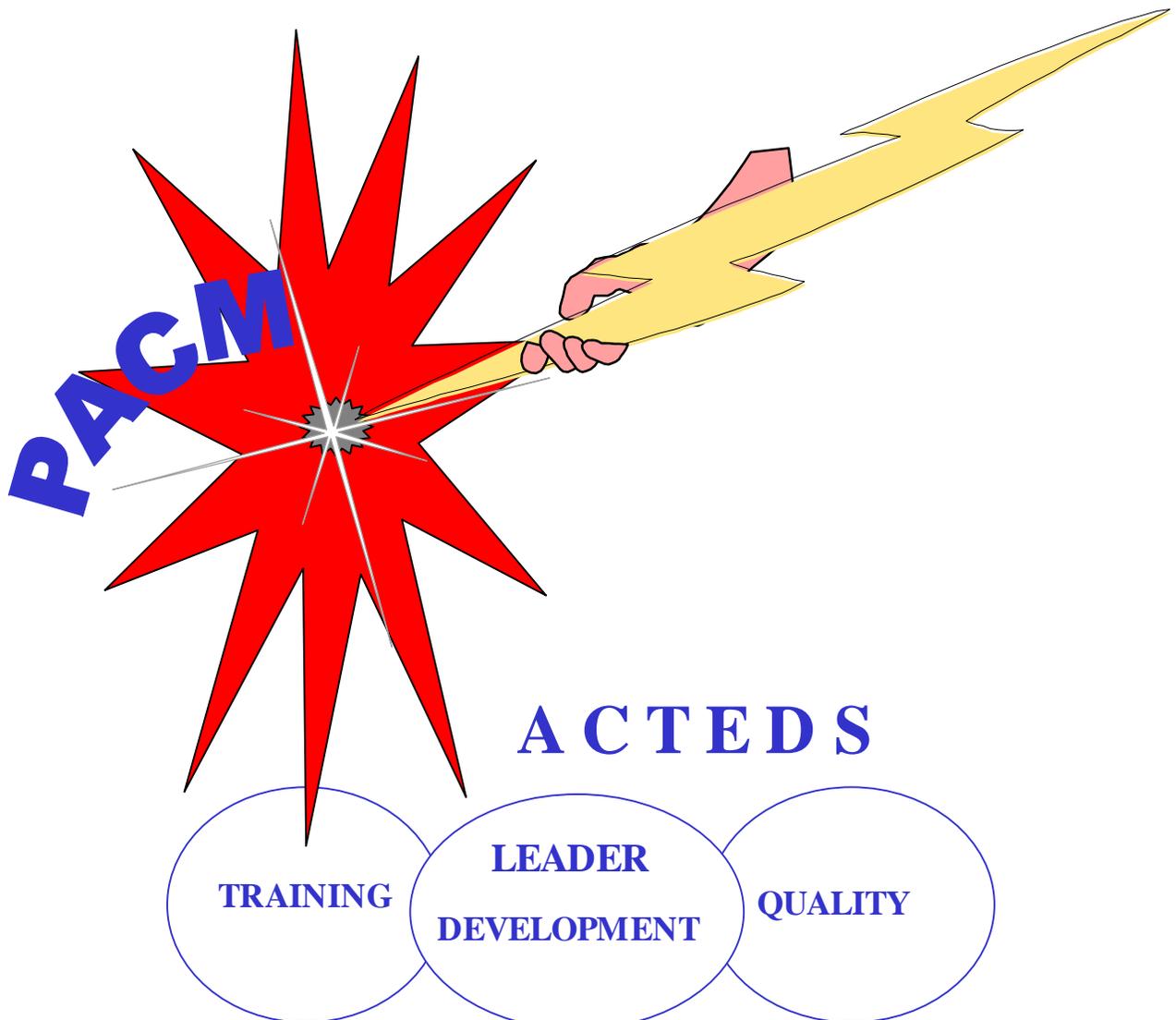


**PUBLIC AFFAIRS
AND
COMMUNICATIONS MEDIA CP-22**

**ARMY CIVILIAN TRAINING, EDUCATION,
AND DEVELOPMENT SYSTEM PLAN**



Linking Imperatives for Tomorrow's Army

30 January 1998

PUBLIC AFFAIRS AND COMMUNICATIONS MEDIA CAREER PROGRAM
ARMY CIVILIAN TRAINING, EDUCATION AND DEVELOPMENT SYSTEM

(ACTEDS)

-- BETTER TRAINING FOR CIVILIANS--

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ACTEDS PLAN

FOR

PUBLIC AFFAIRS AND COMMUNICATIONS MEDIA CAREER PROGRAM

1. References:

- a. AR 690-950, Career Management.
- b. AR 690-950-22 Civilian Career Program for Public Affairs and Communications Media (PACM), 1 June 1986.
- c. OPM Position-Classification Standard for Public Affairs (Series GS-1035), June 1981.
- d. PACM Job Analysis, May 1988.
- e. HQDA Ltr 690-91-2, ACCES -- PACM Career Program (CP22), dated 25 April 1991.
- f. SA Memo, SAPA-SC, First ACTEDS Update, dated 2 May 1993.
- g. PERSCOM Ltr, TAPC-CPP-D, Updates to...ACTEDS Plans, dated 16 June 1993.

2. Introduction.

a. The Army Civilian Training, Education and Development System (ACTEDS) is designed to ensure planned development of the civilian work force through a career management system which blends formal training, progressive and sequential assignments, and self development for civilians as they progress from entry level to key and senior positions. The system provides an orderly, systematic approach to technical, professional, management and leadership training and development similar to that of the military.

b. The following plan is a map for Public Affairs and Communications Media (PACM) supervisors, career program managers and career employees for finding their way toward career goals by means of pertinent milestones. It covers positions, GS to GS/M-15. It may be used in tandem with each fiscal year's "Catalog of Civilian Training" issued by ASA(M&RA) for current guidance on

competitive professional development. The purpose is to insure all participants know the requirements, order and logic of career progression. The concept is that training and experience have a link with performance and career progression. ACTEDS also places greater emphasis on leader development training for Army civilian career program employees at four major stages of their development intern, specialist, supervisor/manager and executive (Chart 1, page 16, outlines leader development courses). Career employees will see they need to show accomplishment of mandatory ACTEDS training in order to be seen in the most favorable light by selecting officials. It should become increasingly obvious that a well conceived training program offers the best route to career advancement and realization of potential. Those already occupying positions without training specified in ACTEDS Mandatory, Priority I or II should be scheduled to receive it immediately. Exemptions from mandatory training and requests for approval of equivalencies should be made in accordance with procedures in paragraph 7.

3. Objectives.

a. **Short-term objectives** The intent is to guide supervisors, career program managers and career employees in identifying needed training for current responsibilities and to serve as a basis for its immediate acquisition; to increase sharply the degree of training enjoyed by the employees; and to improve individual as well as collective performance.

b. **Long-term objectives** The intent is to provide a mechanism that will enhance progression for career employees who seek and obtain prescribed training; eventually, to add many new training opportunities for all civilians and thereby enlarge the volume of highly trained employees; to establish training models; to overcome endemic training deficiencies; to increase the incidence of training in advance of selection; and to build an understanding of the value of each training opportunity and related equivalent.

4. Structure. The PACM Annual Planning Board reviewed and adjusted this plan in February 1997 and will continue to do so each year. The FCR will monitor the need for change, review new training opportunities and organize an ACTEDS review in each planning board agenda. Any regulatory adjustments adopted by the board will be submitted in standard update format for review by the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs (OASA(M&RA)), Afterward, the FCR will insure publication and distribution in a timely manner.

5. Acronym/term definitions

- a. AIPD -- Army Institute for Professional Development at Fort Eustis, VA, source for most correspondence courses
- b. ACCES -- Army Civilian Career Evaluation System, the system to evaluate career employees for referral consideration
- c. ACCHRM -- Army Center for Civilian Human Resource Management, Lancaster, PA; the designated training facility for civilian personnel administration. (This center will be subsumed under the Civilian Personnel Operations Center Management Agency (CPOCMA) at Aberdeen Proving Ground, MD in 1998;)
- d. ACTEDS Central Resources-- A personnel financial account, formerly called CTED, which provides funding for central interns, LTT/TWI training, and other Department of Army centrally funded training;
- e. ACWA -- Administrative Careers With America (standard entrance exam);
- f. AMC -- US Army Materiel Command, a MACOM;
- g. AMEC -- Army Management Engineering College, Rock Island Arsenal, IL;
- h. AMSC -- Army Management Staff College, Ft. Belvoir, VA.
- i. ASA(M&RA) -- Office of Assistant Secretary of the Army for Manpower and Reserve Affairs, handles career management, ACTEDS management and other policy affecting career employees (much of the same organization that formerly was called PERSCOM);
- j. CAL -- Center for Army Leadership, Ft. Leavenworth, KS;
- k. CPM -- Career Program Manager;
- l. CPAC, CPOC -- Advisory and Operating servicing Civilian Personnel Offices;
- m. DepFCR -- The 1035 cluster has an individual designated by the FC (See FC), with the concurrence of the MACOM PAO, to serve as Deputy Functional Chief's Representative, who assists the FCR on policy unique to that particular cluster;

n. Developmental Assignment at OCPA -- A 6 to 12 month stint in external Public Affairs developmental assignments at Office, Chief of Public Affairs at the GS12, 13 or 14 level as appropriate, and which can be funded out of the Public Affairs Congressionally limited appropriation;

o. DINFOS -- Defense Information School, Ft. Meade, MD, which includes PAOC and other journalism courses

p. DODJPC - Department of Defense Joint Program in Communication currently at the University of Oklahoma, 8 weeks;

q. EEO -- Equal Employment Opportunity;

r. Equivalencies -- Functional training may be waived when the employee has already acquired the needed competencies (K\$As) through other means; see paragraph 7 for PACM ACTEDS equivalencies;

s. Functional Chief (FC), Functional Chief's Representative (FCR) -- The FC has policy and program responsibility for maintaining a career program in which civilian employees register, receive professional development and are referred for promotion according to Army standards of merit and equal opportunity; and conducts specified and functional proponency for Public Affairs as defined in ARs 5-22 and 600-3. The FCR assists the FC in all aspects of the career program (The FC is the Chief of Public Affairs and the FCR is the Senior Civilian Advisor to the Chief of Public Affairs).

t. IM -- Information Management Career Program 34, a large career program including computer, communications, librarian and other series with technical writers and editors; non-technical writers and editors, and audiovisual and visual information employees;

u. KSAs -- Knowledges, Skills and Abilities required for successful performance at PACM positions (KSAs were determined through a scientifically developed job analysis);

v. LTT - Long-term Training, academic or developmental training at government or university sites for 120 to 365 days;

w. MACOM -- Major Army Commands (answer directly to Army HQ);

x. MITP -- Master Intern Training Plan;

- y. MTP -- Master Training Plan;
- z. MER -- Management-employee Relations;
- aa. OJT -- On-the-job Training;
- bb. OLE -- Organizational Leadership for Executives course taught at CAL;
- cc. OPM -- Office of Personnel Management, federal executive agency which promulgates guidelines for civilian personnel administration;
- dd. PAOC -- Public Affairs Officers Course at the Department of Defense Information School (DINFOS), 9 weeks;
- ee. PERSCOM -- US Total Army Personnel Command. This organization formerly was also the Army's career management arm for civilian employees until that portion was redesignated under ASA(M&RA). PERSCOM manages the uniformed component.
- ff. RIA -- Rock Island Arsenal, IL;
- gg. TWI -- Training With Industry at various sites in industry, from 120 to 210 days;
- hh. Types of ACTEDS training.

