

Appendix C: Master Training Plan (MTP) for Q&RA

Organization of Courses

The courses in the MTP are arranged in alphabetical order in the following sections:

- Functional Training Courses
- Training Courses for Leadership Competencies

Information on Each Course

The following information is presented for each course:

- **Course Title, Length, and Source.** This column contains the course title, course length, and source of training. The names for many of the Army/Defense organizations, which are sources for training courses, are abbreviated and the full names for the schools are at the end of the MTP.

Note: Unless indicated otherwise, the training is classroom training.

- **Priority.** These columns present the priority and target audience -- DA/Local Intern, Entry-Level (that is, employee at the GS-5/7 level who is not in an intern program), Journey Level, Supervisor/Expert, and Manager -- and the priority for the course.

The definitions for priorities are:

Priority I -- 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: (1) employee must have for acceptable performance; (2) training is essential for mission accomplishment; (3) training is mandated by higher authority (law or DOD) or is required for certification, health, or safety reasons; (4) training is mandated by the Assistant Secretary of the Army (Manpower and Reserve Affairs) as an ACTED leader development core course; or (5) is essential, functional intern training.

Priority II -- 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: (1) employee should have for maximum proficiency and/or (2) training improves the quality of mission accomplishment.

Priority III -- Recommended training that should be funded after Priority I and II requirements and should meet one or both of the following: (1) provides or enhances KSAs needed on the job and/or (2) leads to improvement of mission accomplishment.

- **Competencies** - This column lists the competencies acquired through the course.
- **Roles** - The 21st-century roles for Army Q&RA careerists require the development/enhancement of many competencies. This column indicates the courses which provide the competencies needed for each of these roles.

Priority I Training

The following courses are Priority I training:

For Interns:

- Action Officer Development Course
- Intern Leadership Development Course (ILDC)
- Fundamentals of Systems Acquisition (required for Level I Acquisition Certification)
- Production and Quality Management Fundamentals (required for Level I Acquisition Certification)
- Commodity Command Standard System (CCSS) Functional Course
- Oral Communication (may be waived by intern's supervisor)
- Statistical Analysis
- Written Communication (may be waived by intern's supervisor)

For Newly Assigned Personnel.

(Note: This category refers to personnel newly assigned to the quality function or newly assigned to a commodity. Whether the person needs the training at this time depends on the person's background and point in his/her career. If the employee should have completed the training by this point in his/her career and does not need the training, use the form in Appendix D to request a waiver.)

- Action Officer Development Course (AODC)
- Fundamentals of Systems Acquisition Management
- Production and Quality Management Fundamentals
- Intermediate Systems Acquisition
- Intermediate Production and Quality Management
- Advanced Production and Quality Management
- Commodity Command Standard System (CCSS)
- Statistical Analysis

For Journey-Level:

- Intermediate Systems Acquisition (required for Level II Acquisition Certification)
- Intermediate Production and Quality Management (required for Level II Acquisition Certification)
- Action Officer Development Course (AODC)
- Configuration Management

For Supervisors and Managers:

- Supervisor Development Course (Priority I training for new supervisors)
- Manager Development Course (Priority I training for new managers)
- Advanced Production and Quality Management (required for Level III Acquisition Certification)
- Leadership, Education and Development Course (LEAD) (Priority I for new supervisors and highly recommended for leader positions)

Functional (or Technical) Training Courses

Course Title, Length and Source	Priority					Competencies	Roles
	Intern GS-5/7	Newly Assigned	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Acquisition Logistics Fundamentals (LOG 101) 9 days Air Force Institute of Technology (AFIT)			III	III		T25 Logistics Quality	Life Cycle Integrator Analysis
Advanced Commodity Training Number of courses varies and length for each course varies Source varies			III	III		T9 Commodity	All Roles
Advanced Management Course 1 – 3 weeks Typical local vendors include local university with graduate program in business/management. Specific vendors include: Center for Creative Leadership; OPM's Management Development Centers			III	III		L26 Human Resource Management	All Roles
Advanced Production and Quality Management (PQM 301) 10 days <i>Note: Required for Level III Acquisition Certification</i> Defense Systems Management College		I	III	I		T25 Logistics Quality	Life-Cycle Integrator Analysis
Army Logistics Introductory Course 2 weeks Army Logistics Management College (ALMC)			III	III		T25 Logistics Quality	Life Cycle Integrator Analysis

