area of expertise to encourage the expansion of each participant's professional background in other facets of supply management.</p> <p data-bbox="388 909 1071 1092">PREREQUISITE: Department of the Army civilian employees as GS-12/13 who have demonstrated the potential for promotion to top management positions. Nominees should have experience in the supply and property management career fields.</p>	MDM-PEP	OASA (M&RA)	Resident, 12 months	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
19.	<p data-bbox="388 267 934 300"><i>Organizational Leadership for Executives</i></p> <p data-bbox="388 308 1081 495">DESCRIPTION: Visualize and forge the organization's future; communications and striving for operational excellence; recognize and understand OPM competencies. Daily homework and a written journal are required.</p> <p data-bbox="388 503 1081 682">PREREQUISITE: Must be supervisor, program manager, or manager positions at any MACOM, installation, agency or local activity. First priority should be given to those employees appointed to their positions within the preceding 12-18 months.</p>	OLE	CAL	Resident, 80 hrs	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
20.	<p data-bbox="388 267 955 300"><i>Personnel Management for Executives I/II</i></p> <p data-bbox="388 308 1060 860">DESCRIPTION: Develops more efficient human resource skills through the use of case studies, workshops, and informal assessments. The program goals for PME/I is to Improve self awareness and human relations skills for increased effectiveness in the work situation. Sharpen insights into the dynamics of human and organizational behavior. Increase understanding of human resource management philosophies. Encourage and improve physical and mental wellness. The program goals for PME/II are to build on the initial PME expertise to specifically focus on personal leadership styles. Also, explore the various dimensions of leadership and human resource management as primary concerns of federal executives.</p> <p data-bbox="388 868 1060 1356">PREREQUISITE: PME/I, priority - Second line supervisors both military (Majors and above) and civilian (GS/GM/UA 13-14, and WS-16 and above). 2nd Priority - First line supervisory, both military (Majors and above) and civilian (GS/GM/UA 13-14, and WS-16 and above). Civilian personnel, GS/UA 12, GS/GM 15 & WS-15 will be accepted on an exception basis only. All nominees should have responsibility for giving leadership, guidance, and direction to the work or others. PME/II, Individuals nominated must have attended PME I at least two years prior to attending PME/II. All other eligibility requirements for PME II are the same as for PME I.</p>	PME-I	ASA(M&RA)	Resident, 64 hrs	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
21.	<p><i>Planning, Programming, Budgeting & Execution System</i></p> <p>DESCRIPTION: PPBES at the intermediate level, accounting and budget overview, review and analysis, manpower management productivity programs.</p> <p>PREREQUISITE: Intern or Specialist/Journeyman level.</p>	7D-45 A/B	US Army Finance School	Resident 64 hrs	A2 A3
22.	<p><i>Program Management</i></p> <p>DESCRIPTION: This course for selected mid-career military officers and civilian personnel explores the wide range of acquisition policies, tasks, problems, and issues confronting the program manager. It provides an in-depth examination of defense systems acquisition management and the roles, interrelationships and impact of government and I industry participants in the acquisition process. It also covers funds, contract, and cost/schedule management; and business and technical practices of defense contractors and their impact on a successful systems acquisition.</p> <p>PREREQUISITE: This course is targeted at acquisition-experienced mid-career acquisition managers in civilian grades GS-12-15, and military 03-06.</p> <p>NOTE: A SECRET SECURITY CLEARANCE IS REQUIRED.</p>	PMT-301	DAU	Resident, 95 days	K8 K9 K21A1,2,3,4,5,6, &7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
23.	<p><i>Seminar for New Managers</i> DESCRIPTION: This seminar provides new managers with the knowledge and skills needed to make successful transition into their new positions and to meet the challenges facing public sector management. Personal assessments, small group discussion, case study and other interactive learning methods help participants master the demands of their new roles. PREREQUISITE: New managers at GS-13 and above or equivalent who are making a transition from supervisory to managerial responsibilities.</p>	OPM- SNM	OPM	Resident, 80 hrs	A1,2,3,4,5,6,&7
24.	<p><i>SES Training Conference</i> DESCRIPTION: In 1987 the Secretary of the Army directed the establishment of a training program for new members of the SES. The US Army SES Office developed a five day executive training conference, normally held once each fiscal year. PREREQUISITE: SES appointees or current SES members; mandatory for all newly appointed career SES members, and optional for non-career and limited term SES members.</p>	SESTC	OASA (M&RA)	Resident, 40 hrs	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE # STT	SOURCE	MODE OF DELIVERY	COMPETENCI ES