(1) **Universal Training** is provided to all who have similar duties/responsibilities. Below are the three main strata of universal training:

(a) **Mandatory Priority I** training is typically a condition of employment and must be completed successfully within a specified period, and must meet one of the following criteria: employee must have for acceptable performance; training is mission essential; training is mandated by higher authority (law, OPM, DOD); or, is required for certification, health or safety reasons; training is mandated by the ASA(M&RA) as an ACTEDS leader development core course; or training is essential, functional intern training.

(b) **Priority II** training should be completed successfully within a specific period, but may be delayed if funding is not available. This includes training an employee should have for maximum proficiency and training which improves the quality of mission accomplishment. Priority II training includes a mandatory training which does not fall in the Priority I category.

(c) **Recommended Training (Priority III)** enhances or improves an employee's knowledge, skill or ability (normally, this training should be funded after all Priority I and II training is accomplished).

(2) **Competitive Professional Development** This category includes developmental opportunities for which individuals are selected competitively. It covers Army-wide competitive programs such as senior service colleges, fellowships, university programs and training-with-industry.

ii. USDA Graduate School-- U. S. Department of Agriculture Graduate School offers training opportunities to the PACM family.

6. Designation of and Selection Procedures for PACM Key Positions:

a. **General.** Although ACTEDS has the potential to be of tremendous benefit to the entire PACM family, it will help those who aspire to key positions even more. The PACM ACTEDS plan is designed to show career employees the combination of formal training, developmental assignments and selfdevelopment activities which will make them highly competitive for PACM key positions. The plan also details mandatory training the Department of the Army will provide PACM career program employees at various levels of their careers. The goal is that, as career employees take advantage of these opportunities, the quality of candidates on referral lists will increase.

b. **Designation of Key Positions** Key positions are identified by MACOM CPMs and will be reviewed and updated annually at the planning board. PACM contains the entire 1035 Public Affairs specialist and officer series (about 790 positions) and addresses small portions of a few other series (Section C). Public Affairs key positions consist of all Public Affairs Officer positions GS1 and above and all other GS/M1035-13 and above positions. After the FCR approves PACM key position designations, a consolidated list will be provided to all MACOM and activity CPMs, selected CPOs, and ASA(M&RA). Incumbents and candidates for these positions should have completed mandatory ACTEDS training requirements described in the MTP.

(1) Rationale. These positions perform one of the following missions: have final functional responsibility for Public Affairs

actions at a command or installation; determine the PA agenda and dictate policy; their work extends through more than one region; or, their regular media contacts concern major missions(s) of the command/installation. This definition covers 19 percent (125) of the 650 (GS-11 to 15) GS-1035s in the Army.

(2) Training Priority. The FC/FCR will influence priority of training and distribution of Army spaces at PAOC, DODJPC, and for LTT developmental assignment in external affairs at OCPA. The order for PAOC will be interns, key position incumbents, career employees seeking key positions and others; for DODJPC and LTT, it will be key position incumbents, those seeking such positions and others. When more apply than can be accommodated, the FCR will convene a board to evaluate and rank the applicants. In addition, the FCR will prioritize GS-1035 nominations for AMSC.

c. **Selection Procedures** (Note: Planning Boards have determined that because particular training for key positions has not been sufficiently available, key position selection procedures, below, will be held in abeyance until a board agrees the training is sufficiently available.)

(1) Identification. Selecting officials will identify appropriate ACCES referral requests as being for key positions. The FCR will check periodically with ASA(M&RA) to insure key position referral requests are correctly annotated.

(2) Certification of ACTEDS Mandatory Training Requirements. Employees who have completed Mandatory Priority I and II requirements for key positions as outlined in the Master Training Plan (MTP) should submit evidence of course completion for approval and certification. MACOMCPMs will determine certification by matching evidence submitted by employees against the MTP. For those meeting ACTEDS requirements, the CPM will add a statement to the DA Form 2302 attesting to completion by occupational area and grade level. Employees will then submit this CPM-certified copy to the selecting official for consideration for a PACM key position during the normal ACCES referral response process.

(3) Selection Methodology. Selections for key positions will continue to be made from ACCES referral lists. Best qualified candidates will be referred based on level of possession of job-related KSAs as reflected in the ACCES inventory. Candidates who have completed successfully ACTEDS mandatory training and have a history of high level performance are likely to be among the best qualified candidates.

(4) Selection Policy. It is PACM policy that, to a maximum extent, key positions be filled with career employees possessing the specified ACTEDS mandatory training requirements, thereby accomplishing a return on the training investment the Department has made. Use of the certified DA Form 2302 will alert selecting officials to the presence of ACTEDScertified candidates on referral lists. Although not required, selection of ACTEDScertified candidates is strongly encouraged. If a non-ACTEDS candidate is selected, the selecting official must assure that mandatory ACTEDS training is provided as soon as possible after the employee reports for duty. In addition, if a non ACTEDScertified candidate is selected for a PACM key position, the commander of the activity should sign the following statement: "I am aware of and concur in the selection of (name), a non ACTEDS- certified candidate, for the PACM key position of (position title, organization, installation). Although the referral list did contain ACTEDScertified candidates for whom the Army has provided prescribed training and development, (name) was selected for the following reasons.". This statement will be filed in the selection record and a copy forwarded to the FC.

d. **Status of Protocol.** The PACM Planning Board will determine when to implement these measures based on its assessment of the degree to which all career employees have had an opportunity to receive the training.

7. Equivalencies:

a. Employees who believe they already have acquired the competencies (KSAs) required by the MTP may request approval of an equivalency. The most common means of acquiring needed competencies are: on-the-job training, developmental assignments, formal education, and/or selfdevelopment.

b. Requests for equivalencies will be sent on the form at D-1 through functional channels to the MACOM CPM, who has the authority to grant equivalencies and course substitutions. The CPM is required to issue a decision in writing and to furnish a copy to the FCR and the employee. Activities without a MACOM may submit requests directly to the FCR for decision.

c. Types of equivalencies:

(1) Work experience may be substituted for training when the former clearly represents a mastery of KSAs associated with the training. For example, to credit work experience as an equivalent to

the PAOC, employees must have gained extensive experience in public information, command information, and community relations at an installation level.

(2) If the current performance appraisal is used as evidence of possession of KSAs, the specific element addressing the KSA must be either met or exceeded, and the performance standard(s) must directly address the occupationally specific KSA for which equivalency is asked. Employees may also cite earlier appraisals to address KSAs not covered by a current rating.

(3) Employees who believe they already have training equivalent to what is specified in the MTP should request formally an equivalency and include details from the course catalog or program of instruction. Employees are advised to consult with their CPM before committing themselves to training for which a certification of equivalency will be required.

d. Equivalency competencies should be at the same level of difficulty as those acquired through the course shown in the MTP.

e. The MTP often provides training alternatives for certain competencies (different courses and/or different locations). No formal equivalency approval is required for these alternatives.

8. PACM Competitive Professional Development Career program-wide competitive programs include:

a. University Programs such as the DODJP(U. of Oklahoma) and ad hoc or shorter programs at other universities focusing on PA competencies;

b. Developmental assignments such as a four to six-month training assignment at the Office, Chief of Public Affairs, or at a command to learn how the Army conducts Public Affairs at that level;

c. Training-With-Industry assignments such as six to eight months with firms such as Fleishman-Hillard or Merck Laboratories, to learn industry methods in developing, conducting and assessing national promotions;

d. Joint Public Affairs Course offered by the American Forces Information Service (two weeks) in the Washington area, which teaches joint PA doctrine and operations.

Careerists should consult the current Annual Catalog of Army Civilian Training, Education and Professional Development Opportunities on

ASA (M&RA)'s homepage (<http://cpol.army.mil> on the world wide web). For each Competitive Professional Development (CPD) opportunity, the catalog contains a description, length and/or dates, eligibility requirements, and instructions for applying. Some of the CPD opportunities are the same each year and others are added/deleted/reviced.

9. Other Series. The PACM ACTEDS plan is primarily for 1035s, but it will be of interest to many in job series 1001, General Arts and Information; 1082, Writer-editor; and 1087, Editorial Assistant. These series have small percentages of their population operating in Public Affairs operations. Details for these other series are in SECTION C.

10. Competencies.

a. GS-1035 KSAs (Section A) generally are satisfied by the Department of Defense Information School (DINFOS) courses for grades 9 to 11, and the DODJPC for grades 11 through 14. The only exceptions are KSAs No. 12 and 19. KSA 12 is covered by local courses in supervision or Contracting Officer's Representative training. Related courses to satisfy requirements of KSA 19 are available from vendors and other Army or federal training sites, such as the Army Management Engineering College and the Army Logistics Management College (ALMC) as well as the leader development core courses. GS-1001/1082s in PA will want to adhere to this approach as well.

b. Supervisory KSAs are addressed in Section B and may be supplemented by generic supervisory/managerial courses recommended in the MTP.

11. Mobility Requirements Lateral and promotion opportunities will accrue in proportion to the employee's scope of geographic and technical specialty availability. A main intent in PACM, as in other career programs, is to encourage wide experience in many types of jobs for those who aspire to reach the highest levels. Early progression to the next higher grade may occur more often for those remaining in a single technical specialty within their series, but such limits their candidacy later for higher grade positions which call for experience across several specialties. Employees should also understand that while it may be possible to advance diagonally upward across the 1035 and 1082 series at the journey level, such is seldom possible at higher grades.

12. Self-development. It is strongly recommended that PACM employees pursue collegelevel study in a field related to their occupation and/or to the mission of their organization. Career employees are also encouraged to pursue developmental assignments designed to broaden their experience in related fields and to join and participate in professional organizations such as the Public Relations Society of America (PRSA).

13. Self-evaluation and Planning Although the Army will be requiring increased participation from supervisors and career program managers, ACTEDS is meant to be a partnership between management and individual employees. The surest path to individual success is for each employee to become expert in all facets of ACTEDS requirements and to hold themselves responsible for making the system work for them. Career program wide evaluation will be performed by the FC and the FCR in conjunction with the Annual Planning Board.

14. PACM Intern Training and Progression

a. The Master Intern Training Plan is to be used for all centrally and locally funded PACM interns. The MITP is a comprehensive plan outlining the core subject matter PACM interns need to know by the time they graduate. The supervisor uses this MITP as a guide when developing the intern's individual development plan (IDP)(Because of the new centralized intern training concept being introduced in CP 22, a refinement of the this MITP is being tested). The MITP may serve as the IDP although the latter offers an opportunity to remove or substitute for training that was accomplished before the program began, or to add training that may be necessary in an individual case.

b. The MITP supports noncompetitive promotion to a target grade of GS-09 when all requirements are met. Interns who successfully complete the program qualify for a GS1035, PA specialist position and/or a GS-1082 and/or a GS1001 position(s) (the last two must be in a Public Affairs domain). Any placement of interns into or from other domains will be on a case by case basis with pertinent consultation by respectiveFCRs.

c. Central intern training is 18 months. Central interns enter at GS-07 and become eligible for promotion to GS-09 upon completion of at least one year in grade and all training requirements. Length of training varies with an employee's entry qualifications and whether they accomplished part of the training before becoming an intern.

The FCR may extend the program for up to six months for interns who have not acquired the KSAs required in the MITP for duty in a full performance position. The PACM MITP, as Chart 3 depicts on page 18, envisions one entry level for the standard 18-month program, ~~GS7~~, but local interns may enter a 24-month program as a GS-05, with an interval grade of GS-07.

d. Training phases and training profiles show the type of training and time for each phase.

