

# **ACTEDS Plan**

(Army Civilian Training, Education & Development System)



**Career Program 27  
Housing Management**

**HOUSING AMERICA'S SOLDIERS AND FAMILIES!**

**JANUARY 2009**







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# **The Army Civilian Training, Education and Development System (ACTEDS) Plan for the Housing Management Career Program (HMCP)**

## **27-01. INTRODUCTION.**

The purpose of the Army Civilian Training, Education and Development System (ACTEDS) Plan for CP-27 is to ensure planned development of the housing civilian work force through a career management system that blends progressive and sequential work assignments and formal training for individuals as they progress from the Housing Specialist and Associate level to the Senior Housing Program Manager level. The system provides an orderly and systematic approach to careerist training and development, similar to that currently used by the military.

## **27-02. OBJECTIVES.**

ACTEDS is a part of career management and is governed by AR 690-950. The HMCP ACTEDS plan has two objectives: first, to enhance the occupationally based knowledge, skills, and abilities (KSAs) of housing careerists and second, to ensure that essential training is provided to housing careerists. Through this plan, the Army is able to develop individuals better prepared and equipped to provide quality service to Soldiers and Families worldwide and to ensure that selecting officials have well qualified candidates when filling vacant housing positions.

## **27-03. STRUCTURE.**

### **a. Background**

- (1) The HMCP is managed by a Functional Chief (FC). For CP-27, the FC is the Assistant Chief of Staff for Installation Management (ACSIM). Typically, the FC delegates day-to-day control of the Career Program to the Functional Chief's Representative or FCR. The CP-27 FCR is the Chief of Army Housing.
- (2) The Housing Management Career Planning Board (HMCPB) assists the FC in the development, implementation, and evaluation of the ACTEDS Plan. The HMCPB consists of:
  - (a) FC or FCR
  - (b) one (1) representative from each of the Installation Management Command (IMCOM) regions
  - (c) one (1) representative from Headquarters, IMCOM
  - (d) one (1) representative from the Office of the Assistant Chief of Staff for Installation Management (OACSIM), Housing Division
  - (e) one (1) representative from G-1
  - (f) one (1) representative for Non-Appropriated Funds (NAF) 1173 careerists

- (g) One (1) female representative, one (1) minority representative, and one (1) member-at-large representative. All three are elected by the HMCPB to serve two consecutive years
  - (h) Others deemed appropriate by the FC or FCR
- (3) HMCPB voting members are listed in section 27-03, part a, numbers 2a-g.
- (4) The Housing Division under the ACSIM is responsible for development and presentation of Army housing and Army housing related courses. Under the civilian proponent initiative, the FC, through the FCR, ensures Housing civilians are afforded training and development opportunities paralleling those of the military proponent system.

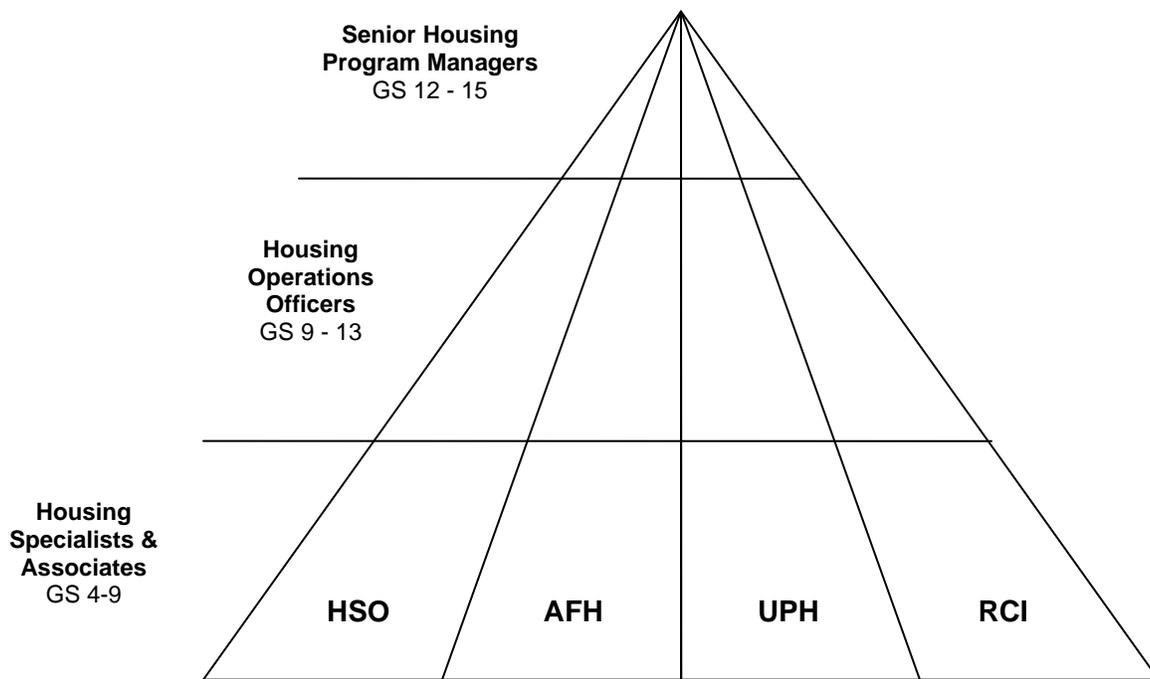
**b. Career Program Composition**

- (1) The ACTEDS plan for CP-27 applies to all housing careerists GS-04 and above (or NSPS equivalent).
- (2) Traditionally, CP-27 has been defined as strictly those individuals in the 1173 job series. However, since the privatization of CONUS family housing and the implementation of specialized barracks management programs, additional job series have been added to the definition of Army Housing Careerists. The HMCPB considers all DA Civilians who work in Army housing offices and provide a direct housing related service to Army Soldiers and Families a part of CP-27 and therefore entitled to training and, if necessary, travel and per diem funding to attend HMCPB approved courses. Examples of other job series typically found working for Army Housing include those under the 0300, 0500, 0800, and 1100 umbrellas. The FC and FCR reserve the right to determine eligibility for course tuition and travel funding for those individuals outside the 1173 job series. The HMCP training is intended to be a supplement to any training plans developed for these employees by their respective personnel proponents.

**27-04. KEY POSITIONS.**

- a. All positions in the HMCP are considered to be essential. In August 2007, the HMCPB determined that three levels of employees existed in the CP. Those levels are:
- (1) Housing Specialists and Associates, GS-1173-04 to GS-1173-09 (Pay Band 1 or 2)
  - (2) Housing Operations Officers, GS-1173-09 to GS-1173-13 (Pay Band 2)
  - (3) Senior Housing Program Managers, GS-1173-12 to GS-1173-15 (Pay Band 2 or 3)
- b. Figure A illustrates the Army housing career field and the four main areas: HSO, AFH, UPH, and RCI. The housing career field, though relatively small in number

of participants, encompasses a wide scope of housing functions, as well as large variances in the way work and jobs are organized. As such, designing clear cut career patterns is difficult. To assist housing careerists, the HMCPB developed common KSAs and training requirements across all four fields. Those common requirements can be found in appendices 1 through 3.



**Figure A**

- c. Appendices 4 through 15 list the core KSAs and training requirements as well as the additional KSAs and training necessary at each level in the above areas of Army housing.

#### **27-05. MASTER TRAINING PLAN (MTP).**

- a. The MTP is the official training guide for Army housing careerists and provides a roadmap for careerists to ensure personal development while supporting the Army and its Soldiers and Families worldwide. Well trained individuals are needed to ensure effective housing management. Continuous professional growth occurs at all levels and training for housing careerists has been identified as a key component to effective housing management.
- b. All housing careerists should consult Appendices 1-15 for applicable training and KSA requirements.
- c. When filling vacant housing career positions, the selecting official is required to compare the required KSAs and training noted in appendices 1 through 15 against an applicant's resume prior to final selection. While selection of employees is ultimately the responsibility of the selecting official, the selecting official is required to consult with the FCR and HMCPB for advice and assistance on all selections of GM/GS-1173-15 (or NSPS equivalent) positions. The FCR

and HMCPB role is limited to providing advice and assistance to the selecting official.