Course Title, Length and Source	Priority					Competencies	Roles
	Intern GS-5/7	Newly Assigned	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Army Maintenance Management Course Resident: 3 weeks, 4 days; onsite 2 weeks in conjunction with a 72-hour read ahead subcourse; or correspondence: 125 hours Army Logistics Management College (ALMC)			III			T1 Life-cycle Management T6 Manufacturing Processes & Procedures T7 Repair, Maintenance, & Overhaul T24 Management of Hazardous Material T25 Logistics Quality	Life-cycle Integrator
ASQC Certified Quality Manager (CQM) Examination Refresher Course 3 days B-K Education Services			III			T2 Q&RA Standards & Procedures T3 Defense/Army-Specific Q&RA Publications/Documentation T4 Development of Q&RA Standards & Procedures T5 Application of Q&RA Standards & Procedures T12 Evaluation of Processes for Acceptance and/or Compliance T14 Trends in Quality & Reliability Management T16 Auditing Skills/Techniques T18 Statistical Principles & Applications T19 Sampling T20 Analysis Using Statistical Concepts & Methods T21 Continuous Improvement Tools	Advisor Marketer
Basic/Advanced Facilitator 2 – 3 days Army Logistics Management College (ALMC)			III	III	III	T21 Continuous Improvement Tools L11 Team Building L20 Problem Solving	Advisor Marketer
Basic Commodity Training Number of courses varies and length for each course varies Source varies	III	III	III	III		T9 Commodity	All Roles

Course Title, Length and Source	Priority					Competencies	Roles
	Intern GS-5/7	Newly Assigned	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Basic Corrosion 6 days NACE International			III			T8 Special Processes T9 Commodity	Independent Evaluator/ Auditor
Basic Electronics For Non-Electronic Engineers 4 days University of Wisconsin-Milwaukee			III			T6 Manufacturing Processes & Procedures T9 Commodity T10 Skill in Interpretation of Technical Data	Independent Evaluator/ Auditor
Basic Environmental Staff Course 2 weeks Army Logistics Management College (ALMC)			III	III		T30 Safety T31 Environmental Protection	Independent Evaluator/ Auditor
Basic Statistical Process Control 2 days Affiliated Educational Consultants, Ltd.			III			T18 Statistical Principles & Applications T19 Sampling T20 Analysis Using Statistical Concepts & Methods T21 Continuous Improvement Tools	Independent Evaluator/ Auditor Analyst
Basics of Contracting Course (CON 101) Resident/Onsite: 3 weeks, 4 days Army Logistics Management College (ALMC)		III	III	III		T22 Defense Contracting T1 Life Cycle Management	Independent Evaluator/ Auditor Analyst
Benchmarking With the Army Performance Improvement Criteria (APIC) 2 – 3 days Army Logistics Management College (ALMC)			III	III		T14 Trends in Quality and Reliability Management	Analyst Marketer
Commercial and Nondevelopmental Item Acquisition Course (PQM 202) Contract: 2 days Army Logistics Management College (ALMC)			III			T1 Life Cycle Management T22 Defense Contracting	Independent Evaluator/ Auditor Advisor

Course Title, Length and Source	Priority					Competencies	Roles
	Intern GS-5/7	Newly Assigned	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Commodity Command Standard System (CCSS) Functional Course (ALMC-3L) 1 week Army Logistics Management College (ALMC)	III	I	III			T25 Logistics Quality	All Roles
Configuration Management (LOG 204) 5 days Naval Center for Acquisition Training (NCAT)			I			T27 Configuration Management	Life-cycle Integrator
Contamination Control – Fundamentals, Engineering and Applications 3 days Tustin Technical Institute, Inc.			III			T8 Special Processes	Independent Evaluator/ Auditor
Contracting Officer’s Representative Course 1 week Army Logistics Management College (ALMC)			III			T22 Defense Contracting	Independent Evaluator/ Auditor Advisor
Corrective Action, Complaints, Quality Records, and Training 1 day MRA- The Management Association, Inc.			III			T12 Evaluation of Processes for Acceptance and/or Compliance T13 Non-Compliance Resolution P18 Customer Service	Independent Evaluator/ Auditor Analyst
Corrosion Control 5 days Materials Technology Laboratory			III			T8 Special Processes T9 Commodity	Independent Evaluator/ Auditor

Course Title, Length and Source	Priority					Competencies	Roles
	Intern GS-5/7	Newly Assigned	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Corrosion of Aging Aircraft 5 days UCLA Extension			III			T8 Special Processes T9 Commodity	Independent Evaluator/ Auditor
Cost Risk Analysis Course (BCF 206) 4 ½ days Army Logistics Management College (ALMC)			III	III		T1 Life Cycle Management T25 Logistics Quality	Independent Evaluator/ Auditor
							Advisor
							Advisor
Decision Analysis for Logisticians Course (ALMC-DC) Resident/Onsite: 2 weeks Army Logistics Management College (ALMC)			III			T25 Logistics Quality L4 Strategic Thinking L20 Problem Solving L21 Decisiveness	Analyst
Defense Distribution Management Course Resident; 4 weeks; onsite: 2 weeks in conjunction with 2-week testable read-ahead; correspondence: 158 hours Army Logistics Management College (ALMC)			III	III		T1 Life-cycle Management T25 Logistics Quality	Life-cycle Integrator Analyst Marketer
Defense Inventory Management Course 2 weeks days Army Logistics Management College (ALMC)			III			T1 Life-Cycle Management T25 Logistics Quality	Life-cycle Integrator
Defense Specification Management Course (PQM 103) 8 ½ days Army Logistics Management College (ALMC)			III			T10 Skill in Interpretation of Technical Data T17 Software QA Standards & Procedures T27 Configuration Management	Independent Evaluator/ Auditor