(1) Phase I (Orientation training) is about one-third (six months of an 18-month program; eight months of a 24-month program) of the intern's training duration and consists of specialty and job-related formal training in the full range of functional skills. During this phase, the intern is given written or oral instruction on the nature and priority of work assignments. The supervisor will have periodic discussions with the intern about the work to be completed. Also, the supervisor or the person who trains the intern will spot check and carefully review work to determine the degree to which objectives have been achieved. After interns successfully complete phase I, they will proceed directly into phase II, specialty training.

(2) Phase II (Specialty training) is again, one-third of the program, featuring more in depth, advanced specialty training and job-related formal training in the target specialty. On-the-job training concentrates in the specialty of the target position.

(3) Phase III (Advanced Specialty training) is the final third of the program and features mainly advanced on-the-job assignments and exposure to advanced theory of mass communications conducted by Army Public Affairs Offices. Upon completion, the intern may be placed in any Army Public Affairs Office as a full performance GS-1001 (Public Affairs domain), -1035 or -1082 (PA domain), with the 1035 option being prevalent.

e. The Individual Development Plan translates the general MITP requirements into specific objectives. The IDP prepares the intern for target-level performance. Using the MITP as a guide, the supervisor (with the intern's input) will develop and tailor an IDP by comparing the intern's extant training education and experience with requirements shown in the plan (pen and ink changes acceptable). When the intern does not have job-related experience, the entire MITP becomes the intern's IDP. If the intern has substantial prior experience or formal classroom training in the job specialty, some portions of the plan may be shortened or omitted. The time saved can be added to another segment in which the intern has less knowledge, or the intern may be graduated up to four months early (six for the

24-month program). Central intern promotions will be decided by the FCR in consultation with local trainers. The trainer will complete the IDP within 30 days after the intern begins duty. If conditions indicate that a change beyond what is stated above is desirable, a waiver to change pertinent sections of the training plan may be requested through the MACOM CPM, to the FCR. Requests will:

(1) Identify the section of the plan that would be waived or changed;

(2) Describe the KSAs and the type and percentage of training time that would be changed

(3) Provide an analysis of the effect of the change and the intern's ability to complete the plan's objectives

(4) Describe advantage to government and to employee.

f. Learning objectives for both phases are shown as KSAs to be acquired in the right hand column of the MITP.

g. Intern Performance Appraisals will be accomplished under the Senior System of the Total Army Performance Evaluation System (TAPES). Interns will be rated after a six-month period beginning on their entrance on duty (this will be a special rating). One year after their entrance, interns will receive their first annual rating. Thereafter, they will continue on their entrance-based rating cycle until they complete the intern program. Raters will attach the IDP to the Senior System Civilian Evaluation Report DA Form 7221-1. Raters will annotate the IDP in the margin with the dates and their initials which serve as verification as courses and on-the-job training are accomplished. Accordingly, the 7221-1 Form with the annotated IDP will provide the documentation for the intern's official performance appraisal, Senior System Civilian Evaluation Report.

15. Miscellaneous.

a. Charts/career ladders. The combined Public Affairs (1035) and Public Affairs Writing and Editing (1082) Career Ladder, Chart 2, is on page 17. General Arts and Information (1001) is omitted because these positions occur randomly and usually without regard to progression considerations.

b. Master Intern Training Plan (progression detailed at Chart 3) for the 1035 series appears in Section A. The Leadership Core Curriculum is in Section B.

c. KSAs/competencies are identical for both ACCES and ACTEDS and stem from the same job analysis. The KSA numbering system used in the ACTEDS plan is sequential, whereas the ACCES KSA list is numbered sequentially for what was the entire career program before PACM released its Technical Writer-Editors (1083), Audiovisual, Visual Information (1020, 1060, 1071, and 1084) and most of the Army's Writer-Editors (1082) portions to Career Program 34. While incumbents continue to be carried in the same ASA(M&RA) personnel inventory, and participate in joint ACCES accomplishment rating sessions, it will be more convenient to retain the current numbering system. This keeps the KSA language and content on a common baseline without hampering other ACCES and ACTEDS operations. KSAs are defined in the PACM and pertinent portions of the CP 34 ACTEDS plans, and are coded in parentheses as K1 or 2 or 3 (Knowledge 1, 2 or 3); A1 (Ability 1) or, KS1 (Supervisory Knowledge 1) when used in the MTP. The codes allow readers to refer to the expanded KSA definitions in the competency section of each series. Numbers in parentheses following each KSA definition are the ACCES KSA numbers corresponding to each ACTEDS KSA.

d. Type location, source and course length are in the MTP.

e. First OJT in the MTP is for nonintern full performance. OJT for interns should fit learning objectives in the MTP.

f. Leadership courses and KSAs are listed separately for inclusion in Individual Development Plans (See Section B).

g. The connection with Information Management (CP 34) opens the prospect of moving from PACM to IM (CP 34) or the reverse, in the series 1001 and 1082. Interested PACM employees should seek copies of the CP 34 ACTEDS Plan for specific details in qualifying for and seeking training in that program. All Army career program ACTEDS plans are scheduled to be on the ASA (M&RA) homepage, <http://cpol.army.mil>.

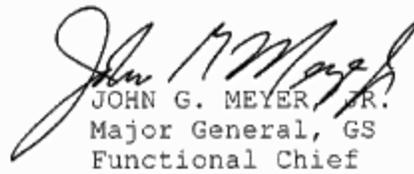
h. The FCR may be consulted on any ACTEDS matter by an activity commander when the activity is not serviced by a MACOM.

i. The Annual Catalog of Army Civilian Training, Education and Professional Development Opportunities, issued by ASA(M&RA), is an excellent source for the most recent information (especially

quota and application procedures) regarding centralized managerial and leadership training, and some functional, competitive professional development opportunities. It is also accessible on ASA(M&RA)'s homepage at <http://cpol.army.mil>.

15. Effective Date. This ACTEDS plan is effective upon receipt. However, position selection rules described in paragraph 6c will not apply until the PACM Annual Planning Board recommends their use to the FC and the FC approves. This recommendation will be made when the board believes there has been ample opportunity for all career employees to attend prescribed training. At such time, the new provision will be widely publicized.

16. Comments. The FC welcomes comments on or suggestions to improve this plan. Submit them to the Senior Civilian Advisor to the Chief of Public Affairs (Rm 2E646), HQDA, the Pentagon.



JOHN G. MEYER, JR.
Major General, GS
Functional Chief

CIVILIAN LEADERSHIP TRAINING



COMMON CORE

(AR 690-400, Chapter 410/412)

EXECUTIVES

MANAGERS

SUPERVISORS

INTERNS

- ★ ILDC (Intern Leadership Development Course) (on site)
- ★ AODC (Action Officer Development Course) (Correspondence)

- ★ SDC (Supervisory Development Course) (Correspondence)
- ★ LEAD (Leadership Education and Development Course) (on site)

- ★ MDC (Manager Development Course) (Correspondence)

OLE (Organizational Leadership for Executives) (Resident)

PME I/II (Personnel Management for Executives) (Resident)

- ★ GO/SES Training Conference (Resident)

- ★ GO/SES Force Integration (Resident)

- ★ CCL (Center for Creative Leadership) (Resident)

- ★ EO/EEO Orientation (Resident)

APEX SES Orientation (Resident)

ARMY MANAGEMENT STAFF COLLEGE *

★ MANDATORY

* COMPETITIVE

Public Affairs and Editorial Journey Level Career Ladder

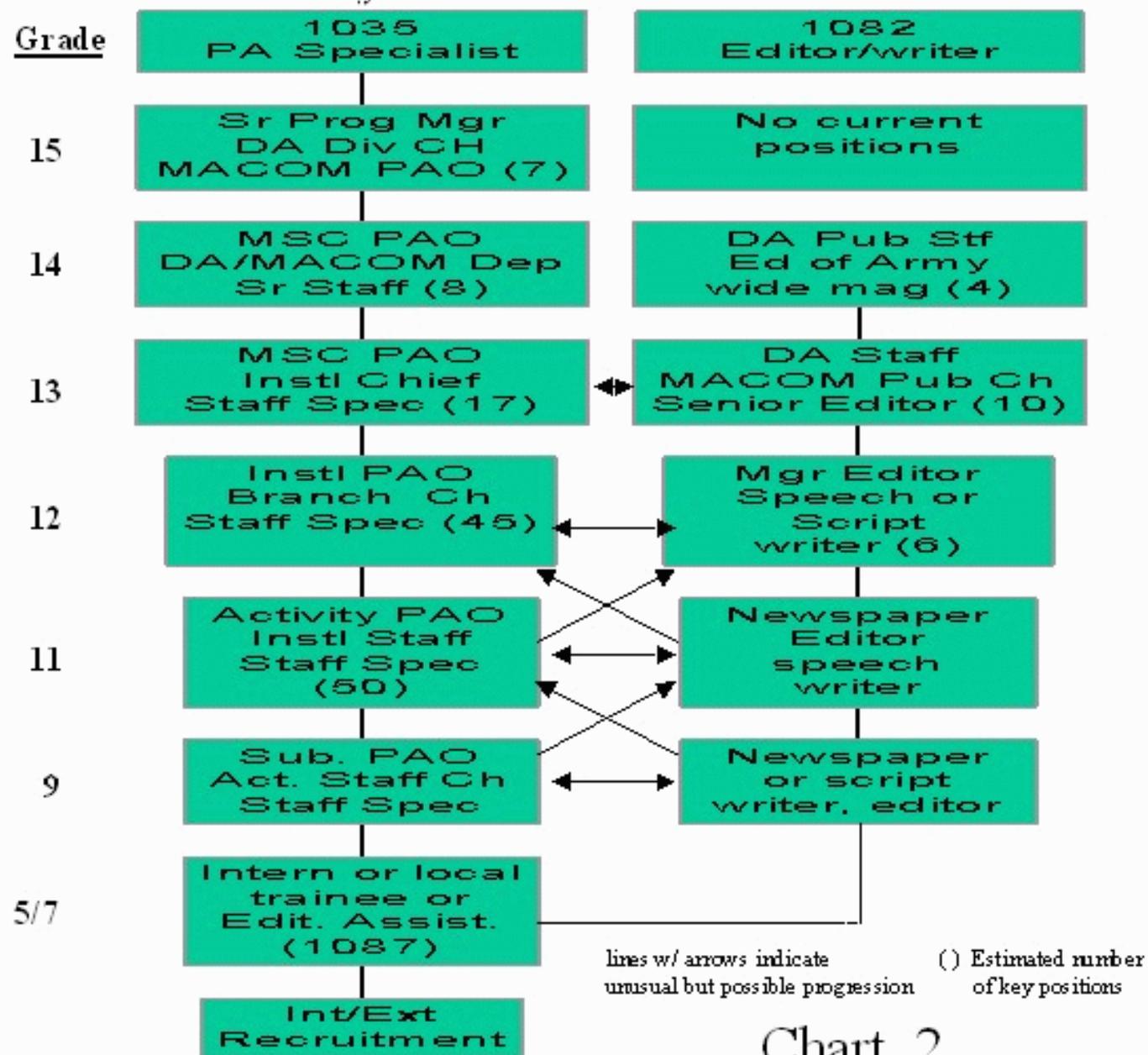


Chart 2

Intern Career Ladder



* Interns may be promoted from Grade 5 to 7 during Phase II if their training is on schedule and they are meeting performance requirements.