#### **27-06. INDIVIDUAL DEVELOPMENT PLAN (IDP).**

- a. An IDP is a written plan used to prepare housing careerists for target-level performance and promotion. A housing careerist, with supervisor input, will develop their IDP by comparing their education and experience with the requirements shown on the applicable MTP appendices. It is recommended that IDPs be done annually and updated upon completion of requirements. At a maximum, housing careerists should go no more than four (4) months without updating their IDP.
- b. Housing careerists may have substantial prior work experience and/or training in an area of Army housing. If so, selected portions of the MTP may be shortened or deleted. The housing careerist and their supervisor should coordinate alterations from the MTP with their respective IMCOM region housing training POC and the Housing Training Program Manager.
- c. Once development of the IDP is complete, a housing careerist should have a face-to-face meeting with their supervisor to discuss their upcoming training requirements. All approved IDPs should be signed by the housing careerist and their supervisor and copies should be forwarded to the careerist's IMCOM region housing training POC and to the Housing Training Program Manager.

#### **27-07. HOUSING INTERNS.**

##### **a. *Background***

- (1) Approximately six to ten interns are brought into the HMCP every year. The intern program itself is two years and the intern's salary, benefits, training tuitions, travel, and per diem are funded by DA (G-1).
- (2) Upon graduation, interns are placed in GS-11 or equivalent positions in the 1173 job series. These positions vary depending on the individual's permanent position location, but are generally mid level to upper level housing managers at installations.
- (3) The intern program supports noncompetitive promotion to a target grade of GS-11 or NSPS equivalent when all training and OJT requirements are met.

##### **b. *Requirements***

- (1) In August 2007, the HMCPB developed the Master Intern Training Plan, or MITP. The Housing Intern MITP is for all DA (G-1) funded and locally funded interns in the HMCP. The MITP is a demanding two year plan that ensures interns are given adequate OJT and classroom training in the four primary areas of housing prior to graduation from the program.
- (2) The MITP can be found under Appendices 16 and 17. Appendix 16 is for Year 1 of the internship and Appendix 17 is for Year 2.

- (3) During Year 1, the housing intern is required to complete 2.5 months of entry level OJT in each of the following housing areas: HSO, AFH, UPH, and RCI. The intern must also complete a rotation of not less than two weeks to a privatized or non-privatized installation (depending on the privatization status of their home installation) and a rotation of not less than two weeks to an installation that has implemented First Sergeants Barracks Initiative (FSBI). The following classroom training must also be completed prior to their first promotion: a basic HSO course, a basic RCI course, a basic UPH course, a basic Housing Management course, a basic real estate finance course, BAH data collection training, Action Officer Development Course (AODC), and the CES Foundation course. Housing interns are also required to attend the Professional Development Seminar (PDS) conference hosted by the Professional Housing Management Association (PHMA) during their first year.
- (4) During Year 2, the housing intern is required to complete 2.5 months of management/supervisory OJT in each of the following housing areas: HSO, AFH, UPH, and RCI. The intern must also complete a rotation of not less than two weeks to OACSIM/HQ IMCOM/ASA (I&E)/G-1. The following classroom training must also be completed prior to the intern's second and final promotion: a basic federal contracting course, an advanced course in real estate finance, an inspection course, the University of Maryland Asset Management course, and a course on GFOQs/Executive Homes. Housing interns are also required to attend the Professional Development Seminar (PDS) conference in their second year.
- (5) Intern supervisors must use the MITP when developing the intern's individual development plan (IDP). Supervisors with questions about an intern's IDP should contact the Housing Intern Program Manager or their IMCOM region housing training POC. Please note that all intern supervisors are required to submit signed and approved intern IDPs to the Housing Intern Program Manager. Also, interns are required to update their IDP regularly and provide an updated copy to the Housing Intern Program Manager every four (4) months. This allows HQDA to monitor the intern's progress and ensure the intern is on track for promotion and graduation from the program.

**c. *Length of Training Program***

- (1) Regardless of prior housing experience, all Army Housing Interns are required to complete two full years in the program.
- (2) The Housing Intern Program Manager, in coordination with the G-1 Army Intern Program Manager may extend the training program for up to six months for interns who have not acquired the necessary KSAs and/or completed the training required in the MITP for performance at the GS-11 level. Coordination of internship extensions must be done between the intern's supervisor and the Housing Intern Program Manager NLT 6 months prior to the intern's anticipated graduation date.



## **APPENDICES**



**Appendix 1: Common KSAs & Training for Housing Specialists and Associates**

<b>Housing Specialists &amp; Associates - GS4 – 9</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	<ul style="list-style-type: none"> <li>• Applicable DoD and Army Regulations</li> <li>• Basic Real Estate terms and concepts</li> <li>• Fair Housing and Equal Opportunity Housing Laws</li> <li>• Types of insurance policies</li> <li>• Government contracting</li> <li>• Records management</li> <li>• Property management</li> <li>• Accounting and budgeting principles</li> </ul>	<ul style="list-style-type: none"> <li>• Interpreting and applying regulations and laws</li> <li>• Negotiating and interpreting lease terms</li> <li>• Interpreting applicable local ordinances</li> <li>• Executing inspection procedures</li> <li>• Marketing and research techniques</li> <li>• Budgeting and accounting</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Read and interpret technical documents</li> <li>• Perform basic mathematical analysis</li> <li>• Organize</li> </ul>	<ul style="list-style-type: none"> <li>• Basic HSO, UPH, RCI, and Army furnishings courses</li> <li>• Customer Service</li> <li>• Basic federal contracting course</li> <li>• Applicable housing laws, including Fair Housing and Equal Opportunity</li> <li>• Federal budgeting process</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>• Human relations</li> <li>• Interpersonal skills</li> </ul>	<ul style="list-style-type: none"> <li>• Customer service techniques</li> <li>• Counseling techniques</li> <li>• Communicating</li> </ul>	<ul style="list-style-type: none"> <li>• Mediate and negotiate</li> <li>• Identify stakeholders</li> <li>• Work with others</li> </ul>	<ul style="list-style-type: none"> <li>• Effective communication</li> <li>• Conflict resolution</li> <li>• Negotiation</li> <li>• Counseling</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>• Human resource processes and procedures</li> <li>• Applicable government programs</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational management</li> <li>• Process improvement/management</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate resources</li> <li>• Prioritize among competing demands</li> <li>• Adapt</li> <li>• Administer customer service practices</li> <li>• Problem solve</li> </ul>	<ul style="list-style-type: none"> <li>• Basic Housing Management course</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Leadership principles</li> </ul>	<ul style="list-style-type: none"> <li>• Diplomacy</li> <li>• Critical thinking</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Lead by example</li> <li>• Motivate others</li> <li>• Identify and solve problems</li> </ul>	
<b>IT/Knowledge Management</b>	<ul style="list-style-type: none"> <li>• Office automation systems</li> <li>• Applicable Army automation systems</li> </ul>	<ul style="list-style-type: none"> <li>• Using housing computer system applications</li> <li>• Data entry and basic analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Provide fundamental review and analysis</li> <li>• Use software to review data and information</li> <li>• Prepare various documents</li> </ul>	<ul style="list-style-type: none"> <li>• All applicable Army and office automation systems</li> </ul>
<b>Cultural</b>	<ul style="list-style-type: none"> <li>• Roles and responsibilities</li> <li>• Chain of command</li> <li>• Diversity</li> <li>• Military culture</li> <li>• Civilian and local culture</li> <li>• Private sector business practices</li> </ul>	<ul style="list-style-type: none"> <li>• Interacting with multiple cultures</li> <li>• Recognizing diversity in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate and capitalize on diversity</li> <li>• Recognize and identify cultural influences</li> </ul>	<ul style="list-style-type: none"> <li>• CES Foundation course</li> <li>• Diversity training</li> <li>• Ethics training</li> </ul>