Course Title, Length and Source	Priority					Competencies	Roles
	Intern GS-5/7	Newly Assigned	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Design Control 1 day MRA- The Management Association, Inc.			III			T27 Configuration Management	Advisor
Design for Manufacturing and Manufacturing for Product Reliability 1 day Fairlane Training and Development Center			III			T1 Life-cycle Management T5 Application of Q&RA Standards & Procedures T14 Trends in Quality & Reliability Management T27 Configuration Management	Independent Evaluator/ Auditor
Economics Analysis Course (BCF 207) Distance Learning Army Logistics Management College (ALMC)			III	III		L4 Strategic Thinking L20 Problem Solving L21 Decisiveness L1 Vision L25 Financial Management	Independent Evaluator/ Auditor Analysts
Electro-Static Discharge/Electrical Overstress in the Electronics Factory TBD Tustin Technical Institute, Inc.			III	III		T8 Special Processes T9 Commodity	Independent Evaluator/ Auditor
Engineering Print Reading I: Principles 2 days Fairlane Training and Development Center			III			T5 Application of Q&RA Standards & Procedures T10 Skill in Interpretation of Technical Data T16 Auditing T27 Configuration Management	Independent Evaluator/ Auditor
Environmental Stress Testing for Product Reliability 3 days Tustin Technical Institute, Inc.			III			T6 Manufacturing Processes & Procedures T8 Special Processes T9 Commodity T14 Trends in Quality & Reliability Management	Independent Evaluator/ Auditor

Course Title, Length and Source	Priority					Competencies	Roles
	Intern GS-5/7	Newly Assigned	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Evaluating the Measurement Process 1 day Statistical Process Controls, Inc.			III			T12 Evaluation of Processes for Acceptance and/or Compliance T18 Statistical Principles & Applications T20 Analysis Using Statistical Concepts & Methods T21 Continuous Improvement Tools	Independent Evaluator/ Auditor
Executive Acquisition Logistics Management (LOG 304) 9 days Naval Postgraduate School (NPS)			III	III		T1 Life-cycle Management T25 Logistics Quality	Independent Evaluator/ Auditor Analyst
Failure Mode & Effects Analysis (FMEA) 1 day Resource Engineering, Inc.			III			T2 Q&RA Standards & Procedures T5 Application of Q&RA Standards & Procedures T12 Evaluation of Processes for Acceptance and/or Compliance	Analyst
Functional Gaging & Inspection Techniques 2 days Affiliated Educational Consultants, Ltd.			III			T6 Manufacturing Processes & Procedures T9 Commodity T11 Inspection & Testing of Materiels, Products & Services for Acceptance and/or Compliance	Independent Evaluator/ Auditor
Fundamentals of Cost Analysis Course (BCF 101) Resident/Onsite: 3 weeks Army Logistics Management College (ALMC)			III	III		T1 Life-cycle Management T25 Logistics Quality	Life-Cycle Integrator Analyst

Course Title, Length and Source	Priority					Competencies	Roles
	Intern GS-5/7	Newly Assigned	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Fundamentals of Systems Acquisition Management Course (ACQ 101) Distance Learning (<i>Students have 60 calendar days from the date of registration to complete the course.</i>) <i>Note: Required for Level I Acquisition Certification</i> Army Logistics Management College (ALMC)	I	I	III	III		T1 Life-cycle Management T25 Logistics Quality	Life-Cycle Integrator Analyst
Gage Metrology 2 days Affiliated Educational Consultants, Ltd.			III			T11 Inspection & Testing of Materiels, Products & Services for Acceptance and/or Compliance	Independent Evaluator/Auditor
Geometric Dimensioning and Tolerancing TBD University of Wisconsin-Milwaukee			III			T10 Skill in Interpretation of Technical Data	Independent Evaluator/Auditor
Installation Logistics Management Course (LOG 201) 2 weeks Army Logistics Management College (ALMC)			III	III		T1 Life-cycle Management	Life-Cycle Integrator Analyst
Intermediate Acquisition Logistics Course (LOG 201) 3 weeks Army Logistics Management College (ALMC)			III	III		T1 Life-cycle Management	Life-Cycle Integrator Analyst