Chart 3

PUBLIC AFFAIRS AND COMMUNICATIONS MEDIA COMPETENCIES

GS-GM 1035 PUBLIC AFFAIRS

KNOWLEDGE OF--

CORE

1. Editing. Includes logic of organization, copy editing, and stylistic requirements for specific types of communication materials such as speeches, briefings, broadcasting, audiovisual scripts, newspapers, brochures, pamphlets, and position papers. (33)
2. English language. Includes grammar, vocabulary, diction, idioms, syntax, composition, spelling, punctuation, capitalization, abbreviations, compound words, prefixes and suffixes, and sentence structure. (34)
3. Methods and techniques for oral presentations. Includes development and use of transparencies, charts, pictorial and illustrative materials; organizational and structural example, Department of Army or Department of Defense (DOD) personnel, community representatives, media for different purposes (for example, information planning, approval, advertisement and instruction). (35)
4. Organization of electronic and printed media. Includes characteristic of media types associated with procedural steps employed in the delivery of news, publications, feature stories, editorials, and information; formatting and material requirements. (36)
5. Persuasive communication techniques. Includes types of persuasive arguments, styles, and strategies (educational, experimental, factual, hands-on approaches), their appropriate uses and delivery. (37)
6. Pictorial presentations. Includes pictorial resources available by subject matter, pictorial quality, sequence of pictorial materials for demonstration, explanation, instruction and display; and incorporation of pictorial material into text; sizing, captioning, and layouts. (38)
7. Principles, methods and techniques of Mass Communications. Includes electronic and printed communications media operations and their use in transmittal of messages. Transmittal includes message structuring according to subject matter and outcomes, message impact assessment, effects of message transmittal, frequency, key speakers, credible sources materials, and setting required. (39)
8. Public Affairs methods and procedures for responding to queries. This includes procedural requirements for responding to questions emanating from various sources: foreign and domestic press, general publics, government officials and community leaders, coordinating, and level of release requirements for identified issues. Also includes the characteristics and requirements of query responses provided in the form of releases, announcements and position papers. (40)

9. Reference source for laws, regulations and guidance relevant to Public Affairs operations, includes Public Laws, Privacy Act, and Freedom of Information Act. (41)

10. Strategies for dissemination of public affairs or advertising materials. Includes resource utilization strategies, their limitation and effects in the dissemination of Public Affairs or advertising materials, for example, effectiveness of radio versus television for providing information to soldiers in the field. (42)

11. Writing techniques for printed and electronic media. Includes stylistic requirements of audiovisual scripts, newspaper articles, advertisements, feature stories, broadcasting scripts, interview dialogues, and speeches. (43)

SUPPLEMENTAL

12. Contracting. Includes statements of work (SOW), specific costing, contract regulations, procedures, and restrictions. (44)

13. Desktop publishing computer operation. Includes layout and design of printed products (for example, newspapers, pamphlets, brochures) through the operations of desktop publishing equipment and software. (45)

14. Interviewing techniques. Includes formulating questions, timing feedback, setting selection, probing, and recording information. (46)

15. Laws regulations, and guidance in advertising and sales promotion and Public Affairs activities specific to recruiting. (47)

16. Marketing strategy design. Includes types of marketing media (for example, conference, advertisement through broadcasting, telecasting, publications, and displays), their development and use, marketing media products (for example, billboards, transit flyers, matchbook covers), and their use; strategy planning; sampling, and piloting methods used in analysis of market audience characteristics, opinions and attitudes, multimedia effects, and evaluation methods. (48)

17. Methods and techniques for establishing and operating a speakers bureau. Includes methods used for identifying subject matter experts, collecting historical data on speaker effectiveness, and speaker evaluation. (49)

18. Newspaper production process. Includes design and layout printing, reproduction, and distribution. (50)

19. Principles and techniques of group dynamics and interpersonal relationships. Includes principles of attitude change, leadership styles, identification of power sources, patterns of communicating and interpersonal influences used in the formulation and delivery of messages such as in the defusement of volatile situations, shifts in public opinion, and enhancement of public understanding of issues. (51)

20. Principles and techniques of speech writing. Includes message structuring methods, use of emphasis, restatements, summaries, and conclusions. (52)

21. Research methods and techniques. Includes data collection analysis, interpretation, and sampling. (53)

22. Selected reference sources for planning and execution of Public Affairs activities (for example, AR 360-5, Army Public Affairs, Public Information; AR360-61, Community Relations, AR 360-65, Establishment and Conduct of Field Press Censorship in Combat Areas; AR 360-80, Release of Information When More Than One Service is involved in Accidents or Incidents; AR360-81, Command Information Program; AR 600-50, Standards of Conduct for The Department of the Army Personnel), and implementing regulations and directives. (54)

23. Selected reference sources for planning and executing advertising, sales promotion, and Public Affairs activities specific to recruiting (for example, USAREC Reg 5-3, advertising program planning and Execution; USAREC Regulation 360-11, Local advertising Expenditure and accounting procedures; USAREC Reg 601-51, Rapid Electronic advertising, Coupon Transfer Technical Manuals; USAREC 601-85, Total Army Involvement in Recruiting; and USAREC Reg 601-93, U.S. Army Recruiting; and USAREC Reg 601-93, Army Recruiting Lead-producing Tour Exhibits). (55)

ABILITIES:

CORE

1. **SUPERVISORY POSITIONS ONLY.** Ability to Direct Work Activities. Ability to assign or delegate work and to monitor the work of others. (1)
2. Ability to Plan and Organize. Ability to establish objectives, requirements, priorities, and deadlines in order to determine course or action for work. (2)
3. Human Relations Ability. Ability to interact with others in a one-on-one group situation. (often called "team work," "cooperation," "interpersonal skills," "ability to meet and deal," and "tact diplomacy." (3)
4. Ability to analyze. Ability to obtain information, define problems, identify relationships, evaluate quality of projects, assess impact, and make conclusions/recommendations; includes the ability to determine quality of projects, programs, or performance by comparison against standards and objectives. (4)
5. Ability to Communicate Orally. Ability to brief, instruct, explain, advise, negotiate, or persuade. (5)
6. Ability to Write (Specialized). Ability to express ideas through specialized types of writing or editing. Includes feature, news releases, media memoranda, scripts, speeches, doctrine and strategy and fact sheets used in the Public Affairs context. (6)
7. Ability to Write (General). Ability to express ideas through general types of writing. Includes information papers, interoffice memoranda, letters, work orders, and general reports such as administrative process reports, status reports that are written for general purposes to summarize findings, to recommend strategies, to propose new initiatives, to document or describe events, etc. (8)
8. Ability to Innovate. Ability to development new or revised policies, procedures, programs, or solutions to problems. (9)
9. Ability Initiate Action. Ability to independently originate action. (One who demonstrates this ability is often called a "self starter.") (10)

SUPPLEMENTAL: None

** Numbers in parenthesis are the ACCES KSA numbers corresponding to each ACTEDS KSA.

PUBLIC AFFAIRS AND COMMUNICATIONS MEDIA
CAREER PROGRAM MASTER INTERN TRAINING PLAN (MITP)

PUBLIC AFFAIRS. GS-1035

PHASE I

Content Description	TYPE	PCT	KSA's Acquired
Hours in Phase I range 100 from 800 to 1043.			
1. General orientation.			1. At the end of this general orientation, the intern will be able to--
a. Employment orientation. Civil Service appointment and status, condition of employment, employee benefits, code of conduct, security requirements, and the Army civilian career management program.	D, B, RR	5	a. Describe the organization of the federal government, DOD, DA, and his or her MACOM and activity of assignment.
b. Command and agency orientation. Organization of the federal government, DA, MACOM and the training activity to which the intern is assigned.			b. Understand the provisions, benefits and re-sponsibilities of federal employment and the provisions of the Army civilian career management program.
c. PA office orientation. To the training activity's PA office.			c. Describe the mission, organization, functions of the training activity PA office.
2. Specialized subject matter orientation.			2. At the end of the subject matter orientation, the intern will be able to--
a. PA function. Introduction to Army PA as a staff function and Communication process. Overview of the mission, objectives and need for Army PA and the role of the PA officer.	D, DEM	95	a. Describe the mission, purpose and objectives of Army PA. Outline Army PA Program objectives. Identify and describe how the function is organized and discuss the role and relationship of the PA officer to the commander, staff, the media and the public.

100

PHASE I

<u>Content Description</u>	<u>Type</u>	<u>PCT</u>	<u>KSA's Acquired</u>
<p>b. Public Information (PI) function. Introduction to the mission, policies, operating procedures and pertinent regulations governing the PI function. Practical exercises to acquaint the intern with effective techniques for using mass media to communicate information on Army programs and activities to the public. Introduction to methods for establishing and maintaining effective relations with media representatives and analyzing and assessing audience and media requirements. Review of communications law and rules for attribution, ethics, and credibility in the release of information.</p>			<p>b. Discuss the PI function and pertinent operating policies. Identify the Army's primary external publics and describe the communications media through which they are reached. Discuss the need for ethics and credibility in establishing media relations and how to apply them.</p>
<p>c. Command Information (CI) function. Introduction to the mission, philosophy, policies, operating procedures and pertinent regulations for the Army CI program. Practical exercises to acquaint the intern with the role of CI as communication for the Commander.</p>			<p>c. Define the mission, purpose and objectives of the Army CI program. Explain policies, regulations and procedures for helping the commander implement an effective CI program. Identify CI products, their use, methods, channels for distributing these products.</p>
<p>d. Community relations (CR) functions. Introduction to the Army CR mission, functional areas of responsibility and pertinent regulations. Practical experience in dealing with community groups, organizations and persons having interest in Army programs and activities.</p>			<p>d. Describe the Army CR function and areas of responsibility. Be familiar with pertinent policies, regulations and operating procedures. Assist in preparing and coordinating CR projects.</p>

3. Formal Training At the end of Phase I, the intern should have completed the following training:

- a. Priority I training:
Intern Leadership Development Course (ILDC), on-site, 1 Week;
- b. Priority II training:
Public Affairs Officer Course (journalistic), 9 Weeks,
DINFOS;
- c. Recommended Training:
Effective Army Writing, correspondence course (AG0028)
Accelerated Reading, on-site, local or correspondence
course;
Preparation of Military Correspondence (AG0102);
Reviewing Your Writing (AG0124);
Spelling, Abbreviation, Capitalization and Punctuation
(AG courses 0122 and 0123).

The ACPM should ensure that training is adequate and timely. If the intern's qualifying experience meets the objective of the developmental activity in this plan, that training will not be incorporated in the intern's IDP, and the IDP will be adjusted to allow participation in activities which would be more supportive of the intern's development.

PUBLIC AFFAIRS GS-1035

PHASE II

<u>Content Description</u>	<u>Type</u>	<u>PCT</u>	<u>KSA's Acquired</u>
Training hours in Phase II range from 800 to 1043.		100	
1. On-the-job training. The training activity will provide the intern any necessary orientation.			
a. Public Information (PI) function.	SA, RR, DEM	30	a. At the end of this PI functional training, the intern will be able to--
(1) Tasks and assignments. Practice all tasks and assignments to give the intern a working knowledge of PI and the skills to perform the duties of a Public Affairs Specialist. For example, writing news releases, handling media queries, escorting media representatives and preparing story ideas to be pitched to media outlets.			(1) Perform basic duties and functions of a Public Affairs Specialist. Write, rewrite, edit and prepare draft releases on routine programs and activities. Handle routine media queries. Escort media representatives. Befamiliar with pertinent office reference material (regulations, rules, style guides) and operating procedures.
(2) Special projects. Intern will be assigned to special PI projects or assignments and will be held accountable for their accomplishment. Some examples of special projects include the following:			(2) Show confidence, skills and ability in performing the wide variety of PI duties.
(a) Preparing media kits.			
(b) Identifying, preparing and coordinating story ideas for the DA magazine/book program.			

