

Appendix D: List of Courses by Competency for 1740's¹

- K1 Accrediting Process**
 - Education Services Officer Program
- K2 ACES Facilities**
 - Education Services Officer Program
 - Education Services University Program
- K3 ACES Support Services Management**
 - Contracting Officer's Representative Course
 - Education Services Officer Program
 - Education Services University Program
- K4 Acquisition**
 - Army Management Staff College (AMSC)
 - Basic Procurement
 - Contracting Officer's Representative Course
 - Education Services Officer Program
 - Education Services University Program
 - Ethics in Procurement
 - Twenty-first Century Workforce Development Conference
- K5 Contract Administration**
 - Army Management Staff College (AMSC)
 - Contracting Officer's Representative Course
 - Education Services Officer Program
 - Education Services University Program
- K6 Army Education Center Operations**
 - Activity Based Costing Principles
 - Annual Conference on Interactive Instruction Delivery
 - Budget Execution and Funds Control
 - Education Services University Program
 - Planning, Programming, Budgeting, and Execution System (PPBES)
- K7 Test Administration**
 - Test Administrator Workshop
 - Test Control Officer Course
- K8 Strategic Planning and Implementation**
 - Activity Based Costing Principles
 - Advanced Leadership Workshop

¹ When courses are not listed for a competency, employees receive training through on-the-job training (OJT).

Analysis and Application of Customer Satisfaction Measurements
Benchmarking for Business Process Reengineering (BPR)
Benchmarking for the Competitive Edge
Business Process Reengineering (BPR) (AMA)
Business Process Reengineering (BPR) (MTL)
Business Process Reengineering (BPR) Fundamentals
Change Management
Contemporary Executive Development (CED)
Current Army Education Issues Workshop
Customer Satisfaction and Quality Measurement Conference
Customer Satisfaction Measurement and Management
Disney Approach to People Management
Disney Approach to Quality Service
Education Services Officer Program
Education Services University Program
Emerging Issues in Public Management
Facilitation for Business Process Reengineering (BPR)
Federal Sector Marketing II: Strategic Marketing Planning
Federal Workforce Reform
Focusing on Results: Developing and Implementing Performance Measurement
Systems
Foundations of Leadership
Functional Economic Analysis
Government Performance and Results
Government Technology Leadership Institute: 'Leading Change, Leveraging
Technology'
Hopkins Fellows in Change Management
IDEF Fundamentals
Increasing Customer Retention
Institute for the Management of Lifelong Education (MLE)
Institute for Educational Management
Intergovernmental Performance Partnering Program
Introduction to Quality Function Deployment
Introduction to Quality Management
Leadership Development Seminar
Management Development Program
Managing for Creativity and Innovation
Making It Happen: Leadership Roles for Getting Started
Methods Improvement for Government Environment
Operating Your Office on All Cylinders
Organizational Leadership for Executives (OLE)
Performance Measurements for Your Business: How to Determine and Measure
What Really Counts
Personnel Management for Executives II (PME II)
Planning for Business Process Reengineering (BPR)
Principled-Centered Leadership
Quality Function Deployment for Service Organizations
Quality Management Tools and Problem Solving Skills

Quest for Excellence
Reinvention Revolution
Seven Habits of Highly Effective People
Strategic Budgeting
Strategic Planning
Strategic Planning for a Customer-Focused Government
Strategic Quality Planning (ASQC)
Strategic Quality Planning (USGSA)
Total Quality Management Orientation
Twenty-first Century Workforce Development Conference
World Future Society Annual Conference

K9 Negotiating/Influencing

Advanced Leadership Workshop
Contemporary Executive Development (CED)
Education Services Officer Program
Education Services University Program
Emerging Issues in Public Management
Federal Workforce Reform
Human Behavior in Organizations
Institute for Educational Management
Intergovernmental Performance Partnering Program
Leadership Development Seminar
Management Development Program
Organizational Leadership for Executives (OLE)
Personnel Management for Executives II (PME II)

K10 Funds Administration

Army Management Staff College (AMSC)
Basic Procurement
Budget Execution and Funds Control
Concepts of Federal Accounting I
Education Services University Program
Institute for Educational Management
Institute for the Management of Lifelong Education (MLE)
Intergovernmental Performance Partnering Program
Leadership Development Seminar
Management Development Program
Planning, Programming, Budgeting, and Execution System (PPBES)
Supervisor Development Course (SDC)