Course Title, Length and Source	Priority					Competencies	Roles
	Intern GS-5/7	Newly Assigned	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Market Research Course (PQM 212 [DAU]) Contract: 2 days Army Logistics Management College (ALMC)				III	III	T15 Marketing and Sales T25 Logistics Quality	Advisor Marketer
Materiel Acquisition Management Course (ALMC-ML) Resident: 7 weeks Army Logistics Management College (ALMC)			III	III		T25 Logistics Quality	Advisor
Military Standards 5 days EMF-EMI Control			III			T10 Skill in Interpretation of Technical Data T11 Inspection & Testing of Materiels, Products & Services for Acceptance and/or Compliance	Independent Evaluator/ Auditor
National Environmental Policy Act Implementation Course (ALMC-EJ) Resident/Onsite: 1 week Army Logistics Management College (ALMC)			III	III		T8 Special Processes T24 Management of Hazardous Material T31 Environmental Protection	Auditor
Pollution Prevention in the Acquisition Process Course (ALMC-PP) Resident: 4 days; onsite: 3 days Army Logistics Management College (ALMC)			III	III		T8 Special Processes T31 Environmental Protection	Auditor
Preparation of Commercial Item Descriptions Course (PQM 203) Contract: 1 day Army Logistics Management College (ALMC)			III	III		T22 Defense Contracting	Advisor Analyst
Process Action Team (PAT) 1 week Army Logistics Management College (ALMC)	III					T21 Continuous Improvement Tools	Advisor Analyst

Course Title, Length and Source	Priority					Competencies	Roles
	Intern GS-5/7	Newly Assigned	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Process Improvement Tools TBD Viability Group Inc.			III	III	III	T13 Non-Compliance Resolution T18 Statistical Principles & Applications T20 Analysis Using Statistical Concepts & Methods T21 Continuous Improvement Tools L3 Creativity and Innovation L20 Problem Solving	Advisor Analyst
Process Management TBD R.T. Westcott & Associates			II	III		T2 Q&RA Standards & Procedures T5 Application of Q&RA Standards & Procedures T6 Manufacturing Processes & Procedures T7 Repair, Maintenance, & Overhaul T8 Special Processes T12 Evaluation of Processes for Acceptance and/or Compliance T18 Statistical Principles & Applications T30 Safety	Advisor Analyst
Production and Quality Management Fundamentals (PQM 101) 10 days <i>Note: Required for Level I Acquisition Certification</i> Air Force Institute of Technology	I	I				T2 Q&RA Standards and Procedures T14 Trends in Quality and Reliability Management	Life-Cycle Integrator Advisor Marketer
Production and Quality Management Special Topics Seminar (ALMC-QS) Resident/Onsite: 2 - 5 days Army Logistics Management College (ALMC)			III	III	III	T2 Q&RA Standards and Procedures T14 Trends in Quality and Reliability Management	Life-Cycle Integrator Advisor Marketer

Course Title, Length and Source	Priority					Competencies	Roles
	Intern GS-5/7	Newly Assigned	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Provisioning (LOG 205) 5 days Air Force Institute of Technology	III	III	III			T28 Fielding	Life-cycle Integrator
Purchasing TBD MRA-The Management Association, Inc.			III			T2 Q&RA Standards & Procedures T5 Application of Q&RA Standards & Procedures	Life-cycle Integrator
Reliability: A Practical Approach TBD The George Washington University			III			T11 Inspection & Testing of Materiels, Products & Services for Acceptance and/or Compliance	Life-cycle Integrator
Reliability and Maintainability (LOG 203) 3 days Air Force Institute of Technology (AFIT)	I	I				T2 Q&RA Standards & Procedures T3 Defense/Army-Specific Q&RA Publications/Documentation T14 Trends in Quality & Reliability Management	Life-cycle Integrator
Reliability: Failure Analysis Techniques and Sneak Analysis 1 day Fairlane Training and Development Center			III			T11 Inspection & Testing of Materiels, Products & Services for Acceptance and/or Compliance T12 Evaluation of Processes for Acceptance and/or Compliance	Analyst
Resource Management/Analysis Special Topics Seminar (ALMC-CT) Onsite: 1 week Army Logistics Management College (ALMC)				III	III	L26 Human Resource Management	Advisor

Course Title, Length and Source	Priority					Competencies	Roles
	Intern GS-5/7	Newly Assigned	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Retail Supply and Maintenance Systems Course (ALMC-RM) Resident/Onsite: 4 days Army Logistics Management College (ALMC)			III	III		T22 Defense Contracting T25 Logistics Quality	Advisor Marketer
Risk Analysis Course - (ALMC-RB) Resident/Onsite: 1 week Army Logistics Management College (ALMC)				III		T25 Logistics Quality	Advisor Auditor
Software Cost Estimating Course (BCF 208) Resident/Onsite:8 1/2 days Army Logistics Management College (ALMC)			III	III		T7 Repair, Maintenance, and Overhaul T8 Special Processes T9 Commodity	Independent Evaluator/ Auditor
Soldering Techniques & Printed Circuit Board Repair 2.5 days Hane Industrial Training, Inc.			III			T7 Repair, Maintenance, & Overhaul T8 Special Processes T9 Commodity T12 Evaluation of Processes for Acceptance and/or Compliance	Independent Evaluator/ Auditor Life-cycle Integrator
Specification Selection and Application Course (PQM 104) Resident/Onsite:2 days Army Logistics Management College (ALMC)			III	III		T22 Defense Contracting T25 Logistics Quality	Auditor Analyst
Standards and Calibrations Laboratories: Principles and Practice TBD The George Washington University			III			T2 Q&RA Standards & Procedures T11 Inspection & Testing of Materiels, Products & Services for Acceptance and/or Compliance	Independent Evaluator/ Auditor Life-cycle Integrator