**Appendix 2: Common KSAs & Training for Housing Operations Officers**

<b>Housing Operations Officers - GS 9-13</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Financial analysis</li> <li>• Marketing techniques</li> <li>• Public/private initiatives and practices</li> <li>• Contract development and administration</li> <li>• Real estate development</li> <li>• Military construction programs</li> <li>• Furnishings management</li> <li>• Housing acquisition programs</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Implementing policies and procedures</li> <li>• Financial analysis</li> <li>• Developing quality control/assurance programs</li> <li>• Housing requirements determination</li> <li>• Property assessment</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Develop technical documents</li> <li>• Execute financial oversight and budget</li> <li>• Implement marketing strategies</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• COR course</li> </ul>
<b>People</b>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Mentoring</li> <li>• Motivational theory</li> <li>• Relationship management</li> <li>• Conflict resolution/management</li> <li>• Ethics</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Team building</li> <li>• Customer service management</li> <li>• Personnel acquisition</li> <li>• Fostering ethical environment</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Integrate across disciplines and stakeholders</li> <li>• Establish and maintain constructive relationships</li> <li>• Develop customer service practices</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Art of networking</li> <li>• Basic HR principles</li> </ul>
<b>Management</b>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Organizational development</li> <li>• Decision making processes</li> <li>• EEO principles</li> <li>• Management controls</li> <li>• Management/employee relations</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Goal setting</li> <li>• Establishing priorities</li> <li>• Making decisions</li> <li>• Mentoring</li> <li>• Public speaking</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Delegate authority</li> <li>• Plan and organize complex tasks</li> <li>• Determine and execute allocation against requirements</li> <li>• Work with stakeholders to develop processes</li> <li>• Conduct briefings</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Effective Supervision</li> </ul>



<b>Housing Operations Officers - GS 9-13</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Leadership</b>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Leadership concepts</li> <li>• Professional development</li> <li>• Organizational strategic vision and mission</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Exercising operational vision</li> <li>• Identifying best practices</li> <li>• Organizational effectiveness</li> <li>• Example setting</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Take initiative</li> <li>• Evaluate strengths and weaknesses</li> <li>• Inspire</li> <li>• Adapt to change</li> <li>• Innovate</li> <li>• Direct organizational vision, mission, and goals</li> <li>• Execute strategic plans</li> </ul>	
<b>IT/Knowledge Management</b>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Applicable system capabilities</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Manipulating data</li> <li>• Optimizing productivity through automation systems</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Navigate software and interpret program reports</li> <li>• Assimilate data</li> <li>• Evaluate operations based on quantitative data</li> </ul>	
<b>Cultural</b>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• National military strategy</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Understanding human perception</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Create positive experiences for all different cultures</li> <li>• Be sensitive toward the military ranking system</li> </ul>	Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• CES Basic course</li> </ul>



**Appendix 3: Common KSAs & Training for Senior Housing Program Managers**

<b>Senior Housing Program Managers - GS12 – 15</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Program planning</li> <li>• Resource management</li> <li>• Political environment</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Quality assurance and control across all functions</li> <li>• Developing and implementing legislation, policy, and guidance</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Communicate directives</li> <li>• Formulate long-range plans</li> <li>• Develop and structure negotiations</li> <li>• Perform resource management</li> <li>• Interpret legislative requirements</li> </ul>	
<b>People</b>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Career program management</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Influencing human resource policy</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Develop and execute career program management policy</li> <li>• Enforce ethical standards</li> </ul>	
<b>Management</b>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Personnel staffing</li> <li>• Inter and intra-service agencies</li> <li>• Best practices</li> <li>• Contingency planning</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Assessing and interpreting program performance</li> <li>• Developing new programs</li> <li>• Consensus building</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Communicate strategic mission and goals</li> <li>• Evaluate operational effectiveness, performance, and set goals</li> <li>• Manage across multiple disciplines</li> <li>• Develop and evaluate metrics</li> <li>• Conduct complex negotiations</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Coaching/mentoring courses</li> <li>• Organizational Effectiveness</li> </ul>



<b>Senior Housing Program Managers - GS12 – 15</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Leadership</b>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Command/political climate</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Being visionary</li> <li>• Building relationships</li> <li>• Networking</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Build coalitions</li> <li>• Create opportunities</li> <li>• Be decisive</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Housing Executive course</li> <li>• Leadership courses</li> </ul>
<b>IT/Knowledge Management</b>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• IT Evolution</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Integrating new technologies</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Field and make use of automation systems</li> </ul>	
<b>Cultural</b>	See Housing Specialists and Associates and Housing Operations Officers levels	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Public relations</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Promote career profession</li> </ul>	Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• CES Intermediate course</li> <li>• LSS</li> </ul>



**Appendix 4: KSAs & Training for HSO Housing Specialists and Associates**

**HSO Housing Specialists & Associates - GS4 – 9**

	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	<ul style="list-style-type: none"> <li>• Applicable DoD and Army Regulations</li> <li>• Basic Real Estate terms and concepts</li> <li>• Fair Housing and Equal Opportunity Housing Laws</li> <li>• Types of insurance policies</li> <li>• Government contracting</li> <li>• Records management</li> <li>• Property management</li> <li>• Accounting and budgeting principles</li> <li>• Local and state tenant laws</li> </ul>	<ul style="list-style-type: none"> <li>• Interpreting and applying regulations and laws</li> <li>• Negotiating and interpreting lease terms</li> <li>• Interpreting applicable local ordinances</li> <li>• Executing inspection procedures</li> <li>• Marketing and research techniques</li> <li>• Budgeting and accounting</li> <li>• Communication</li> <li>• Driver's license</li> </ul>	<ul style="list-style-type: none"> <li>• Read and interpret technical documents</li> <li>• Perform basic mathematical analysis</li> <li>• Organize</li> </ul>	<ul style="list-style-type: none"> <li>• Basic HSO, UPH, RCI, and Army furnishings courses</li> <li>• Customer Service</li> <li>• Basic federal contracting course</li> <li>• Applicable housing laws, including Fair Housing and Equal Opportunity</li> <li>• Federal budgeting process</li> <li>• BAH Data Collection course</li> <li>• HUD Inspection course</li> <li>• Basic property mgmt course</li> <li>• Home purchasing &amp; financing course</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>• Human relations</li> <li>• Interpersonal skills</li> <li>• Sales techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Customer service techniques</li> <li>• Counseling techniques</li> <li>• Communicating</li> </ul>	<ul style="list-style-type: none"> <li>• Mediate and negotiate</li> <li>• Identify stakeholders</li> <li>• Work with others</li> </ul>	<ul style="list-style-type: none"> <li>• Effective communication</li> <li>• Conflict resolution</li> <li>• Negotiation</li> <li>• Counseling</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>• Human resource processes and procedures</li> <li>• Applicable government programs</li> <li>• BAH and other entitlements</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational management</li> <li>• Process improvement/management</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate resources</li> <li>• Prioritize among competing demands</li> <li>• Adapt</li> <li>• Administer customer service practices</li> <li>• Problem solve</li> </ul>	<ul style="list-style-type: none"> <li>• Basic Housing Management course</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Leadership principles</li> </ul>	<ul style="list-style-type: none"> <li>• Diplomacy</li> <li>• Critical thinking</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Lead by example</li> <li>• Motivate others</li> <li>• Identify and solve problems</li> </ul>	
<b>IT/Knowledge Management</b>	<ul style="list-style-type: none"> <li>• Office automation systems</li> <li>• Applicable Army automation systems</li> </ul>	<ul style="list-style-type: none"> <li>• Using housing computer system applications</li> <li>• Data entry and basic analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Provide fundamental review and analysis</li> <li>• Use software to review data and information</li> <li>• Prepare various documents</li> </ul>	<ul style="list-style-type: none"> <li>• All applicable Army and office automation systems</li> </ul>



**HSO Housing Specialists & Associates - GS4 – 9**

	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Cultural</b>	<ul style="list-style-type: none"> <li>• Roles and responsibilities</li> <li>• Chain of command</li> <li>• Diversity</li> <li>• Military culture</li> <li>• Civilian and local culture</li> <li>• Private sector business practices</li> </ul>	<ul style="list-style-type: none"> <li>• Interacting with multiple cultures</li> <li>• Recognizing diversity in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate and capitalize on diversity</li> <li>• Recognize and identify cultural influences</li> </ul>	<ul style="list-style-type: none"> <li>• CES Foundation course</li> <li>• Diversity training</li> <li>• Ethics training</li> </ul>