PUBLIC AFFAIRS GS-1035

PHASE II

<u>Content Description</u>	<u>Type</u>	<u>PCT</u>	<u>KSA's Acquired</u>
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(c) Writing feature articles and developing media and marketing plans.

(d) Arranging news conferences and field media operations.

(e) Preparing staff actions and developing fact sheets and decisions papers.

(f) Assisting in preparation of a contingency plan.

(3) Orientation visits. Orientation visits to a commercial radio and TV station and newspaper facility to observe operations and to acquaint the intern with personnel and equipment for running the operation.

b. Command Information (CI) function:

(1) Tasks and assignments. Practical tasks and assignments to give the intern a working knowledge of the Army CI program. Assignments will include the preparation of CI materials, for example, fact sheets, pamphlets, brochures, news and feature articles for radio and TV spot announcements.

35
SA, RR,
DEM

(3) Recognize and describe operations and equipment of a commercial radio and TV station and newspaper facility.

b. At the end of this CI functional training, the intern will be able to--

(1) Write, rewrite and edit CI material on routine programs and activities when given specific guidance on parameters of the project. Assignments will require ability to perform appropriate research for data, and follow through on distribution to ensure finished products and material reach the intended audience. Be familiar with pertinent office reference material (regulations, rules, style guides) and operating procedures.

PUBLIC AFFAIRS GS-1035

PHASE II

<u>Content Description</u>	<u>Type</u>	<u>PCT</u>	<u>KSA's Acquired</u>
(2) Special projects. Intern will be assigned to special CI projects or assignments and will be accountable for their accomplishment. Some examples include the following: (a) Preparing special purpose and single topic CI fact sheets or brochures. (b) Preparing radio and TV spot announcements. (c) Developing a photographic layout or display. (d) Preparing feature articles for an Army newspaper or magazine. (e) Preparing a CI kit for a special Army program or promotion. (f) Editing a CI newspaper. (g) Assisting in the preparation of CI plans.			(2) Show confidence, skill and ability in performing a wide variety of CI duties.
(3) Orientation visits. Orientation visits to a commercial printing plant and a photographic laboratory or graphic production facility. Staff visit to an Army company and battalion-sized unit to observe operations.			(3) Recognize personnel and describe the operations and equipment of a commercial printing plant and graphic production facility. Observe a typical Army company and battalion-sized unit to become acquainted with their specific CI problems and needs.

PHASE II

<u>Content Description</u>	<u>Type</u>	<u>PCT</u>	<u>KSA's Acquired</u>
c. Community Relations (CR) functions.			
(1) Tasks and assignments. Practical tasks and assignments to give the intern a working knowledge of the Army CR program. Assignments will include developing and updating unit speakers' bureau file, handling requests for Army bands and drill teams, working with patriotic and civic organizations, and planning and coordinating Army-initiated celebrations and observances.	SA, RR, DEM	35	c. At the end of this CR training, the intern will be able to-- (1) Cite applicable policies and regulations governing the Army CR program. Plan and complete routine tasks and assignments when given specific guidance on procedures to be followed. List typical Army assets that can be used to implement an effective CR program.
(2) Special projects. Intern will be assigned special CR projects or assignments and will be accountable for their accomplishment. Some examples of special projects include the following: (a) Planning an open house. (b) Coordinating a joint military and civilian activity. (c) Assisting in developing a CR plan.			(2) Show confidence, skill and ability in performing the wide variety of CR duties.
(3) Orientation visits. Orientation visits to a commercial public relations firm and chamber of commerce to observe operations and acquaint the intern with his or her commercial counterpart.			(3) Understand commercial public relations practices.

PUBLIC AFFAIRS GS-1035

PHASE II

<u>Content Description</u>	<u>Type</u>	<u>PCT</u>	<u>KSA's Acquired</u>
2. Formal Training			At the end of Phase II, the intern should have completed the following training. Incomplete Phase I training should be added to this list. Phase I training should also be added for interns entering training at Phase II.
a. Priority I training:			Public Affairs Officers' Course, 9 Weeks, DINFOS, Ft. Meade, MD (if not attended in PHASE I); Action Officer Development Course (AODC)(Correspondence), Army Institute of Professional Development, FtEustis, VA (use DA Form 145)(Course Required for Graduation)
b. Priority II training	None		
c. Recommended training:			Army Staff Study, correspondence course, AG0125 Effective Briefing Techniques (variety of sources) DA Newspaper Seminar, 1 Week, OCPA

PUBLIC AFFAIRS GS-1035

PHASE III

<u>Content Description</u>	<u>Type</u>	<u>PCT</u>	<u>KSA's Acquired</u>
Training hours in Phase III range from 800 to 1043.			
1. On-the-job training.		100	
a. Public Affairs (PA) policy and plans.		25	a. At the end of this PA policy and plans training, the intern will be able to--
(1) Orientation. Orientation and familiarization with the concepts, format and content of Army PA policy and plans development; requirements and procedures for staff coordination; timing and target audience considerations; and PA work force and budget considerations.	SA, RR, DEM, OV		(1) Describe the Army PA policy and plans requirements and considerations. Identify work force and budget resources. Execute PA policies and plans to accomplish Army PA objectives.
(2) Tasks and assignments. Practical tasks and assignments to provide the intern with experience in developing a PA plan to support and promote a new DA, MACOM, installation or activity program.			(2) Prepare and execute a PA plan to support a new program or initiative.
b. Advertising and recruiting. (See note at the end of Phase III.)		15	b. At the end of this advertising and recruiting orientation, the intern will be able to--
(1) Orientation. Introduction to the Army advertising and recruiting mission and the policies, regulations and procedures for Army resources to support recruiting. Familiarization with demographics in developing effective advertising and	SA,RR, DEM		(1) Describe the pertinent policies and regulations for Army advertising and recruitment, the use of demographics in developing advertising and marketing plans, and contracting processes.

PUBLIC AFFAIRS GS-1035

PHASE III

<u>Content Description</u>	<u>Type</u>	<u>PCT</u>	<u>KSA's Acquired</u>
marketing plans and recruiting strategies. Orientation to budget and contracting procedures as they apply to purchasing advertising and media space.			
(2) Tasks and assignments. Practical assignments to increase the intern's knowledge and ability to perform typical duties and functions associated with the Army advertising and recruiting mission. Examples of assignments are analyzing the demographics of a specific recruiting area by medium, assisting in the development of an annual advertising budget or planning a multi-media advertising campaign.			(2) Perform basic duties and functions of an Advertising and Recruiting Public Affairs Specialist. Be familiar with pertinent regulations, references and operating procedures.
(3) Special projects. Intern will be assigned special advertising and recruiting projects or assignments and will be accountable for their accomplishment. Some examples of special projects include the following:			(3) Plan and execute independently a specific project or assignment that demonstrates working knowledge of applicable advertising and recruiting policies, regulations, and operating procedures.
(a) Analyzing the demographics of a specific recruiting area by medium.			
(b) Developing a district level marketing plan.			
(c) Developing a detailed standard metropolitan statistical area marketing directive.			

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PHASE III

<u>Content Description</u>	<u>Type</u>	<u>PCT</u>	<u>KSA's Acquired</u>
(d) Planning a multimedia advertising campaign.	SA, RR, DEM	15	c. At the end of this industrial relations training, the intern will be able to--
c. Industrial Relations (see note at end of Phase III.)			(1) Understand the PA aspects of Army and DOD participation in industrial relations. Cite pertinent regulations, such as the 360 AR series, the Defense and Federal Acquisition regulations; Cite procedures for release of Army marketing and industrial information to contractors and suppliers.
(1) Orientation. Introduction and orientation to objectives and specific requirements of Army and DOD industrial relations activities. Review of pertinent Army and DOD procurement regulations and procedures for responding to contractor requests for information and assistance.			(2) Help research and prepare facts and information for dissemination to business, commercial and industrial sources.
(2) Tasks and assignments to familiarize the intern with regulations and procedures for assisting contractors and suppliers to obtain information needed to conduct business with the Army. Intern will take part in researching to determine appropriate method for disseminating information to business and industrial sources.			(3) Plan and execute independently a specific project or assignment that demonstrate working knowledge of industrial relations policies, regulations and operating procedures.
(3) Special projects. Intern will be assigned special projects or assignments and will be accountable for their accomplishment. Some examples of special projects include the following:			

PUBLIC AFFAIRS GS-1035

PHASE III

<u>Content Description</u>	<u>Type</u>	<u>PCT</u>	<u>KSA's Acquired</u>
(a) Preparing a marketing information kit on a specific product or weapons system.			
(b) Assisting in developing of promotional material to solicit commercial bids for an Army contract.			
(c) Developing an education or informational program tailored to a specific industry.			
d. Advanced specialty training--PI function. Assignment of specific tasks, projects or an area of responsibility to give the intern additional seasoning and experience in PI operations. In this phase of training, the intern will assume the role of an action officer with minimal guidance and direct supervision. This will require the intern to plan, organize and carry out PI programs; establish and maintain effective relations with media representatives; and show proficiency in researching, writing and preparing material for the media.	SA,RR, DEM	15	d. At the end of this advanced specialty PI training, the intern will be able to plan, organize and execute specific aspects of a PI program with minimal direct guidance and supervision.
e. Advanced specialty training--CI function. Assignment of specific tasks, projects or an area of responsibility to provide the intern with additional seasoning and	SA,RR, DEM	15	e. At the end of this advanced specialty CI training, the intern will be able to plan, organize, coordinate and execute specific aspects of a CI program, demonstrating knowledge and

<u>Content Description</u>	<u>Type</u>	<u>PCT</u>	<u>KSAs Acquired</u>
experience in CI operations. In this phase of training, the intern will assume role of action officer, with minimal guidance or direct supervision. Intern will demonstrate ability to plan, organize, coordinate, and carry out information programs directed toward the needs of a specific internal audience.			understanding of Army CI Objectives. Perform the full range and scope of duties characteristic of the function.
f. Advanced specialty training--CR function. Assignment of specific tasks, projects or an area of responsibility to provide the intern with additional seasoning and experience in CR operations. Intern will be action officer, with minimal guidance. Intern will plan, organize, coordinate and conduct CR programs and maintain contacts with community leaders.	SA, RR, DEM	10	f. At the end of this advanced specialty CR training, the intern will be able to-- plan, organize and conduct CR programs and establish and maintain a good working relationship with community leaders.
g. Introduction to ACCES. Intern will receive lecture on ACCES and view ACCES/ ACTEDS videotape; and, with supervision, fill out the form as much as possible with special emphasis on accomplishments.	RR, SA DEM	5	g. Intern will be able to complete PACM ACCES registration, explain KSAs and referral process.

2. Formal Training. At the end of Phase III, the intern should have completed the following mandatory training and should have considered one or more of recommended offerings:

- a. Priority I:
(Any missed, previous Priority 1 training);
- b. Priority II training:
(Any missed, previous Priority 2 training);
- c. Recommended:
Editor Course, 4 Weeks, DINFOS
Intermediate Photojournalism Course, 7 Weeks DINFOS;
Electronic Journalism, 2 Weeks, DINFOS;
Basic Broadcast Management Course, 12 Weeks, DINFOS;
AP Photojournalism Weekend seminar or facsimile

Abbreviations: B Briefing
 D Discussion
 DEM Demonstration
 OV Orientation Visit
 RR Required Reading
 SA Supervised Activity
 WS Workshop

NOTE: Advertising and Marketing training as well as Industrial Relations training is intended for interns training in the Recruiting Command and Army Materiel Command, respectively, or for local interns when applicable. Other interns, training at soldier installations (and the majority), will not need to receive these types of training and their trainers will substitute opportunities to observe and report on soldier tactical training.