Course Title, Length and Source	Priority					Competencies	Roles
	Intern GS-5/7	Newly Assigned	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Statistical Process Control Chart Interpretation 2 day Affiliated Educational Consultants, Ltd.			III			T2 Q&RA Standards & Procedures T18 Statistical Principles & Applications T20 Analysis Using Statistical Concepts & Methods T21 Continuous Improvement Tools L3 Creativity and Innovation L20 Problem Solving	Analyst Auditor
Taking Charge of Change 4 Hours Army Logistics Management College (ALMC)			III	III		L7 Flexibility	Life-cycle Integrator
Tools for QA-9000 5 days Perry Johnson Inc. or STAT-A-MATRIX		III	III			T18 Statistical Principles & Applications T20 Analysis Using Statistical Concepts & Methods	Advisor Marketer
Train the Trainer 1 – 2 weeks Army Logistics Management College (ALMC)			III	III		T21 Continuous Improvement Tools L11 Teamwork L15 Influencing/Negotiating	Advisor Marketer
Understanding and Tailoring Environmental Testing Specifications 3 days Tustin Technical Institute, Inc.			III	III		T31 Environmental Protection	Independent Evaluator/ Auditor Life-cycle Integrator
Working Internationally TBD Global Dynamics, Inc.			III	III		L13 Oral Communication L18 Interpersonal Skills L14 Writing L7 Flexibility L5 Continual Learning L22 Customer Service L24 Technical Creditability L4 Strategic Thinking	Advisor Marketer

Leadership Training Courses

Course, Type, Length and Source	Target Audience and Priority	Competencies
Intern Leadership Development Course (ILDC) Formal classroom; 5 days Center for Army Leadership (CAL)	Interns -- Priority I	L3. Creativity and Innovation L5. Continual Learning L6. Resilience L7. Flexibility L8. Service Motivation L9. Conflict Management L10. Cultural Awareness L11. Team Building L12. Integrity/Honesty L13. Oral Communication L14. Written Communication L15. Influencing/Negotiating L16. Partnering L18. Interpersonal Skills L19. Accountability L20. Problem Solving L21. Decisiveness L22. Customer Service L23. Entrepreneurship
Action Officer Development Course Correspondence; 24 correspondence course hours Army Institute for Professional Development (AIPD)	Interns -- Priority I New Action Officers -- Priority I	L12. Integrity/Honesty L14. Written Communication L19. Accountability L20. Problem Solving

Course, Type, Length and Source	Target Audience and Priority	Competencies
<p>Supervisor Development Course</p> <p>Correspondence; 39 correspondence course hours</p> <p>Army Institute for Professional Development (AIPD)</p>	<p>New Supervisors -- Priority I</p> <p>Non-supervisors -- Priority III</p>	<p>L9. Conflict Management</p> <p>L11. Team Building</p> <p>L26. Human Resources Management</p>
<p>Leadership Education and Development Course (ILDC)</p> <p>Formal classroom; 5 days</p> <p>Local command</p>	<p>New Supervisors -- Priority I</p> <p>Non-supervisors -- Priority III</p>	<p>L9. Conflict Management</p> <p>L10. Cultural Awareness</p> <p>L11. Team Building</p> <p>L12. Integrity/Honesty</p> <p>L13. Oral Communication</p> <p>L14. Written Communication</p> <p>L15. Influencing/Negotiating</p> <p>L16. Partnering</p> <p>L18. Interpersonal Skills</p> <p>L19. Accountability</p> <p>L20. Problem Solving</p> <p>L21. Decisiveness</p> <p>L22. Customer Service</p> <p>L23. Entrepreneurship</p> <p>L24. Technical Credibility</p> <p>L26. Human Resources Management</p>