**Appendix 5: KSAs and Training for HSO Housing Operations Officers**

<b>HSO Housing Operations Officers - GS 9-13</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Financial analysis</li> <li>• Marketing techniques</li> <li>• Public/private initiatives and practices</li> <li>• Contract development and administration</li> <li>• Real estate development</li> <li>• Military construction programs</li> <li>• Furnishings management</li> <li>• Housing acquisition programs</li> <li>• Property management rules and laws</li> <li>• Basic real estate transactions</li> <li>• Local building codes and zoning requirements</li> </ul>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Implementing policies and procedures</li> <li>• Financial analysis</li> <li>• Developing quality control/assurance programs</li> <li>• Housing requirements determination</li> <li>• Property assessment</li> <li>• Leasing terms, conditions, and techniques</li> </ul>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Develop technical documents</li> <li>• Execute financial oversight and budget</li> <li>• Implement marketing strategies</li> </ul>	HSO Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• COR course</li> <li>• Intermediate HSO Course</li> <li>• State and local real estate laws</li> <li>• Intermediate property mgmt course</li> <li>• Basic marketing course</li> </ul>
<b>People</b>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Mentoring</li> <li>• Motivational theory</li> <li>• Relationship management</li> <li>• Conflict resolution/management</li> <li>• Ethics</li> </ul>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Team building</li> <li>• Customer service management</li> <li>• Personnel acquisition</li> <li>• Fostering ethical environment</li> </ul>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Integrate across disciplines and stakeholders</li> <li>• Establish and maintain constructive relationships</li> <li>• Develop customer service practices</li> <li>• Salesmanship</li> </ul>	HSO Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Art of networking</li> <li>• Basic HR principles</li> </ul>
<b>Management</b>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Organizational development</li> <li>• Decision making processes</li> <li>• EEO principles</li> <li>• Management controls</li> <li>• Management/employee relations</li> </ul>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Goal setting</li> <li>• Establishing priorities</li> <li>• Making decisions</li> <li>• Mentoring</li> <li>• Public speaking</li> </ul>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Delegate authority</li> <li>• Plan and organize complex tasks</li> <li>• Determine and execute allocation against requirements</li> <li>• Work with stakeholders to develop processes</li> <li>• Conduct briefings</li> </ul>	HSO Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Effective Supervision</li> </ul>



<b>HSO Housing Operations Officers - GS 9-13</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Leadership</b>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Leadership concepts</li> <li>• Professional development</li> <li>• Organizational strategic vision and mission</li> </ul>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Exercising operational vision</li> <li>• Identifying best practices</li> <li>• Organizational effectiveness</li> <li>• Example setting</li> </ul>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Take initiative</li> <li>• Evaluate strengths and weaknesses</li> <li>• Inspire</li> <li>• Adapt to change</li> <li>• Innovate</li> <li>• Direct organizational vision, mission, and goals</li> <li>• Execute strategic plans</li> </ul>	
<b>IT/Knowledge Management</b>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Applicable system capabilities</li> </ul>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Manipulating data</li> <li>• Optimizing productivity through automation systems</li> </ul>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Navigate software and interpret program reports</li> <li>• Assimilate data</li> <li>• Evaluate operations based on quantitative data</li> </ul>	
<b>Cultural</b>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• National military strategy</li> </ul>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Understanding human perception</li> </ul>	HSO Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Create positive experiences for all different cultures</li> <li>• Be sensitive toward the military ranking system</li> </ul>	HSO Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• CES Basic course</li> </ul>



**Appendix 6: KSAs & Training for HSO Senior Housing Program Managers**

<b>HSO Senior Housing Program Managers - GS12 – 15</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Program planning</li> <li>• Resource management</li> <li>• Political environment</li> <li>• Advanced Real Estate and Property Management</li> </ul>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Quality assurance and control across all functions</li> <li>• Developing and implementing legislation, policy, and guidance</li> </ul>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Communicate directives</li> <li>• Formulate long-range plans</li> <li>• Develop and structure negotiations</li> <li>• Perform resource management</li> <li>• Interpret legislative requirements</li> </ul>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• HMA techniques</li> <li>• Advanced property management course</li> <li>• Principals of Real Estate Management</li> <li>• Marketing course</li> </ul>
<b>People</b>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Career program management</li> </ul>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Influencing human resource policy</li> </ul>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Develop and execute career program management policy</li> <li>• Enforce ethical standards</li> </ul>	
<b>Management</b>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Personnel staffing</li> <li>• Inter and intra-service agencies</li> <li>• Best practices</li> <li>• Contingency planning</li> </ul>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Assessing and interpreting program performance</li> <li>• Developing new programs</li> <li>• Consensus building</li> </ul>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Communicate strategic mission and goals</li> <li>• Evaluate operational effectiveness, performance, and set goals</li> <li>• Manage across multiple disciplines</li> <li>• Develop and evaluate metrics</li> <li>• Conduct complex negotiations</li> </ul>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Coaching/mentoring courses</li> <li>• Organizational Effectiveness</li> </ul>
<b>Leadership</b>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Command/political climate</li> </ul>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Being visionary</li> <li>• Building relationships</li> <li>• Networking</li> </ul>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Build coalitions</li> <li>• Create opportunities</li> <li>• Be decisive</li> </ul>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Housing Executive course</li> <li>• Leadership courses</li> </ul>
<b>IT/Knowledge Management</b>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• IT Evolution</li> </ul>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Integrating new technologies</li> </ul>	HSO Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Field and make use of automation systems</li> </ul>	



<b>HSO Senior Housing Program Managers - GS12 – 15</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Cultural</b>		HSO Housing Operations Officers level plus... • Public relations	HSO Housing Operations Officers level plus... • Promote career profession	HSO Housing Operations Officers level plus... • CES Intermediate course • LSS



**Appendix 7: KSAs & Training for AFH Housing Specialists and Associates**

<b>AFH Housing Specialists &amp; Associates - GS4 – 9</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	<ul style="list-style-type: none"> <li>• Applicable DoD and Army Regulations</li> <li>• Basic Real Estate terms and concepts</li> <li>• Fair Housing and Equal Opportunity Housing Laws</li> <li>• Types of insurance policies</li> <li>• Government contracting</li> <li>• Records management</li> <li>• Property management</li> <li>• Accounting and budgeting principles</li> <li>• AFH appropriate legislation &amp; policies</li> <li>• Furnishings management</li> </ul>	<ul style="list-style-type: none"> <li>• Interpreting and applying regulations and laws</li> <li>• Negotiating and interpreting lease terms</li> <li>• Interpreting applicable local ordinances</li> <li>• Executing inspection procedures</li> <li>• Marketing and research techniques</li> <li>• Budgeting and accounting</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Read and interpret technical documents</li> <li>• Perform basic mathematical analysis</li> <li>• Organize</li> </ul>	<ul style="list-style-type: none"> <li>• Basic HSO, UPH, RCI, and Army furnishings courses</li> <li>• Customer Service</li> <li>• Basic federal contracting course</li> <li>• Applicable housing laws, including Fair Housing and Equal Opportunity</li> <li>• Federal budgeting process</li> <li>• Basic facilities management course</li> <li>• Basic lodging course</li> <li>• GFOQ/Executive Homes course</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>• Human relations</li> <li>• Interpersonal skills</li> </ul>	<ul style="list-style-type: none"> <li>• Customer service techniques</li> <li>• Counseling techniques</li> <li>• Communicating</li> </ul>	<ul style="list-style-type: none"> <li>• Mediate and negotiate</li> <li>• Identify stakeholders</li> <li>• Work with others</li> </ul>	<ul style="list-style-type: none"> <li>• Effective communication</li> <li>• Conflict resolution</li> <li>• Negotiation</li> <li>• Counseling</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>• Human resource processes and procedures</li> <li>• Applicable government programs</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational management</li> <li>• Process improvement/management</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate resources</li> <li>• Prioritize among competing demands</li> <li>• Adapt</li> <li>• Administer customer service practices</li> <li>• Problem solve</li> </ul>	<ul style="list-style-type: none"> <li>• Basic Housing Management course</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Leadership principles</li> </ul>	<ul style="list-style-type: none"> <li>• Diplomacy</li> <li>• Critical thinking</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Lead by example</li> <li>• Motivate others</li> <li>• Identify and solve problems</li> </ul>	
<b>IT/Knowledge Management</b>	<ul style="list-style-type: none"> <li>• Office automation systems</li> <li>• Applicable Army automation systems</li> </ul>	<ul style="list-style-type: none"> <li>• Using housing computer system applications</li> <li>• Data entry and basic analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Provide fundamental review and analysis</li> <li>• Use software to review data and information</li> <li>• Prepare various documents</li> </ul>	<ul style="list-style-type: none"> <li>• All applicable Army and office automation systems</li> </ul>