PUBLIC AFFAIRS AND COMMUNICATIONS MEDIA CAREER PROGRAM

MASTER TRAINING PLAN

GS-05, On-the-job Training

<u>Description</u>	<u>Duration</u>	<u>KSA(s) to be acquired</u>
Equivalent Work Experience Type: OJT Source: Local Cmd Location: Local	1 Yr	Knowledge of: editing, language techniques for oral presentations (with visual aids), characteristics of electronic and print media, principles of mass communication, responding to queries, dissemination of information, print and electronic writing, interview techniques, speakers bureau, newspaper production, speech-writing, research (K1-4), 6-11); Ability to: plan and organize, analyze, communicate orally and in writing (A2, 4, 5, 6, 7).

GS-05 Recommended

<u>Description</u>	<u>Duration</u>	<u>KSA(s) to be acquired</u>
Public Involvement Communications (091/CECW-PW) Type: Class Source: COE Location: Huntsville	4.5 Da	Knowledge of methods and techniques of oral communications, persuasive communication, mass communications, responding to queries, group dynamics (K-3, 5, 7, 8, 19); Ability to: human relations, analysis, communicate orally, innovate, initiate, plan and organize (A2, 3, 4, 5, 8, 9).
Interacting and Communicating With the Public (190/CEPA-1) Type: Class Source: COE Location: Huntsville	2.5 Days	Knowledge of: persuasive communications, mass communications, interview techniques, group dynamics (K5, 7, 14, 19); Ability to: plan and organize, human relations, analysis, communicate, orally, innovate (A2, 3, 4, 5, 8).
Introduction to Critical Thinking (325) Type: Class Source: USDA or local college Location: Washington, DC or local college	1 Sem	Knowledge of: editing, English, persuasion, writing, interviewing, marketing strategy, group dynamics, research (K1, 2, 5, 11, 14, 16, 19, 21); Ability to: direct, plan and organize, analyze, write, write specialized) innovate and initiate action (A1, 2, 4, 6, 7 - 9).

**Speechwriting 1 Sem
(200)**

Type: Class
Source: USDA or local college
Location: Washington, DC or local college

Knowledge of: editing, English, Oral presentation, persuasion, speakers bureau, speechwriting, research (K1-3, 5, 17, 20-21); Ability to: plan and organize, analyze, communicate orally, innovate (A2, 4, 5, 8).

Basic Communication Skills Variable

Type: Class or correspondence
Source: Local Command college
Location: Local Command or college

Knowledge of: editing, English, persuasive communication (K1, 2, 5); Ability to: plan and organize, communicate orally, or write (both)(A2, 5-7).

Suggested Alternate communications courses:
Communication Skills, USDA, PMGMT #707, 2 Days
Creativity and Innovation, USDA, SMGMT #818M, 2 Days
Delegation Skills, USDA, SMGMT #727, 1 Day

DA Publications Management Variable

(course AG#0021)
Type: Correspondence
Source: AG Ctr
Location: On-site

Knowledge of: editing, characteristics of electronic and print media, laws, regulations and guidance (K14,9); Ability to: plan and organize (A2).

Information Resource Management 1 Week

Type: Class
Source: AMEC
Location: RIA, IL

Knowledge of: Army Information Resource Management Program (AIRMP), the five IMA disciplines, the 3 tiers of Army Information Architecture, the Information life cycle, and the Information Management Plan and Control System (conveys management KSAs of the IMA ACTEDS Plan).

Introduction to ADP 3 Days to 1 Week

Type: Class
Source: Local(USDA/college)
Location: variable

Knowledge of the basics of ASCII and EBCDIC, computer peripherals, operating systems, hardware components and their functions, and major steps in systems analysis, design and program development (KS12).

Data Communications in Information Management 3 Days

Type: Class
Source: AMEC
Location: RIA, IL

Knowledge of basic data communications systems, data standards, hardware, software, protocols, networks and physical/system security measures of communications systems (K21, A24,9).

GS-07, On-the-job Training

<u>Description</u>	<u>Duration</u>	<u>KSA(s) to be acquired</u>
OJT Type: Equivalent work experience Source: Local Command Location: Variable	1 Year	Knowledge of: editing, English language, English language, methods and methods and techniques for oral presentations (with visual aids), org. of media, Persuasive communications, Pictorial presentations, mass communications, laws, advertising, Stylistic writing (All Ks &As).

GS-09, Priority II (Priority I for all action officers new to Army)

<u>Description</u>	<u>Duration</u>	<u>KSA(s) to be Acquired</u>
Action Officer Dev. Crse. Type: Correspondence Source: AIPD Location: local	Var.	Knowledge of basic staff skills, decision-making, problem solving, staff writing (A2,4,9,10).

GS-09, Recommended

<u>Description</u>	<u>Duration</u>	<u>KSA(s) to be Acquired</u>
Supervisor Development (ST 5000) Type: Correspondence Source: AIPD Location: On-site	Var.	Knowledge of: positionmgt, MER, EEO, staffing, employee development, performance system, training and development, career mgt, manpower (KS 1-5, 9); Ability to: plan and organize, understand human relations, analyze, communicate orally, write clearly, be self-starting, delegateresponsibility, be innovative (A1-5, 8).

(Priority I for new supervisors)

Introduction to ADP Type: Class or correspondence Source: USDA or AMEC Location: Regional Tng Ctr or RIA, IL	3 - 5 Days	Knowledge of: laws, regulations and guidance, desktop publishing (K9,12); Knowledge of ADP; (KS-12); Abilities to: plan and organize, be innovative (A2,4,8).
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Intermediate Photojournalism Type: Class Source: DINFOS Location: Ft. Meade, MD	7 Weeks	Knowledge of: characteristics of electronic and print media, photographic layout, desktop publishing, newspaper production (K4,6,13,18); Ability to: plan and organize, analyze, write clearly, be innovative (A2,4,6,8).
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Newspaper Editor Course	4 Weeks	Knowledge of: editing, English language, characteristics of
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Type: Class
Source: DINFOS
Location: Ft. Meade, MD

electronic and print media,
photographic layout, laws,
regulations and guidance, print
electronic media writing
styles, newspaper production,
leadership development, desktop
publishing (K1,2,4,6,9,11,13,19);
Ability to: plan and organize,
write clearly, delegate
responsibility and be innovative
(A1,2,6,8).

Electronic Journalism **2 Weeks**

Type: Class
Source: DINFOS
Location: Ft. Meade, MD

Knowledge of: editing, English
language, oral presentation
electronic media, persuasive
techniques, pictorial presenta-
tions, mass communications
principles, regulations and
guidance, writing techniques,
interview techniques (K1-9,
11, 14); Ability to plan and
organize, human relations,
analyze, communicate orally,
write, be innovative (A1-5,8).

Public Speaking **Variable**

Type: Class
Source: USDA/local college
Location: Wash., DC/local
(Call 202-475-4280)

Knowledge of: English language,
oral presentation, persuasive
communications, speakerspgm,
group dynamics, speech writing
(K2,3,5,17,19,20); all
abilities.

Reporting for Print Media and/or Writing for Print Media **1 sem.**

Type: Class
Source: USDA/local college
Location: Wash. DC/local
(Call 202-475-4280)

Knowledge of: editing, English
language, media organization,
persuasive techniques, pictorial
presentations, mass communica-
tions, laws, regulations, wri-
ting and interviewing tech-
niques, newspaper production &
research methods (K2,4-7,9,
11,14,18,21); all abilities.

Basic Broadcaster **12 Weeks**

Type: Class
Source: DINFOS
Location: Ft. Meade, MD

Knowledge of: editing, language,
characteristics of electronic
and print media, persuasive com-
munications, mass communication,
laws, regulations and guidance,
dissemination of information to
internal/external audiences,
print and electronic media
writing styles, interviewing
techniques (K1,2,4,5,7,9-11,14);
Ability to: plan and organize,
communicate orally, write,
be innovative (A2,5,6,8).

Army Family Team selfpac'd Building

Type: Self Instruction
Source: Local Training Office

Knowledge of: interpersonal relationships (K19); Ability to plan and organize; human relations; analyze; innovate and initiate action (A2-4,8,9).

DA Newspaper Seminar 1 Week Seminar

Type: Seminar
Source: OCPA
Location: Variable

Knowledge of: editing, language characteristics of electronic and print media, persuasive communication, photographic layout, laws, regulations and guidance, print and electronic media writing styles, contracting, desktop publishing, interviewing techniques, newspaper production (K1,2,4,5,6,9,11,12,13,14,18); Ability to: plan and organize, write clearly, delegate responsibility, be innovative (A1,2,5,6,6-8).

Effective Briefing Techniques 1 Week

Type: Class
Source: Local Vendor
Location: Variable

Knowledges: techniques of oral presentations (w/visual aids), persuasive communication & speech-writing (K3,5, 20). Ability to: plan and organize, understand human relations, communicate orally and be innovative (A2,3,4,8).

Introductory Statistics

Type: Class
Source: USDA
Location: Wash., DC

Variable

Knowledge

methods and techniques (K21). Ability to: plan and organize, analytical ability, innovative (A2,4,8);

Alternate Courses

- Statistics for Management Improvement, USDA, 3 Days
- Statistics for Management, OPM, 1 Week
- Basic Statistics, DA correspondence course #FI0921
- Statistical Sampling, DA correspondence course #FI0923
- Presentation of Statistical Data, DA correspondence course #FI0980
- Effective Briefing Techniques, OPM, 1 Wk, Regional
- Briefing Techniques for Managers and Supervisor, USDA Grad School, course #SMGMT 848M, 3 Days
- Other courses are available on-site through local colleges.

GS-11, Priority I

<u>Description</u>	<u>Duration</u>	<u>KSA(s) to be Acquired</u>
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Supervisor Development

Corr.

See Leadership Core (Section B). (Mandatory, Priority I for new supervisors only)

Type: Correspondence
Source: AIPD

Leadership Education and Development (LEAD) **1 Week** See Leadership Core (Section B).
(Priority I only for new supervisors; recommended for others)
Type: Class
Source: Local

Manager Development Corr. Course See Leadership Core (Section B).
Type: Correspondence (Mandatory, Priority I for
Source: AIPD all new managers, managers
Location: Local with responsibility for a
program and second line
supervisors)

GS-11, Priority II
Description Duration KSA(s) to be Acquired

PAOC/equivalent PAOC-10 **10 Weeks** See 1035-07s
experience/duty **1 year**
Type: class, OJT
Source: DINFOS/LocalCmd
Location: Ft. Meade, MD/local

GS-11, Recommended
Description Duration KSA(s) to be Acquired

Basic Procurement **1 Week** Knowledge of: laws, regulations
and guidance, contracting,
recruiting advertisingregu-
Type: Class lations (K9,12,23); Know-
Source: GSA ledge of: contracting (KS11).
Location: Variable

Broadcast Mgr **4 Weeks** Knowledge of: characteristics
of electronic and print media,
laws, regulations and guidance,
Type: Class contracting group dynamics (K4,
Source: DINFOS 9,12,19); Ability to: plan and
Location: Ft. Meade, MD organize, understand humanrela-
tions, analyze, communicate
orally, write clearly, be self-
starting, delegate responsibility,
be innovative (A1-8).