Course, Type, Length and Source	Target Audience and Priority	Competencies
<p>Sustaining Base Leadership and Management (SBLM) Program</p> <p>Formal classroom</p> <ul style="list-style-type: none"> ◆ Resident program: 12 weeks with 2 weeks of pre-course work ◆ Non-resident program: 12 months <p>Army Management Staff College (AMSC)</p>	<p>All GS-12/13/14's (Competitive professional development)</p> <p>GS-11s and GS-15's by exception (Competitive professional development)</p>	<ul style="list-style-type: none"> L1. Vision L2. External Awareness L3. Creativity and Innovation L4. Strategic Thinking L5. Continual Learning L6. Resilience L7. Flexibility L8. Service Motivation L9. Conflict Management L10. Cultural Awareness L11. Team Building L12. Integrity/Honesty L13. Oral Communication L14. Written Communication L15. Influencing/Negotiating L16. Partnering L17. Political Savvy L18. Interpersonal Skills L19. Accountability L20. Problem Solving L21. Decisiveness L22. Customer Service L23. Entrepreneurship L24. Technical Credibility L25. Financial Management L26. Human Resources Management L27. Technology Management
<p>Manager Development Course (MDC)</p> <p>Correspondence; 20 correspondence course hours</p> <p>Army Institute for Professional Development (AIPD)</p>	<p>New Managers - Priority I</p>	<ul style="list-style-type: none"> L12. Integrity/Honesty L19. Accountability L26. Human Resources Management

Course, Type, Length and Source	Target Audience and Priority	Competencies
<p>Organizational Leadership for Executives (OLE)</p> <p>Formal classroom; 80 hours</p> <p>Center for Army Leadership (CAL)</p>	<p>Managers - Priority II</p>	<p>L1. Vision</p> <p>L3. Creativity and Innovation</p> <p>L4. Strategic Thinking</p> <p>L5. Continual Learning</p> <p>L6. Resilience</p> <p>L7. Flexibility</p> <p>L8. Service Motivation</p> <p>L9. Conflict Management</p> <p>L10. Cultural Awareness</p> <p>L11. Team Building</p> <p>L12. Integrity/Honesty</p> <p>L13. Oral Communication</p> <p>L14. Written Communication</p> <p>L15. Influencing/Negotiating</p> <p>L16. Partnering</p> <p>L17. Political Savvy</p> <p>L18. Interpersonal Skills</p> <p>L19. Accountability</p> <p>L20. Problem Solving</p> <p>L21. Decisiveness</p> <p>L23. Entrepreneurship</p> <p>L24. Technical Credibility</p> <p>L26. Human Resources Management</p>

Course, Type, Length and Source	Target Audience and Priority	Competencies
<p>Personnel Management for Executives I (PME I)</p> <p>Formal classroom; 9 days</p> <p>Army Management Staff College (AMSC)</p>	<p>Managers - Priority II</p>	<ul style="list-style-type: none"> L1. Vision L2. External Awareness L3. Creativity and Innovation L4. Strategic Thinking L5. Continual Learning L6. Resilience L7. Flexibility L8. Service Motivation L9. Conflict Management L10. Cultural Awareness L11. Team Building L12. Integrity/Honesty L13. Oral Communication L16. Partnering L17. Political Savvy L18. Interpersonal Skills L19. Accountability L20. Problem Solving L21. Decisiveness L22. Customer Service L23. Entrepreneurship L25. Financial Management L26. Human Resources Management

Course, Type, Length and Source	Target Audience and Priority	Competencies
<p>Personnel Management for Executives II (PME II)</p> <p>Formal classroom; 5 days</p> <p>Army Management Staff College (AMSC)</p>	<p>Managers - Priority III</p>	<p>L1. Vision L2. External Awareness L3. Creativity and Innovation L4. Strategic Thinking L5. Continual Learning L6. Resilience L7. Flexibility L8. Service Motivation L9. Conflict Management L10. Cultural Awareness L11. Team Building L12. Integrity/Honesty L13. Oral Communication L14. Written Communication L15. Influencing/Negotiating L17. Political Savvy L18. Interpersonal Skills L19. Accountability L20. Problem Solving L21. Decisiveness L22. Customer Service L23. Entrepreneurship L24. Technical Credibility L26. Human Resources Management L27. Technology Management</p>

Course Title, Length, and Example Vendors	Priority				Competencies	Roles
	Intern GS-5/7	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
<p>Advanced Management or Leadership Training and Development</p> <p>1 – 4 weeks (Note: University programs are frequently longer in elapsed time with participants meeting one evening/day a week, one weekend a month, etc.)</p> <p>Typical local training sources include: Local universities with graduate programs in business/management. Specific vendors include: OPM’s Management Development Centers; and Center for Creative Leadership.</p>		III	III	III	Competencies vary with course content.	Advisor Marketer
<p>Assertiveness Training</p> <p>1 – 3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; CareerTrack, Inc.; Fred Pryor Seminars, Inc.; Graduate School, USDA; and National Seminars.</p>		III	III		L24 Technical Credibility	Advisor Marketer
<p>Benchmarking With The Army Performance Improvement Criteria (APIC)</p> <p>8-24 Hours</p> <p>Army Logistics Management College (ALMC)</p>		III	II	II	L1 Vision	Advisor Marketer