<b>AFH Housing Specialists &amp; Associates - GS4 – 9</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Cultural</b>	<ul style="list-style-type: none"> <li>• Roles and responsibilities</li> <li>• Chain of command</li> <li>• Diversity</li> <li>• Military culture</li> <li>• Civilian and local culture</li> <li>• Private sector business practices</li> </ul>	<ul style="list-style-type: none"> <li>• Interacting with multiple cultures</li> <li>• Recognizing diversity in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate and capitalize on diversity</li> <li>• Recognize and identify cultural influences</li> </ul>	<ul style="list-style-type: none"> <li>• CES Foundation course</li> <li>• Diversity training</li> <li>• Ethics training</li> </ul>



**Appendix 8: KSAs & Training for AFH Housing Operations Officers**

<b>AFH Housing Operations Officers - GS 9-13</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Financial analysis</li> <li>• Marketing techniques</li> <li>• Public/private initiatives and practices</li> <li>• Contract development and administration</li> <li>• Real estate development</li> <li>• Military construction programs</li> <li>• Furnishings management</li> <li>• Housing acquisition programs</li> </ul>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Implementing policies and procedures</li> <li>• Financial analysis</li> <li>• Developing quality control/assurance programs</li> <li>• Housing requirements determination</li> <li>• Property assessment</li> </ul>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Develop technical documents</li> <li>• Execute financial oversight and budget</li> <li>• Implement marketing strategies</li> </ul>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• COR course</li> <li>• Basic project/asset management course</li> <li>• Basic real estate course</li> <li>• State and local real estate laws</li> <li>• Budget formation course</li> <li>• Appropriation law</li> <li>• Master Planning course</li> <li>• Market analysis</li> </ul>
<b>People</b>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Mentoring</li> <li>• Motivational theory</li> <li>• Relationship management</li> <li>• Conflict resolution/management</li> <li>• Ethics</li> </ul>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Team building</li> <li>• Customer service management</li> <li>• Personnel acquisition</li> <li>• Fostering ethical environment</li> </ul>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Integrate across disciplines and stakeholders</li> <li>• Establish and maintain constructive relationships</li> <li>• Develop customer service practices</li> </ul>	AFH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Art of networking</li> <li>• Basic HR principles</li> </ul>
<b>Management</b>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Organizational development</li> <li>• Decision making processes</li> <li>• EEO principles</li> <li>• Management controls</li> <li>• Management/employee relations</li> </ul>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Goal setting</li> <li>• Establishing priorities</li> <li>• Making decisions</li> <li>• Mentoring</li> <li>• Public speaking</li> </ul>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Delegate authority</li> <li>• Plan and organize complex tasks</li> <li>• Determine and execute allocation against requirements</li> <li>• Work with stakeholders to develop processes</li> <li>• Conduct briefings</li> </ul>	AFH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Effective Supervision</li> </ul>



AFH Housing Operations Officers - GS 9-13				
	Knowledge	Skills	Abilities	Education/Training
<b>Leadership</b>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Leadership concepts</li> <li>• Professional development</li> <li>• Organizational strategic vision and mission</li> </ul>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Exercising operational vision</li> <li>• Identifying best practices</li> <li>• Organizational effectiveness</li> <li>• Example setting</li> </ul>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Take initiative</li> <li>• Evaluate strengths and weaknesses</li> <li>• Inspire</li> <li>• Adapt to change</li> <li>• Innovate</li> <li>• Direct organizational vision, mission, and goals</li> <li>• Execute strategic plans</li> </ul>	
<b>IT/Knowledge Management</b>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Applicable system capabilities</li> </ul>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Manipulating data</li> <li>• Optimizing productivity through automation systems</li> </ul>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Navigate software and interpret program reports</li> <li>• Assimilate data</li> <li>• Evaluate operations based on quantitative data</li> </ul>	
<b>Cultural</b>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• National military strategy</li> </ul>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Understanding human perception</li> </ul>	AFH Housing Specialists & Associates level plus... <ul style="list-style-type: none"> <li>• Create positive experiences for all different cultures</li> <li>• Be sensitive toward the military ranking system</li> </ul>	AFH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• CES Basic course</li> </ul>



**Appendix 9: KSAs & Training for AFH Senior Housing Program Managers**

<b>AFH Senior Housing Program Managers - GS12 – 15</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Program planning</li> <li>• Resource management</li> <li>• Political environment</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Quality assurance and control across all functions</li> <li>• Developing and implementing legislation, policy, and guidance</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Communicate directives</li> <li>• Formulate long-range plans</li> <li>• Develop and structure negotiations</li> <li>• Perform resource management</li> <li>• Interpret legislative requirements</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Property management certification</li> <li>• Program management course</li> <li>• AFH management workshop</li> </ul>
<b>People</b>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Career program management</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Influencing human resource policy</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Develop and execute career program management policy</li> <li>• Enforce ethical standards</li> </ul>	
<b>Management</b>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Personnel staffing</li> <li>• Inter and intra-service agencies</li> <li>• Best practices</li> <li>• Contingency planning</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Assessing and interpreting program performance</li> <li>• Developing new programs</li> <li>• Consensus building</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Communicate strategic mission and goals</li> <li>• Evaluate operational effectiveness, performance, and set goals</li> <li>• Manage across multiple disciplines</li> <li>• Develop and evaluate metrics</li> <li>• Conduct complex negotiations</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Coaching/mentoring courses</li> <li>• Organizational Effectiveness</li> </ul>
<b>Leadership</b>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Command/political climate</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Being visionary</li> <li>• Building relationships</li> <li>• Networking</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Build coalitions</li> <li>• Create opportunities</li> <li>• Be decisive</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Housing Executive course</li> <li>• Leadership courses</li> </ul>



<b>AFH Senior Housing Program Managers - GS12 – 15</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>IT/Knowledge Management</b>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• IT Evolution</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Integrating new technologies</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Field and make use of automation systems</li> </ul>	
<b>Cultural</b>	See AFH Housing Specialists and Associates and Housing Operations Officers levels	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Public relations</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Promote career profession</li> </ul>	AFH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• CES Intermediate course</li> <li>• LSS</li> </ul>



**Appendix 10: KSAs & Training for UPH Housing Specialists and Associates**

<b>UPH Housing Specialists &amp; Associates - GS4 – 9</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	<ul style="list-style-type: none"> <li>• Applicable DoD and Army Regulations</li> <li>• Basic Real Estate terms and concepts</li> <li>• Fair Housing and Equal Opportunity Housing Laws</li> <li>• Types of insurance policies</li> <li>• Government contracting</li> <li>• Records management</li> <li>• Property management</li> <li>• Accounting and budgeting principles</li> </ul>	<ul style="list-style-type: none"> <li>• Interpreting and applying regulations and laws</li> <li>• Negotiating and interpreting lease terms</li> <li>• Interpreting applicable local ordinances</li> <li>• Executing inspection procedures</li> <li>• Marketing and research techniques</li> <li>• Budgeting and accounting</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Read and interpret technical documents</li> <li>• Perform basic mathematical analysis</li> <li>• Organize</li> <li>• Understand and apply furnishings management</li> </ul>	<ul style="list-style-type: none"> <li>• Basic HSO, UPH, RCI, and Army furnishings courses</li> <li>• Customer Service</li> <li>• Basic federal contracting course</li> <li>• Applicable housing laws, including Fair Housing and Equal Opportunity</li> <li>• Federal budgeting process</li> <li>• Inspection course</li> <li>• Basic facilities management/operations course</li> <li>• Basic DPW course</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>• Human relations</li> <li>• Interpersonal skills</li> </ul>	<ul style="list-style-type: none"> <li>• Customer service techniques</li> <li>• Counseling techniques</li> <li>• Communicating</li> </ul>	<ul style="list-style-type: none"> <li>• Mediate and negotiate</li> <li>• Identify stakeholders</li> <li>• Work with others</li> </ul>	<ul style="list-style-type: none"> <li>• Effective communication</li> <li>• Conflict resolution</li> <li>• Negotiation</li> <li>• Counseling</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>• Human resource processes and procedures</li> <li>• Applicable government programs</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational management</li> <li>• Process improvement/management</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate resources</li> <li>• Prioritize among competing demands</li> <li>• Adapt</li> <li>• Administer customer service practices</li> <li>• Problem solve</li> </ul>	<ul style="list-style-type: none"> <li>• Basic Housing Management course</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Leadership principles</li> </ul>	<ul style="list-style-type: none"> <li>• Diplomacy</li> <li>• Critical thinking</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Lead by example</li> <li>• Motivate others</li> <li>• Identify and solve problems</li> </ul>	
<b>IT/Knowledge Management</b>	<ul style="list-style-type: none"> <li>• Office automation systems</li> <li>• Applicable Army automation systems</li> </ul>	<ul style="list-style-type: none"> <li>• Using housing computer system applications</li> <li>• Data entry and basic analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Provide fundamental review and analysis</li> <li>• Use software to review data and information</li> <li>• Prepare various documents</li> </ul>	<ul style="list-style-type: none"> <li>• All applicable Army and office automation systems</li> </ul>