25.	<p><i>Short-term Training</i> DESCRIPTION: This training opportunity is open to all Department of the Army employees at the GS-12 level or above, or exceptional GS-11's, having career status, in a permanent, competitive appointment. Applicants who do not meet this criteria may request a formal waiver through nominating channels. Careerist in other logistics career programs - i.e. quality assurance, and ammunition management may also apply to this position to expand their logistics expertise. PREREQUISITE: GS-12 and above and exceptional GS-11's.</p>		HQDA	Resident, Less than 120 days	A1,2,3,4,5,6,&7
26.	<p><i>Supervisor Development</i> DESCRIPTION: Basic supervision skills with emphasis on managing work and leading people. PREREQUISITE: Mandatory for all new supervisors within six months after assignment to their first supervisory position.</p>	ST5000	ACCHRM	Corresp, 40 hrs	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
27.	<p><i>Supply Management Career Program Developmental Assignment (Special Study/Research)</i></p> <p>DESCRIPTION: To support study, research, and investigation of selected projects relevant to Army logistics missions. Special Study/Research developmental assignments may include study or research at institutions of higher learning or other locations best supporting the project.</p> <p>PREREQUISITE: This developmental assignment is open to all Department of the Army Employees at the GS-12 level or above, and exceptional GS-11 applicants with career status in a permanent/competitive appointment.</p>	DEV ASGMT	SM	Resident, 3 to 12 months	A1,2,3,4,5,6,&7
28.	<p><i>Team Leader Course</i></p> <p>DESCRIPTION: Anyone expecting advancement in the future will need to know how to help groups develop into teams. This requires management and leadership skills. Students develop plans to improve the organizational culture.</p> <p>PREREQUISITE: Those persons currently assigned as “Team Leaders” and first-line supervisors, and those who have shown potential and desire to attain these positions. This course is also appropriate for those middle managers who desire to lead their supervisors and team leaders into the future.</p>	AMEC- 287	AMEC	Resident, 24 hrs On-Site, 24 hours	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCIES
29.	<p data-bbox="388 269 945 342"><i>Transportation Management Professional Enhancement Program</i></p> <p data-bbox="388 350 1073 748">DESCRIPTION: The participants serve two to six months in the Directorate of Transportation Policy Office, OASD(P&L), working in the area of policy formulation and evaluation. In addition, they spend two to three-month tours of duty in DOD elements such as the Military Traffic Management Command, the Military Sealift Command, Service Transportation staffs, and the Defense Logistics Agency. Participants may also attend the Military Airlift Command Airlift Operations School, a four week formal course of instruction.</p> <p data-bbox="388 756 1073 943">PREREQUISITE: Department of the Army civilian employees at GS-12 and GS/GM-13. All nominees should have experience in the transportation/logistics career fields and have demonstrated the potential for promotion to the top management positions.</p>	TMPEP	DOD	Resident, 1 year	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
30.	<p data-bbox="388 267 934 300"><i>Women's' Executive Leadership Program</i></p> <p data-bbox="388 308 1071 487">DESCRIPTION: The WEL Program is a developmental program that provides supervisory/managerial training and development opportunities for high potential Federal employees preparing them for future positions as supervisors and managers.</p> <p data-bbox="388 495 1071 868">PREREQUISITE: The WEL Program is open to full-time, permanent Federal employees, women and men, at the GS-11 and GS-12 levels. The WEL Program is designed for both non-supervisory and new supervisors with less than one year's supervisory experience during their entire Federal careers. Individuals should be nominated based on their supervisory and management potential and motivation to participate fully in and complete all of the components of the year-long WEL Program.</p>	WEL	OPM	Classroom, 6 months Develop- mental Assignment	A1,2,3,4,5,6,&7

NUMBER	COURSE	CAT/ COURSE #	SOURCE	MODE OF DELIVERY	COMPETENCI ES
31.	<p><i>Action Officer Development Course</i></p> <p>DESCRIPTION: AODC is a correspondence course that prepares employees for the requirements of staff work. It covers ethics, briefing, coordinating, writing, communications, problem-solving, decision-making, conducting meetings, interviewing techniques, time management, and setting priorities. The employee's supervisor must agree to provide opportunities for the employee to practice these staff skills, and then must certify the employee's proficiency in these areas upon course completion.</p> <p>PREREQUISITE: AODC must be completed by all interns prior to graduation and by all individuals appointed to journey level positions within six months of such appointment.</p>	ST7000	AIPD	Corres, 40hrs	A2, A3,A4,A5,
32.	<p><i>Manager Development Course</i></p> <p>DESCRIPTION: This correspondence course covers the following topics: organizational culture, time management, setting objectives and plans, problem solving and decision making, planning, programming and budgeting, manpower management, communications, information technology applications, the Army Environmental Program, EEO, professional ethics, internal management control, and Army family team building.</p> <p>PREREQUISITE: Must be completed by all newly appointed managers (at any grade) within six months of their appointment to a managerial position.</p>	ST6000	AIPD	Corresp, 40 hrs	A1, 2, 3, 4, 5, 6, 7