Course Title, Length, and Example Vendors	Priority				Competencies	Roles
	Intern GS-5/7	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
<p>Briefings and Presentations (basic)</p> <p>2 – 3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; Army Logistics Management College (ALMC); CareerTrack, Inc.; Dun and Bradstreet Education Services; Fred Pryor Seminars, Inc.; and Graduate School, USDA.</p>		III	III		L13 Oral Communication	Advisor Marketer
<p>Briefings and presentations (advanced)</p> <p>2 – 3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; and Graduate School, USDA.</p>		III	III		L13 Oral Communication	Advisor Marketer
<p>Budgeting Processes</p> <p>2 – 3 days</p> <p>Specific vendors include: American Management Association; Graduate School, USDA; Management Concepts Incorporated; and OPM's Management Development Centers.</p>		III	III		L25 Financial Management	
<p>Career Development</p> <p>1 – 2 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: Local installation; and Graduate School, USDA.</p>	III	III	III		L8 Service Motivation	

Course Title, Length, and Example Vendors	Priority				Competencies	Roles
	Intern GS-5/7	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
<p>Changing Role of Managers and Supervisors</p> <p>3 days</p> <p>Army Logistics Management Center (ALMC)</p>		III	III	III	L11 Team Building	<p>Advisor</p> <p>Marketer</p>
<p>Coaching and Mentoring</p> <p>1 – 2 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: SkillPath Seminars and Graduate School, USDA.</p>		III	III		L15 Influencing/Negotiating	<p>Advisor</p> <p>Marketer</p>
<p>Conflict Management</p> <p>1 – 3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; CareerTrack, Inc.; and Graduate School, USDA.</p>		III	III		L9 Conflict Management	<p>Advisor</p> <p>Marketer</p>
<p>Creative Thinking</p> <p>1 - 3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; Management Concepts, Inc.; Graduate School, USDA; OPM’s Management Development Centers; National Seminars; and SkillPath Seminars.</p>	III	III	III		L4 Strategic Thinking	<p>Advisor</p> <p>Marketer</p>

Course Title, Length, and Example Vendors	Priority				Competencies	Roles
	Intern GS-5/7	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
<p>Customer-Focused Organizations</p> <p>1-3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; and Graduate School, USDA.</p>		III	III		L22 Customer Service	Advisor Marketer
<p>Customer Service Skills</p> <p>1-3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: Army Logistics Management College (ALMC); CareerTrack; Dun and Bradstreet Business Education Services; Fred Pryor Seminars, Inc.; Graduate School, USDA; and Management Concepts, Inc.</p>		III	III		L22 Customer Service	Marketer
<p>Diversity in the Workforce</p> <p>1 – 3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: Graduate School, USDA; and Management Concepts, Inc.</p>	III	III	III	III	L18 Interpersonal Skills	Advisor
<p>Editing</p> <p>2 – 4 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: Graduate School, USDA.</p>	III	III	III		L14 Written Communication	Advisor

Course Title, Length, and Example Vendors	Priority				Competencies	Roles
	Intern GS-5/7	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
<p>Effective Negotiating</p> <p>2 – 5 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; Karrass Seminars; Management Concepts, Inc.; and OPM’s Management Development Centers.</p>		III	III		L15 Influencing/Negotiating L16 Partnering	Marketer
<p>Ethics</p> <p>2 hours – 2 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: Celadine Management Training Systems; Graduate School, USDA; Management Concepts, Inc.; and OPM’s Management Development Centers.</p>	III	III	III	III	L12 Integrity/Honesty	Marketer
<p>First Things First Time Management</p> <p>1 day</p> <p>Army Logistics Management College (ALMC)</p>		III	III		L8 Service Motivation	Marketer
<p>General Communication Skills</p> <p>1 – 5 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; CareerTrack, Inc.; Dun and Bradstreet Education Services; Fred Pryor Seminars, Inc.; and Graduate School, USDA.</p>		III	III		L13 Oral Communication	Marketer

Course Title, Length, and Example Vendors	Priority				Competencies	Roles
	Intern GS-5/7	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
<p>Interpersonal Skills</p> <p>1 – 3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: Local vendors: American Management Association; CareerTrack, Inc.; Fred Pryor Seminars, Inc.; and Graduate School, USDA.</p>		III	III	III	L18 Interpersonal Skills	Marketer Advisor
<p>Leadership Development</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; Graduate School, USDA; and OPM's Management Development Centers.</p>		III	III		L10 Cultural Awareness	Marketer Advisor
<p>Legal Issues in Information Management</p> <p>3 days</p> <p>Vendors include: Graduate School, USDA.</p>		III	III		L27 Technology Management	Analyst Advisor
<p>Listening</p> <p>1 – 2 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; and Graduate School, USDA.</p>		III	III	III	L13 Oral Communication L14 Written Communication	Marketer Advisor Analyst