UPH Housing Specialists & Associates - GS4 – 9				
	Knowledge	Skills	Abilities	Education/Training
<b>Cultural</b>	<ul style="list-style-type: none"> <li>• Roles and responsibilities</li> <li>• Chain of command</li> <li>• Diversity</li> <li>• Military culture</li> <li>• Civilian and local culture</li> <li>• Private sector business practices</li> <li>• Better opportunity for single soldiers (BOSS)</li> </ul>	<ul style="list-style-type: none"> <li>• Interacting with multiple cultures</li> <li>• Recognizing diversity in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate and capitalize on diversity</li> <li>• Recognize and identify cultural influences</li> </ul>	<ul style="list-style-type: none"> <li>• CES Foundation course</li> <li>• Diversity training</li> <li>• Ethics training</li> </ul>



**Appendix 11: KSAs & Training for UPH Housing Operations Officers**

<b>UPH Housing Operations Officers - GS 9-13</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Financial analysis</li> <li>• Marketing techniques</li> <li>• Public/private initiatives and practices</li> <li>• Contract development and administration</li> <li>• Real estate development</li> <li>• Military construction programs</li> <li>• Furnishings management</li> <li>• Housing acquisition programs</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Implementing policies and procedures</li> <li>• Financial analysis</li> <li>• Developing quality control/assurance programs</li> <li>• Housing requirements determination</li> <li>• Property assessment</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Develop technical documents</li> <li>• Execute financial oversight and budget</li> <li>• Implement marketing strategies</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• COR course</li> <li>• Intermediate facilities management course</li> <li>• Strategic planning course</li> <li>• Economic analysis course</li> </ul>
<b>People</b>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Mentoring</li> <li>• Motivational theory</li> <li>• Relationship management</li> <li>• Conflict resolution/management</li> <li>• Ethics</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Team building</li> <li>• Customer service management</li> <li>• Personnel acquisition</li> <li>• Fostering ethical environment</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Integrate across disciplines and stakeholders</li> <li>• Establish and maintain constructive relationships</li> <li>• Develop customer service practices</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Art of networking</li> <li>• Basic HR principles</li> </ul>
<b>Management</b>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Organizational development</li> <li>• Decision making processes</li> <li>• EEO principles</li> <li>• Management controls</li> <li>• Management/employee relations</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Goal setting</li> <li>• Establishing priorities</li> <li>• Making decisions</li> <li>• Mentoring</li> <li>• Public speaking</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Delegate authority</li> <li>• Plan and organize complex tasks</li> <li>• Determine and execute allocation against requirements</li> <li>• Work with stakeholders to develop processes</li> <li>• Conduct briefings</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Effective Supervision</li> </ul>



<b>UPH Housing Operations Officers - GS 9-13</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Leadership</b>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Leadership concepts</li> <li>• Professional development</li> <li>• Organizational strategic vision and mission</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Exercising operational vision</li> <li>• Identifying best practices</li> <li>• Organizational effectiveness</li> <li>• Example setting</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Take initiative</li> <li>• Evaluate strengths and weaknesses</li> <li>• Inspire</li> <li>• Adapt to change</li> <li>• Innovate</li> <li>• Direct organizational vision, mission, and goals</li> <li>• Execute strategic plans</li> </ul>	
<b>IT/Knowledge Management</b>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Applicable system capabilities</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Manipulating data</li> <li>• Optimizing productivity through automation systems</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Navigate software and interpret program reports</li> <li>• Assimilate data</li> <li>• Evaluate operations based on quantitative data</li> </ul>	
<b>Cultural</b>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• National military strategy</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Understanding human perception</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Create positive experiences for all different cultures</li> <li>• Be sensitive toward the military ranking system</li> </ul>	UPH Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• CES Basic course</li> </ul>



**Appendix 12: KSAs & Training for UPH Senior Housing Program Managers**

<b>UPH Senior Housing Program Managers - GS12 – 15</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Program planning</li> <li>• Resource management</li> <li>• Political environment</li> </ul>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Quality assurance and control across all functions</li> <li>• Developing and implementing legislation, policy, and guidance</li> </ul>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Communicate directives</li> <li>• Formulate long-range plans</li> <li>• Develop and structure negotiations</li> <li>• Perform resource management</li> <li>• Interpret legislative requirements</li> </ul>	
<b>People</b>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Career program management</li> </ul>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Influencing human resource policy</li> </ul>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Develop and execute career program management policy</li> <li>• Enforce ethical standards</li> </ul>	
<b>Management</b>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Personnel staffing</li> <li>• Inter and intra-service agencies</li> <li>• Best practices</li> <li>• Contingency planning</li> </ul>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Assessing and interpreting program performance</li> <li>• Developing new programs</li> <li>• Consensus building</li> </ul>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Communicate strategic mission and goals</li> <li>• Evaluate operational effectiveness, performance, and set goals</li> <li>• Manage across multiple disciplines</li> <li>• Develop and evaluate metrics</li> <li>• Conduct complex negotiations</li> </ul>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Coaching/mentoring courses</li> <li>• Organizational Effectiveness</li> </ul>
<b>Leadership</b>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Command/political climate</li> </ul>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Being visionary</li> <li>• Building relationships</li> <li>• Networking</li> </ul>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Build coalitions</li> <li>• Create opportunities</li> <li>• Be decisive</li> </ul>	UPH Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Housing Executive course</li> <li>• Leadership courses</li> </ul>



<b>UPH Senior Housing Program Managers - GS12 – 15</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>IT/Knowledge Management</b>	UPH Housing Operations Officers level plus... • IT Evolution	UPH Housing Operations Officers level plus... • Integrating new technologies	UPH Housing Operations Officers level plus... • Field and make use of automation systems	
<b>Cultural</b>	See UPH Housing Specialists and Associates and Housing Operations Officers levels	UPH Housing Operations Officers level plus... • Public relations	UPH Housing Operations Officers level plus... • Promote career profession	UPH Housing Operations Officers level plus... • CES Intermediate course • LSS



**Appendix 13: KSAs & Training for RCI Housing Specialists and Associates**

<b>RCI Housing Specialists &amp; Associates - GS4 – 9</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	<ul style="list-style-type: none"> <li>• Applicable DoD and Army Regulations</li> <li>• Basic Real Estate terms and concepts</li> <li>• Fair Housing and Equal Opportunity Housing Laws</li> <li>• Types of insurance policies</li> <li>• Government contracting</li> <li>• Records management</li> <li>• Property management</li> <li>• Accounting and budgeting principles</li> </ul>	<ul style="list-style-type: none"> <li>• Interpreting and applying regulations and laws</li> <li>• Negotiating and interpreting lease terms</li> <li>• Interpreting applicable local ordinances</li> <li>• Executing inspection procedures</li> <li>• Marketing and research techniques</li> <li>• Budgeting and accounting</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Read and interpret technical documents</li> <li>• Perform basic mathematical analysis</li> <li>• Organize</li> </ul>	<ul style="list-style-type: none"> <li>• Basic HSO, UPH, RCI, and Army furnishings courses</li> <li>• Customer Service</li> <li>• Basic federal contracting course</li> <li>• Applicable housing laws, including Fair Housing and Equal Opportunity</li> <li>• Federal budgeting process</li> <li>• Basic site/property management course</li> <li>• Basic real estate finance course</li> <li>• GFOQ/Executive Homes course</li> <li>• BAH Data Collection course</li> </ul>
<b>People</b>	<ul style="list-style-type: none"> <li>• Human relations</li> <li>• Interpersonal skills</li> </ul>	<ul style="list-style-type: none"> <li>• Customer service techniques</li> <li>• Counseling techniques</li> <li>• Communicating</li> </ul>	<ul style="list-style-type: none"> <li>• Mediate and negotiate</li> <li>• Identify stakeholders</li> <li>• Work with others</li> </ul>	<ul style="list-style-type: none"> <li>• Effective communication</li> <li>• Conflict resolution</li> <li>• Negotiation</li> <li>• Counseling</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>• Human resource processes and procedures</li> <li>• Applicable government programs</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational management</li> <li>• Process improvement/management</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate resources</li> <li>• Prioritize among competing demands</li> <li>• Adapt</li> <li>• Administer customer service practices</li> <li>• Problem solve</li> </ul>	<ul style="list-style-type: none"> <li>• Basic Housing Management course</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Leadership principles</li> </ul>	<ul style="list-style-type: none"> <li>• Diplomacy</li> <li>• Critical thinking</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Lead by example</li> <li>• Motivate others</li> <li>• Identify and solve problems</li> </ul>	