Army Advanced Photojournalism Course (AAPJC)(On Hold) **10 Weeks** Knowledge of: language, photo-
graphic layout, newspaper pro-
duction (K2,6,18); Knowledge of:
Type: Class budget, contracting, ADP (KS10,
Source: OCPA 11,12); Ability to: plan and or-
Location: Univ. of ganize, understand humanrela-
South Carolina tions, analyze, delegaterespon-
sibility, innovation (A1-3,8).

Interviewing Techniques **3 Days** Knowledge of interviewing techniques, formulating questions, timing feedback, and recording information (K14)
Type: Class
Source: OPM
Location: Regional

Human Behavior in Organizations **1 Week** Knowledge of: persuasive communication, interviewing techniques, leadership development, employee development. (K5,14,16,19, KS5). Ability to plan and organize, understand human relations, analyze, oral communications, delegate responsibility (A1-5).
Type: Class
Source: AMEC
Location: RIA, IL

Introduction to Critical Thinking **1 Week** See course description beginning at GS-05 level.
Type: Class
Source: USDA/local college
Location: Wash., DC/local Call 202-720-7123)

Survey of Desk Top Publishing **1 Sem** Knowledge of: desk top publishing, newspaper production, ADP (K13,18 and KS-12).
Type: Class
Source: USDA/local college

NEPA Compliance Course **2 Days** Knowledge of: Persuasive Communications, Principles of Mass Communications, Methods of Responding to Queries and Reference sources for laws, regulations (K5,7-9).
Type: Class
Source: Executive Enterprises, Inc.,
22 West 21st St., New York, NY 10010-6990

Planning Office Automation **3 Days** Knowledge of: desktop publishing (K13); Ability to: plan and organize, analyze and initiate action (A2, 4, 8-9).
Type: Class
Source: AMEC-306
Location: variable

Environmental Communications **3 Days** Knowledge of environmental communications issues; techniques for oral presentation, responding to queries, dissemination of information, interview techniques, persuasive communications, strategies (K5, 7-9); Ability to plan and organize, communicate orally and in writing (A2,5,7).
Type: Class
Source: USACHPPM
Location: variable

GS-11, Competitive Training

DODJPC ** **8 Weeks** Knowledge of: editing, language, persuasive communications, mass communication, marketing strategy design, speechwriting, research (K1,2,5,7,16,20,21); Ability to plan, organize, analyze, innovate, initiate (A2,4,8,9).
Type: class
Source: OCPA
Location: U. of Oklahoma thru 2001
**Dept. of Defense Adv. Public Affairs Course

GS-12, Priority I, New Supervisors Only

<u>Description</u>	<u>Duration</u>	<u>KSA(s) to be Acquired</u>
Supervisor Development	Corr.	See Leadership Core (Section B) and data for lower grades
Manager Development Course	Corr.	See Leadership Core (Section B). Type: Correspondence (Mandatory, Priority I for all new managers, managers with responsibility for a program and second line supervisors) Source: AIPD Location: Local
Leadership Education and Development (LEAD)	1 Week	See Leadership Core (Section B) Type: Course Source: Local

GS-12, Priority II

<u>Description</u>	<u>Duration</u>	<u>KSA(s) to be Acquired</u>
PAOC/Equivalent Experience	10 Weeks 1 year	See for lower grades.
Career Management Seminar	2 Days	Knowledge of: Group Dynamics (K19); Ability to Direct others, plan and organize, human relations, analyze, Source: COE-361-CEHR-ZE initiate (A1-4, 9). Location: Huntsville

GS-12, Recommended

<u>Description</u>	<u>Duration</u>	<u>KSA(s) to be Acquired</u>
Developmental Assignment (Lateral)	9 Weeks	For Media Relations, Community Relations, Command Information, or Advertising and Sales Promotion functional areas. Type: OJT Source: Local/higher CMD Location: Local/higher CMD
Leadership Education & Development (LEAD)	1 Week	See Leadership Core (Priority I for New Supervisors) Type: Course Source: Local (Prerequisite: Supervisory Development Course)
Environmental Communications	3 Days	See for GS-11.
Preparing to Meet the Media	1-2 Days	Knowledge of: oral presentation, electronic media, persuasive communications, mass communications, public affairs procedures strategies, interviews marketing, news paper production (K35,7,8,10,14, 16, 18) all abilities Type: Class Source: DA (OCPA) or Washington Chamber of Commerce, or LouWill's Seminars

Location: Variable

Self-Development Activities **TBD** To be developed by careerists and career program manager or supervisor.
Type Class/OJT/Lateral Assignment
Source Local
Location: Variable

NEPA Course **2 Days** See previous section for GS-11.

GS-12, Competitive Training
Description Duration KSA(s) to be Acquired

AMSC **12 Weeks** See Leadership Core (Section B).

Type: Class
Source: AMSC
Location: Ft Belvoir, VA

LTT/TWI **120-365 Days** As developed in various media relations, community relations, command information, or advertising and sales promotion disciplines with private industry, academia or government agencies.
Type: Univ. Class/Industry or dev. assignm't
Source: Variable
Location: Variable

DODJPC ** **8 Weeks** Knowledge of: editing, language, persuasive communications, mass communication, marketing strategy design, speechwriting, research (K1,2,5,7,16,20,21); Ability to plan, organize, analyze, innovate, initiate (A2,4,8,9).
Type: class
Source: OCPA
Location: U. of Oklahoma thru 2000
**Dept. of Defense Adv. Public Affairs Course

Joint Public Affairs Course (JOPAC) **2 Weeks** Knowledge of: Principles of Mass Communication, Methods of responding to query, Selected reference sources for planning activities; (K78,22); Ability to plan, organize, analyze, innovate, initiate (A2, 4, 8, 9).
Type: Class
Source: DINFOS
Location: Ft. Meade and the Pentagon

Short-term Functional semester Training Academic Training, usually outside normal duty; must relate to Public Affairs; submit LTT forms in annual catalog of Civilian Training, plus letter of justification.
Type: Class
Source: Variable
Location: Variable

GS-13, Priority I, New Supervisors Only
Description Duration KSA(s) to be Acquired

Supervisor Development **Corr.** See Leadership Core (Section B) and data for lower grades.

Manager Development **Corr.** See Leadership Core (Section B).

Course

Type: Correspondence (Mandatory, Priority I for all new managers, managers with responsibility for a program and second line supervisors).
Source: AIPD
Location: Local

Leadership Education and Development (LEAD) 1 Week See Leadership Core (Section B).

Type: Course
Source: Local

GS-13, Priority II

Description Duration KSA(s) to be Acquired

Organizational Leadership for Executives (OLE) and/or Personnel Management for Executives 2 Weeks See Leadership Core (Section B). (for managers GS-13-15).

8 Days See Leadership Core (Section B). (for managers GS-13-15).

Type: Class
Source: CAL/AMSC
Location: Ft. Leavenworth/variable

GS-13, Recommended

Description Duration KSA(s) to be Acquired

Sr PAOC 1 Week Knowledge of: persuasive communication, mass communications, responding to queries from various sources, dissemination of information to internal/external audiences (K5,7,8,10); Ability to: plan and organize, understand human relations, analyze, communicate orally, be innovative (A2-4, 5, 8)
Type: Class
Source: DINFOS
Location: Ft. Meade, MD

Environmental Communications 3 Days See for GS-11.

Adv Spec Tng Variable To be identified by careerist and career program manager or supervisor.
Type: Class
Source: OPM/local
Location: Variable

Budget Formulation 1 Week Knowledge of Budget process (KS10); Ability to plan and organize, analyze, be innovative (A24,8)
Type: Class
Source: OPM
Location: Regional Tng Ctr

Alternate courses

Federal Budget Process, USDA, 1 Day
PPBES, correspondence course FI2028, see DA Pam 3520
Activity/Major Activity Budgeting, correspondence course FI2032
The Federal Budget Process, course FI3042

GS-13, Competitive Training

<u>Description</u>	<u>Duration</u>	<u>KSA(s) to be Acquired</u>
DODJPC ** Type: class Source: OCPA Location: U. of Oklahomadesign, speechwriting, research thru 2001 **Dept. of Defense Adv. Public Affairs Course	8 Weeks	Knowledge of: editing, language, persuasive communications, mass communication, marketing strategy (K1,2,5,7,16,20,21); Ability to plan, organize, analyze, innovate, initiate (A2,4,8,9).
Joint Public Affairs Course (JOPAC) Type: Class Source: DINFOS Location: Ft. Meade and the Pentagon	2 Weeks	Knowledge of: Principles of Mass Communication, Methods of responding to query, Selected reference sources for planning activities; (K7,8,22); Ability to plan, organize, analyze, innovate, initiate (A2, 4, 8, 9).
LTT/TWI	120 to 365 days	See for GS-12.
Capitol Hill Workshops Type: Class Source: Alan Freed Alexandria, VA 22314	3 days	Knowledge of government, legislative operations, persuasive communication, mass communications and laws and strategies for dissemination of information (K5,7,9,10); Marketing (K16); Ability to Innovate (AB).
AMSC	12 Weeks	See Leadership Core (Section B).
Short-term, Funct.	Semester	See previous section for GS-12.

GS-14, Priority I, New Supervisors Only

<u>Description</u>	<u>Duration</u>	<u>KSA(s) to be Acquired</u>
Supervisor Development	Corr.	See Leadership Core (Section B) and data for lower grades.
Manager Development Course Type: Correspondence Source: AIPD Location: Local	Corr.	See Leadership Core (Section B). (Mandatory, Priority I for all new managers, managers with responsibility for a program and second line supervisors)

Capitol Hill Workshops 3 Days See for GS 13.

LTT/TWI 120-365 Days See details for GS-12.

Army Congressional Fellowship Program 1 Year See Leadership Training (Section B).

Short-term, Funct. Semester See previous section for GS-12.

GS-15, Priority I New Supervisors Only

Description Duration KSA(s) to be Acquired

Supervisor Development Corr. See Leadership Core and data for lower grades.

Manager Development Course Corr. See Leadership Core (Section B).

Type: Correspondence (Mandatory, Priority I for all new managers, managers with responsibility for a program and second line supervisors).
Source: AIPD
Location: Local

Leadership Education and Development (LEAD) 1 Week See Leadership Core (Section B).

Type: Course
Source: Local

GS-15, Priority II

Description Duration KSA(s) to be Acquired

Organizational Leadership for Executives (OLE) 2 Weeks See Leadership Core (Section B).
Designed for Managers GS 1315.

OR

Personnel Management for Executives (PME) II See Leadership Core (Section B).

Exec Dev Sem 2 Weeks Knowledge of laws, regulations and guidance, group dynamics, (K919); Knowledge of: position mgt, MER, EEO, staffing, performance appraisal system, training and development, manpower, budget, contracting, ADP (KS1-12); Ability to plan and organize, understand human relations, analyze, communicate orally, write clearly, be self-starting, delegate responsibility, be innovative (A1-5, 6-9).

GS-15 Competitive Training

<u>Description</u>	<u>Duration</u>	<u>KSA(s) to be Acquired</u>
Capitol Hill Workshops	3 Days	See for GS-13.
LTT/TWI	120-365 days	As described for lower grades.
AMSC	12 Weeks	See Leadership Core (Section B).
Senior Service	1 Year	See Leadership Training (Section B).
ACFP	1 Year	See Leadership Training (Section B).
Personnel Mgt for Executives II	5 Days	See Leadership Core (Section B).
Short-term, Funct.	Semester	See previous section for GS-12.

CP-22 SUPERVISOR AND MANAGER KNOWLEDGES

ALL SUPERVISOR AND MANAGER POSITIONS IN CP-22 REQUIRE THE FOLLOWING KNOWLEDGES (in addition to the technical knowledges and abilities in each series section). Numbers in parentheses are the ACCES KSA numbers corresponding to each ACTEDS KSA.