Course Title, Length, and Example Vendors	Priority				Competencies	Roles
	Intern GS-5/7	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
<p>Managing Human Resources</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; Graduate School, USDA; and OPM’s Management Development Centers.</p>		III	III	III	L26 Human Resource Management	Marketer Advisor
<p>Managing Organizations</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; Graduate School, USDA; and OPM’s Management Development Centers.</p>		III	III	III	L10 Cultural Awareness L5 Team Building L12 Integrity/Honesty	Advisor Analyst
<p>Managing Technology</p> <p>2 - 3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: OPM’s Management Development Centers.</p>		III	III	III	L27 Technology Management L7 Flexibility	Advisor Analyst
<p>Organizational Awareness</p> <p>1 – 3 days</p> <p>Specific vendors include: Installation-provided training; and Graduate School, USDA.</p>	III	III	III	III	L10 Cultural Awareness L5 Team Building L12 Integrity/Honesty	Advisor Analyst
<p>Principle-Centered Leadership</p> <p>28 Hours</p> <p>Army Logistics Management College (ALMC)</p>	III	III	III	III	L10 Cultural Awareness L5 Team Building L12 Integrity/Honesty	Advisor Analyst

Course Title, Length, and Example Vendors	Priority				Competencies	Roles
	Intern GS-5/7	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
<p>Problem Solving and Decision Making</p> <p>1 – 3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; Graduate School, USDA; Management Concepts, Inc.; and National Seminars.</p>		III	III	III	L3 Creativity and Innovation L7 Flexibility L20 Problem Solving	Advisor Analyst
<p>Process Improvement</p> <p>2 – 3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments). Specific vendors include: American Management Association; American Society for Quality; and Management Concepts, Inc.</p>		III	III	III	L3 Creativity and Innovation L7 Flexibility L20 Problem Solving	Advisor Analyst
<p>Project Management</p> <p>2 – 4 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments). Specific vendors include: American Management Association; CareerTrack, Inc.; Fred Pryor Seminars, Inc.; Graduate School, USDA; Management Concepts, Inc.; and National Seminars.</p>		III	III	III	L3 Creativity and Innovation L7 Flexibility L20 Problem Solving L23 Entrepreneurship	Advisor Analyst Life-cycle Intergator
<p>Proofreading</p> <p>1 – 2 days (if offered as separate course)</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: CareerTrack, Inc.; Graduate School, USDA.</p>		III	III	III	L13 Oral Communication L14 Written Communication	Advisor Analyst

Course Title, Length, and Example Vendors	Priority				Competencies	Roles
	Intern GS-5/7	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
Seven Habits of Highly Effective People 28 Hours Army Logistics Management College (ALMC)	III	III	III	III	L8 Service Motivation	Advisor Analyst
Strategic Planning 2 – 5 days Typical local training sources include: colleges and universities (including continuing education departments. Specific vendors include: American Management Association; Graduate School, USDA; The Brookings Institution; and OPM’s Management Development Centers.			III	III	L3 Creativity and Innovation L4 Strategic Thinking	Advisor Analyst
Stress Management 1 day Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: Fred Pryor Seminars, Inc.; and Management Concepts, Inc.		III	III	III	L6 Resilience	Advisor Analyst
Taking Charge of Change 4 Hours Army Logistics Management College	III	III	III	III	L7 Flexibility	Advisor Analyst

Course Title, Length, and Example Vendors	Priority				Competencies	Roles
	Intern GS-5/7	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
<p>Teambuilding</p> <p>1 – 5 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; CareerTrack, Inc.; Graduate School, USDA; Management Concepts Incorporated; National Seminars; and OPM's Management Development Centers.</p>		III	III	III	L11 Team Building	Advisor Analyst
<p>Team Facilitation</p> <p>1 – 3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; CareerTrack, Inc.; Graduate School, USDA; Management Concepts Incorporated; National Seminars; and OPM's Management Development Centers.</p>	III	III	III	III	L11 Team Building	Advisor Analyst
<p>Teamwork</p> <p>1 – 3 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: Graduate School, USDA; Management Concepts Incorporated; and National Seminars.</p>		III	III	III	L11 Team Building	Advisor Analyst

Course Title, Length, and Example Vendors	Priority				Competencies	Roles
	Intern GS-5/7	Journey GS-9/12	Supv/Expert GS-12/13	Manager GS-14/15		
<p>Time Management</p> <p>1 – 2 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: CareerTrack, Inc.; Dun and Bradstreet Business Education Services; Fred Pryor Seminars, Inc.; Graduate School, USDA; and National Seminars.</p>		III	III	III	L1 Vision L8 Service Motivation	Advisor Analyst
<p>Work and Family Issues</p> <p>1 – 2 days</p> <p>Typical local training sources include: Local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: Graduate School, USDA.</p>		III	III	III	L8 Service Motivation	Advisor Analyst
<p>Written Communication</p> <p>2 - 5 days</p> <p>Typical local training sources include: local commercial training vendors; colleges and universities (including continuing education departments); and schools (continuing education/adult education departments). Specific vendors include: American Management Association; Booher Consultants, Inc.; Dun and Bradstreet Business Education Services; Fred Pryor Seminars, Inc.; Graduate School, USDA; and National Seminars.</p>	I	III	III	III	L14 Written Communication	Advisor Analyst