<b>RCI Housing Specialists &amp; Associates - GS4 – 9</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>IT/Knowledge Management</b>	<ul style="list-style-type: none"> <li>• Office automation systems</li> <li>• Applicable Army automation systems</li> </ul>	<ul style="list-style-type: none"> <li>• Using housing computer system applications</li> <li>• Data entry and basic analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Provide fundamental review and analysis</li> <li>• Use software to review data and information</li> <li>• Prepare various documents</li> </ul>	<ul style="list-style-type: none"> <li>• All applicable Army and office automation systems</li> </ul>
<b>Cultural</b>	<ul style="list-style-type: none"> <li>• Roles and responsibilities</li> <li>• Chain of command</li> <li>• Diversity</li> <li>• Military culture</li> <li>• Civilian and local culture</li> <li>• Private sector business practices</li> </ul>	<ul style="list-style-type: none"> <li>• Interacting with multiple cultures</li> <li>• Recognizing diversity in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate and capitalize on diversity</li> <li>• Recognize and identify cultural influences</li> </ul>	<ul style="list-style-type: none"> <li>• CES Foundation course</li> <li>• Diversity training</li> <li>• Ethics training</li> </ul>



**Appendix 14: KSAs & Training for RCI Housing Operations Officers**

**RCI Housing Operations Officers - GS 9-13**

	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Financial analysis</li> <li>• Marketing techniques</li> <li>• Public/private initiatives and practices</li> <li>• Contract development and administration</li> <li>• Real estate development</li> <li>• Military construction programs</li> <li>• Furnishings management</li> <li>• Housing acquisition programs</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Implementing policies and procedures</li> <li>• Financial analysis</li> <li>• Developing quality control/assurance programs</li> <li>• Housing requirements determination</li> <li>• Property assessment</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Develop technical documents</li> <li>• Execute financial oversight and budget</li> <li>• Implement marketing strategies</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• COR course</li> <li>• Advanced housing management course</li> <li>• Basic DPW course</li> <li>• Asset management workshop/PAM training</li> <li>• Advanced real estate finance</li> <li>• Real estate development</li> <li>• Basic local, state, and national building codes and regulations</li> </ul>
<b>People</b>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Mentoring</li> <li>• Motivational theory</li> <li>• Relationship management</li> <li>• Conflict resolution/management</li> <li>• Ethics</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Team building</li> <li>• Customer service management</li> <li>• Personnel acquisition</li> <li>• Fostering ethical environment</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Integrate across disciplines and stakeholders</li> <li>• Establish and maintain constructive relationships</li> <li>• Develop customer service practices</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Art of networking</li> <li>• Basic HR principles</li> </ul>
<b>Management</b>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Organizational development</li> <li>• Decision making processes</li> <li>• EEO principles</li> <li>• Management controls</li> <li>• Management/employee relations</li> <li>• Local and National building codes and zoning requirements</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Goal setting</li> <li>• Establishing priorities</li> <li>• Making decisions</li> <li>• Mentoring</li> <li>• Public speaking</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Delegate authority</li> <li>• Plan and organize complex tasks</li> <li>• Determine and execute allocation against requirements</li> <li>• Work with stakeholders to develop processes</li> <li>• Conduct briefings</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Effective Supervision</li> </ul>



<b>RCI Housing Operations Officers - GS 9-13</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Leadership</b>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Leadership concepts</li> <li>• Professional development</li> <li>• Organizational strategic vision and mission</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Exercising operational vision</li> <li>• Identifying best practices</li> <li>• Organizational effectiveness</li> <li>• Example setting</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Take initiative</li> <li>• Evaluate strengths and weaknesses</li> <li>• Inspire</li> <li>• Adapt to change</li> <li>• Innovate</li> <li>• Direct organizational vision, mission, and goals</li> <li>• Execute strategic plans</li> </ul>	
<b>IT/Knowledge Management</b>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Applicable system capabilities</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Manipulating data</li> <li>• Optimizing productivity through automation systems</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Navigate software and interpret program reports</li> <li>• Assimilate data</li> <li>• Evaluate operations based on quantitative data</li> </ul>	
<b>Cultural</b>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• National military strategy</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Understanding human perception</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• Create positive experiences for all different cultures</li> <li>• Be sensitive toward the military ranking system</li> </ul>	RCI Housing Specialists and Associates level plus... <ul style="list-style-type: none"> <li>• CES Basic course</li> </ul>



**Appendix 15: KSAs & Training for RCI Senior Housing Program Managers**

<b>RCI Senior Housing Program Managers - GS12 – 15</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>Technical</b>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Program planning</li> <li>• Resource management</li> <li>• Political environment</li> <li>• Private sector Real Estate Financing</li> </ul>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Quality assurance and control across all functions</li> <li>• Developing and implementing legislation, policy, and guidance</li> </ul>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Communicate directives</li> <li>• Formulate long-range plans</li> <li>• Develop and structure negotiations</li> <li>• Perform resource management</li> <li>• Interpret legislative requirements</li> </ul>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Art of Deal Structuring</li> <li>• Community planning</li> <li>• Economic development course</li> <li>• Property management certification</li> </ul>
<b>People</b>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Career program management</li> </ul>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Influencing human resource policy</li> </ul>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Develop and execute career program management policy</li> <li>• Enforce ethical standards</li> </ul>	
<b>Management</b>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Personnel staffing</li> <li>• Inter and intra-service agencies</li> <li>• Best practices</li> <li>• Contingency planning</li> </ul>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Assessing and interpreting program performance</li> <li>• Developing new programs</li> <li>• Consensus building</li> </ul>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Communicate strategic mission and goals</li> <li>• Evaluate operational effectiveness, performance, and set goals</li> <li>• Manage across multiple disciplines</li> <li>• Develop and evaluate metrics</li> <li>• Conduct complex negotiations</li> </ul>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Coaching/mentoring courses</li> <li>• Organizational Effectiveness</li> </ul>
<b>Leadership</b>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Command/political climate</li> </ul>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Being visionary</li> <li>• Building relationships</li> <li>• Networking</li> </ul>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Build coalitions</li> <li>• Create opportunities</li> <li>• Be decisive</li> </ul>	RCI Housing Operations Officers level plus... <ul style="list-style-type: none"> <li>• Housing Executive course</li> <li>• Leadership courses</li> </ul>



<b>RCI Senior Housing Program Managers - GS12 – 15</b>				
	<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>	<b>Education/Training</b>
<b>IT/Knowledge Management</b>	RCI Housing Operations Officers level plus... • IT Evolution	RCI Housing Operations Officers level plus... • Integrating new technologies	RCI Housing Operations Officers level plus... • Field and make use of automation systems	
<b>Cultural</b>	See RCI Housing Specialists and Associates and Housing Operations Officers levels	RCI Housing Operations Officers level plus... • Public relations	RCI Housing Operations Officers level plus... • Promote career profession	RCI Housing Operations Officers level plus... • CES Intermediate course • LSS