CORE

1S. Position management. The Federal position management and classification system (for example, job descriptions, position classification standards, position review, AR 690-500, chapter 501, and Federal Personnel Manual, chapter 312). (213)

2S. Management-employee relations. Includes Federal absence and leave regulations, adverse action procedures, grievance and appeal procedures, disciplinary procedures, awards, and labor and union relations. (214)

3S. Equal employment opportunity. Includes affirmative action requirements, avoidance of disparate treatment, and prohibited personnel practices. (215)

4S. Federal merit promotion and internal placement procedures. Includes vacancy announcements, reinstatement eligibles (FPM, chapter 335 and AR 690-300, chapter 335, FPM Supplement 335-1 and AR 690-335-1); the ACCES system (for example, registration, requests for referral, and career appraisal); and the effects of special placement programs (for example, priority placement, military spouse preference, and handicap program) on these procedures. (216)

6S. Federal performance appraisal system. Includes performance counseling process, feedback, guidance, review, goal setting, and development of performance standards (for example, FPM chapter 430 and AR 690-430). (217)

5S. Training and development of employees and career counseling. Includes developmental opportunities and assignments, short and long term training (for example, Government Employee's Training Act, FPM chapter 430, FPM chapter 410, and Master Intern Training Plan). (218)

SUPPLEMENTAL

9S. Manpower. Manpower resource management (for example, Schedule X and Table of Distribution and Allowances (TDA), manpower surveys, Program Analysis and Resource Review (PARR)). (219)

10S. Army budget process. Includes Command Operating Budget (COB), PARR, Program Development Increment Packages (PDIP), Non-appropriated Funds (NAF), and Program Capital Increment Package (PCIP). (220)

11S. Federal contracting system. Includes procedures for Statement of Work (SOW) preparation; evaluating contract proposals; monitoring contractor performance; and requirements for sole-source contracts. (221)

12S. Office automation. Includes applications (for example, spreadsheets, word processing, graphics, database management, and communication packages). (222)

PUBLIC AFFAIRS AND COMMUNICATIONS MEDIA
LEADERSHIP CURRICULUM

COURSE DESCRIPTION	DURATION	KSA's TO BE ACQUIRED
<p>Intern Leadership Development Course (ILDC)*</p> <p>Type: Class Source: CAL Location: Local</p> <p>Priority I, Phase I, interns only</p>	<p>1 Week</p>	<p>Knowledge of operational concepts and organizational structure of the Army; skill in communications, including active listening and effective feed-back; ability to measure personal strengths and weaknesses as a learner; knowledge of group dynamics and its impact on meeting organizational goals; ability to identify and apply different methods of conflict management, problem solving, and decision making; knowledge of organizational leadership elements of purpose, direction and motivation; ability to apply leadership style or follower feedback style in a given situation; ability to understand how values affect decisions and ethics; knowledge of career management system.</p>
<p>Action Officer Development Course (AODC)*</p> <p>Type: Corr. Source: AIPD Location: Local</p> <p>Priority I, Phase II, interns and all individuals appointed to journey-level positions within six months of appointment.</p>	<p>Indefinite</p>	<p>Knowledge of staff actions to include managing time and priorities, meetings, interviews, problem solving, communication, writing, coordinating, briefing, ethics.</p>

COURSE
DESCRIPTION

Supervisor Development*

Indefinite

Type: Corr.
Source: AIPD, Ft.
Eustis, VA
Location: Local

Priority I, all new supervisors within six months of appointment.

Knowledge of civilian personnel administration, procedures and techniques. Instruction includes: job classification, recruitment & selection; training; alcohol and drug abuse prevention; scheduling & leave; communication; discipline; grievances; recognition; EEO and labor relations; and merit pay. Ability to direct work, plan and organize, interact, analyze, communicate, innovate and initiate.

Leadership Education and Development Course (LEAD)*

1 Week

Type: Class
Source: Local
Location: Local

Priority I, All new supervisors who have completed Supervisor Development; recommended for others with potential for supervision who have completed the supervisor development course. (Only on a space-available basis).

Knowledge of leadership and management behavior and techniques including Army's leadership competencies and OPM managerial competencies; ability to identify strategies for decision making in supervising subordinates and molding cohesive teams through planning, communication, motivation, counseling and conflict management; ability to use a systems model in assessing an organization's operation or performance.

Manager Development Course (MDC)*

Indefinite

Type: Correspondence
Source: AIPD
Location: Local

Priority I, All managers (supervisors of supervisors and managers of programs, resources and/or policy) within six months of appointment.

Knowledge of management theory and methods; financial and property laws and regulations. Ability to plan and organize; ability to analyze; ability to organize; ability to innovate and initiate action.

<u>COURSE DESCRIPTION</u>	<u>DURATION</u>	<u>KSAs To Be ACQUIRED</u>
<p>Organizational Leadership for Executives (OLE)*</p> <p>Type: Class Source: CAL Location: Ft. Leavenworth, KS and regional locations</p> <p>Priority II, Managers, Grades 13-15</p>	<p>2 Weeks</p>	<p>Ability to understand organizational functioning through basic systems models; knowledge of learning styles and ability to recognize factors which drive leadership behavior; ability to recognize stages of group development and steps in building high-performance teams; ability to lead through awareness of importance of values and ethics, and application of sound management practices; knowledge of creative problem-solving, decision making and strategic planning techniques.</p>
<p>Personnel Management for Executives I (PMEI)*</p> <p>Type: Class Source AMSC Location: Ft. Belvoir, VA and Overland Park, KS</p> <p>Priority II, Managers, Grades 13-15</p>	<p>8 Days</p>	<p>Ability to recognize and develop human potential and increase productivity through sound management practices; ability to understand power and authority in management; knowledge of current management innovations and trends and external events and attitudes that influence decisions; ability to understand management and motivation including value clarification.</p>
<p>Army Management Staff College (AMSC)*</p> <p>Type: Class Source: AMSC Location: Ft. Belvoir, VA Armywide, Competitive Training, Grades 12 - 14</p>	<p>Resident Program 12 weeks onsite and 2 weeks by correspondence; Nonresident program, 10 months</p>	<p>Knowledge of strategies, doctrines, functional relationships and systems relevant to the Total Army with emphasis on the sustainment base; knowledge of military forces and doctrine, national policy and strategic studies, force integration, resource management,</p>

COURSE
DESCRIPTIONS

DURATION

KSAs TO BE ACQUIRED

Senior Service Colleges

1 Year

acquisition and logistics management, installation management, information management, management techniques, personnel management systems, health and fitness, communicative arts and program analysis and evaluation.

Type: Class
Source: see last column
Location: Variable

Sources: National War College, Ft. McNair, Washington, DC; Industrial College of the Armed Forces, Ft. McNair; or Army War College, Carlisle, PA. These colleges prepare selected officials to perform high level command and staff policy functions with national security strategy formulation and implementation; they build qualitative and quantitative analytical skills; and a broad range of executive and managerial abilities within the context of the military mission.

COMPETITIVE TRAINING,
GRADES 14, 15

**Army Congressional
Fellowship Program
(formerly LEGIS Fellows)**

1 Year

Type: OJT
Source: OPM
Location: Capitol Hill

Knowledge of the operations of Congress through hands-on experience on the staff of a Congressperson or committee.

**Personnel Management for
Executives II (PMEII)**

5 Days

Type: Class
Source: AMSC
Location: Ft. Belvoir,
VA and Overland Park, KS

Reinforces human relations skills developed in the initial PME experience; explores various dimensions of leadership and human resource management that are primary concerns of the DA executive.

* Leadership Core Training

SECTION C - Other Series

There are three other series that can operate in the Public Affairs domain:

a. **GS-1001, General Arts and Information**(About 20 positions in Public Affairs across the Army). The 1001 series can be either PACM or IM because the designation, 1001, means more than one (and any number of) information and editorial classification factor(s) applies and no one predominates. A 1001, for example, may be in PACM if more of its factors relate to information and editorial functions singular to Public Affairs functions. The KSAs for GS-1001s vary from one job to another and therefore cannot be standardized. Because of the small number of GS-1001s in Public Affairs, and the sufficiency of the 1035 training for 1001s in Public Affairs wishing to be competitive for higher graded 1001 positions in Public Affairs, no separate Public Affairs training section has been published for 1001s other than the one for 1035s. The local CPM should assist in developing an individual development plan for incumbents. The core leader development courses listed in Section B should be added as required. Recognition as a key position is on a case by case basis. Incumbents in Public Affairs missions will have the same access to PA training as GS-1035s and should follow the same training regimen. GS-1001s in Public Affairs also may wish to consider career development in the IM (CP-34) career program which provides a track outside of Public Affairs, such as in audio-visual or other publications' pursuits.

b. **GS-1082, Writer-editor, and GS-1087, Editorial Assistant** have small percentages of their population operating in Public Affairs (40 and less than 10, respectively). Their training sections are being developed by the IM (CP 34), as a Journalist Track and it will include, with other editorial training, all the additional Public Affairs training needed for these positions when they operate in Public Affairs. Meanwhile, 1082 and 1087 personnel interested in remaining competitive for promotion into similarly classified positions in Public Affairs operations, or looking for promotion into 1035 positions, should follow and monitor the PACM ACTEDS plan for any changes in Public Affairs training requirements. Some 1082 positions may be designated as key positions in PACM upon recommendation of the MACOM CPM with justification IAW paragraph 6.

Competencies for these series can be obtained from the same sources described for GS-1035s in paragraph 10. Local interns of these series may be placed in a GS-1035 permanent duty location position on a case-by-case basis, upon consultation and agreement between respective FCRs. Likewise, graduating

GS-1035 interns may be placed in GS-1001 or GS-1082 positions, similarly with pertinent consultation by respective ECRs. The close relation with Information Management (CP 34) opens the prospect of career employees moving from PACM to IM positions, or the reverse, in series 1001 and 1082. Interested PACM employees should seek copies of the CP 34 ACTEDS Plan for specific details in qualifying for and seeking training in that program.

All Army career program ACTEDS plans are scheduled to be on the ASA (M&RA) homepage, <http://cpol.army.mil>.

Request for Equivalency Credit for Mandatory Functional Training

Instructions for Completing and Handling Request:

- Employee completes Sections I and II, and forwards request to supervisor.
- Supervisor reviews Section II and completes Section III. If concurring, forwards request to approving authority. If nonconcurring, returns request to employee.
- Approving authority completes Section IV and returns request to supervisor.

Section I - Employee's Request for Equivalency		
Name (Last - First - MI)	Career Field/Program Number	
Title/Series/Grade	Course Title & Code	Course Provider
Employee's Signature		Date Signed
Section II - Training Information		
<input type="checkbox"/> Work Experience (Attach detailed explanation of work assignments. Identify competencies and explain how they were acquired.)		
<input type="checkbox"/> Formal Education or Training, including Correspondence Study (Attach transcript(s) and descriptions of course work, to include course title, course level, and grade. Identify competencies and explain how they were acquired.)		
<input type="checkbox"/> Self-development Activities (Attach detailed explanation. Identify competencies and explain how they were acquired.)		
Section III - Supervisor's Recommendation		
<input type="checkbox"/> Concur <input type="checkbox"/> Nonconcur		
Supervisor's Name, Title, Organization, and Mailing Address		Telephone Number & Email
Supervisor's Signature		Date Signed
Section IV - Approving Authority Decision		
<input type="checkbox"/> Approved <input type="checkbox"/> Disapproved		
Approving Authority's Name, Title, Organization, and Mailing Address		Telephone Number & Email
Approving Authority's Signature		Date Signed