**Appendix 16: Intern Training – Year 1**

<b>INTERN TRAINING: YEAR ONE</b>					
	<b>KNOWLEDGE</b>	<b>SKILLS</b>	<b>ABILITIES</b>	<b>EDUCATION/TRAINING</b>	<b>SELF DEVELOPMENT</b>
<b>TECHNICAL</b>	<ul style="list-style-type: none"> <li>• AR25-50: AR 420-1; AR 690-950 (Chap 3)</li> <li>• IMA PAM 600-10</li> <li>• CP-27 Intern SOP</li> <li>• RASS Guide</li> <li>• Real Estate knowledge (local)</li> </ul>	<ul style="list-style-type: none"> <li>• Interpret and apply regulations and laws in oral and written form</li> <li>• Attention to detail</li> <li>• Inspections</li> <li>• Off-post procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Know which regulations and chapters to consult</li> <li>• Apply regulations and laws to day-to-day operation</li> </ul>	<ul style="list-style-type: none"> <li>• BAH Data Collection</li> <li>• Basic HSO, UPH, and RCI Course</li> <li>• Basic real estate finance course</li> <li>• Action Officer Development Course (AODC)</li> </ul>	<ul style="list-style-type: none"> <li>• HSO, UPH, AFH, RCI- 2.5 months OJT in each area (entry level assignments)</li> <li>• Report learning objectives and skills mastered</li> <li>• Complete rotations through privatized and non-privatized installation.</li> <li>• Complete rotation to installation with FSBI</li> </ul>
<b>PEOPLE</b>	<ul style="list-style-type: none"> <li>• Human Dynamics</li> <li>• Customer service techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Communication - oral and written</li> <li>• Team player</li> <li>• Customer service oriented</li> <li>• Stress management</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate orally</li> <li>• Write in a concise and clear manner</li> <li>• Manage customers</li> <li>• Effective listener</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Development Seminar (PDS)</li> </ul>	<ul style="list-style-type: none"> <li>• Working with customers in the various housing areas.</li> </ul>
<b>MANAGEMENT</b>	<ul style="list-style-type: none"> <li>• NSPS</li> </ul>	<ul style="list-style-type: none"> <li>• Develop during Second year</li> </ul>	<ul style="list-style-type: none"> <li>• Develop during Second year</li> </ul>	<ul style="list-style-type: none"> <li>• Basic Housing Management Course</li> </ul>	<ul style="list-style-type: none"> <li>• Project management (small projects)</li> </ul>
<b>LEADERSHIP</b>	<ul style="list-style-type: none"> <li>• Human Dynamics</li> </ul>	<ul style="list-style-type: none"> <li>• Self starter/motivator</li> <li>• Team player</li> <li>• Listener/uses empathy</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize problems and solve</li> <li>• Team player</li> <li>• Flexible</li> <li>• Resilient</li> </ul>	<ul style="list-style-type: none"> <li>• ILDC</li> </ul>	<ul style="list-style-type: none"> <li>• Townhalls</li> <li>• In-processing brief</li> <li>• BOSS Rep</li> </ul>
<b>IT/KNOWLEDGE MANAGEMENT</b>	<ul style="list-style-type: none"> <li>• RASS</li> <li>• DTS</li> <li>• Yardi</li> <li>• HOMES4</li> <li>• Microsoft Programs</li> <li>• AHRN</li> <li>• AHOS</li> <li>• AKO</li> <li>• CPOL/My Biz</li> <li>• BOP Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Using computers and software to review and revise data and information</li> <li>• Basic knowledge of all programs</li> </ul>	<ul style="list-style-type: none"> <li>• Navigate software to review data and information</li> <li>• Prepare various documents via software programs</li> </ul>	<ul style="list-style-type: none"> <li>• Classroom &amp; online training on applicable computer programs</li> <li>• Continuous update of installation AHOS page</li> </ul>	<ul style="list-style-type: none"> <li>• Soldier in/out-processing</li> <li>• Travel/training orders</li> <li>• Vouchers</li> <li>• OJT</li> </ul>



<b>INTERN TRAINING: YEAR ONE</b>					
	<b>KNOWLEDGE</b>	<b>SKILLS</b>	<b>ABILITIES</b>	<b>EDUCATION/TRAINING</b>	<b>SELF DEVELOPMENT</b>
<b>CULTURAL</b>	<ul style="list-style-type: none"> <li>• Army Strategic Plan</li> <li>• Installation history</li> <li>• Local units/missions and their history</li> <li>• DPW Structure</li> <li>• Organization Structure</li> <li>• Chain of Command</li> <li>• Customer Service</li> </ul>		<ul style="list-style-type: none"> <li>• Recognize ranks and unit decorations</li> </ul>	<ul style="list-style-type: none"> <li>• Deployment training and assistance (if available)</li> <li>• CES Foundation Course</li> </ul>	<ul style="list-style-type: none"> <li>• Online review of installation website</li> <li>• Online review of AHOS installation page</li> </ul>



**Appendix 17: Intern Training – Year 2**

<b>INTERN TRAINING: YEAR TWO</b>					
	<b>KNOWLEDGE</b>	<b>SKILLS</b>	<b>ABILITIES</b>	<b>EDUCATION/TRAINING</b>	<b>SELF DEVELOPMENT</b>
<b>TECHNICAL</b>	Year 1 plus... <ul style="list-style-type: none"> <li>• Federal &amp; State laws &amp; statues</li> <li>• Contracting</li> </ul>	Year 1 plus... <ul style="list-style-type: none"> <li>• Strong knowledge of regulations, laws, and statues</li> </ul>	Year 1 plus... <ul style="list-style-type: none"> <li>• Interpret regulations and laws</li> </ul>	<ul style="list-style-type: none"> <li>• Basic federal contracting course</li> <li>• Advanced real estate finance course</li> <li>• Inspection course</li> </ul>	<ul style="list-style-type: none"> <li>• HSO, UPH, AFH, RCI- 2.5 months OJT in each area (mgmt assignments and supervisory roles to develop leadership skills)</li> <li>• Complete rotations through privatized and non-privatized installations.</li> </ul>
<b>PEOPLE</b>	Same as Year 1	Year 1 plus... <ul style="list-style-type: none"> <li>• Briefing skills</li> <li>• Public speaking</li> <li>• Effective listening</li> <li>• Landlord/tenant dispute resolution</li> <li>• Personnel management</li> </ul>	Year 1 plus... <ul style="list-style-type: none"> <li>• Mediate, negotiate and facilitate agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Development Seminar (PDS)</li> </ul>	<ul style="list-style-type: none"> <li>• Team building</li> </ul>
<b>MANAGEMENT</b>	Year 1 plus.... <ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Human Dynamics</li> </ul>	Year 1 plus... <ul style="list-style-type: none"> <li>• Relationship management (up &amp; down the chain)</li> <li>• Advanced management tool technology</li> <li>• Financial skills</li> <li>• Human resources</li> </ul>	<ul style="list-style-type: none"> <li>• Manage small-medium projects by self</li> </ul>	<ul style="list-style-type: none"> <li>• University of MD asset mgmt course (2 weeks)</li> <li>• GFOQ course</li> </ul>	<ul style="list-style-type: none"> <li>• Special Contracting Projects</li> <li>• Small to medium project management</li> </ul>
<b>LEADERSHIP</b>	Same as Year 1	Year 1 plus... <ul style="list-style-type: none"> <li>• Understand legislative process and protocol</li> </ul>	Year 1 plus... <ul style="list-style-type: none"> <li>• Lead team</li> <li>• Be innovative/present new ideas</li> <li>• Critical thinking</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring new interns/employees</li> </ul>	<ul style="list-style-type: none"> <li>• Complete rotation to ACSIM, HQ IMCOM, ASA (I&amp;E), and G-1 (2 weeks)</li> </ul>
<b>IT/KNOWLEDGE MANAGEMENT</b>	Year 1 plus.... <ul style="list-style-type: none"> <li>• Advanced programs/query writing</li> </ul>	Year 1 plus... <ul style="list-style-type: none"> <li>• Manage files and records</li> </ul>	Year 1 plus... <ul style="list-style-type: none"> <li>• Ability to manipulate data</li> </ul>	Year 1 plus... <ul style="list-style-type: none"> <li>• Advanced classroom &amp; online training on applicable computer programs</li> </ul>	<ul style="list-style-type: none"> <li>• OJT</li> </ul>
<b>CULTURAL</b>	Same as Year 1	Year 1 plus... <ul style="list-style-type: none"> <li>• Interaction with Soldiers, families, military and civilian leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Instant recognition of ranks and unit decorations</li> <li>• Strong knowledge of installation mission</li> </ul>	<ul style="list-style-type: none"> <li>• Deployment assistance/training (if available)</li> <li>• OJT</li> </ul>	<ul style="list-style-type: none"> <li>• Deployment assistance/training (if available)</li> <li>• OJT</li> </ul>