K11 Manpower Management

Army Management Staff College (AMSC)
Education Services Officer Program
Education Services University Program
Force Management Course
Manager Development Course (MDC)
Manpower and Force Management Program

Twenty-first Century Workforce Development Conference

K12 Budgeting

- Army Management Staff College (AMSC)
- Budget Execution and Funds Control
- Concepts of Federal Accounting I
- Education Services Officer Program
- Education Services University Program
- Emerging Issues in Public Management
- Federal Budget Process
- Federal Workforce Reform
- Force Management Course
- Institute for Educational Management
- Institute for the Management of Lifelong Education (MLE)
- Leadership Development Seminar
- Management Development Program
- Manager Development Course (MDC)
- Planning, Programming, Budgeting, and Execution System (PPBES)
- Strategic Budgeting
- Supervisor Development Course (SDC)

K13 Quarterly Reporting

- Education Services Officer Program
- Education Services University Program

K14 Automated Management Information Systems

- Army Management Staff College (AMSC)
- EDMIS Workshop
- Education Services Officer Program
- Education Services University Program
- Government Technology Leadership Institute: 'Leading Change, Leveraging Technology'
- Personal Computer (PC) Fundamentals

K15 Education Management Information Systems

- EDMIS Workshop
- Education Services Officer Program
- Education Services University Program
- Government Technology Leadership Institute: 'Leading Change, Leveraging Technology'

K16 Statistics

- Education Services University Program
- How to Use Simple Statistical Analysis to Improve Your Decision Making and Job Performance
- Institute for the Management of Lifelong Education (MLE)
- Processing and Analyzing Questionnaire Data
- Statistics for Managers

K17 Curriculum Development

Commission on Military Education and Training (CMET)/American Association
for Adult and Continuing Education (AAACE)
Education Services Officer Program
Education Services University Program
University Continuing Education Association

K18 Educational Organizations

Education Services Officer Program
Education Services University Program

K19 Army Personnel Management System

Current Army Education Issues Workshop

K20 Educational Technologies

Annual Conference on Interactive Instruction Delivery
Commission on Military Education and Training (CMET)/American Association
for Adult and Continuing Education (AAACE)
Contemporary Executive Development (CED)
Council of College and Military Educators (CCME)
Council on Military Educators in Texas (COMET)
Current Army Education Issues Workshop
Education Services Officer Program
Education Services University Program
Federal Office Systems Exposition (FOSE)
Florida Advisory Council on Military Education (ACME)
National University Research Institute's Annual Conference on Lifelong
Learning
University Continuing Education Association
Visions of the Future: Distance Learning for the 21st Century
World Future Society Annual Conference

K21 Multi-Media User Environment

Adult Literacy Technology
Computer Aided Education & Training Initiative
Distance Learning
Eastern Adult, Continuing, and Distance Education Research Conference
Education Services Officer Program
Education Services University Program
International Council for Distance Education (ICDE) Conference
National University Research Institute's Annual Conference on Lifelong
Learning

K22 Distance Learning Theories, Principles and Practices

Adult Literacy Technology
Annual Conference on Interactive Instruction Delivery
Computer Aided Education & Training Initiative
Council of College and Military Educators (CCME)

Council on Military Educators in Texas (COMET)
Distance Education and Training Council (DETC) Annual Conference
Distance Learning
Eastern Adult Continuing and Distance Education Research Conference
Education Services Officer Program
Education Services University Program
Florida Advisory Council on Military Education (ACME)
International Council for Distance Education (ICDE) Conference
Joint Committee on Computer Based Instruction (JCCBI)
University Continuing Education Association
Visions of the Future: Distance Learning for the 21st Century

K23 Distance Learning Delivery

Computer Aided Education & Training Initiative
Council of College and Military Educators (CCME)
Council on Military Educators in Texas (COMET)
Distance Education and Training Council (DETC) Annual Conference
Distance Learning
Eastern Adult Continuing and Distance Education Research Conference
Education Services Officer Program
Education Services University Program
Federal Office Systems Exposition (FOSE)
Florida Advisory Council on Military Education (ACME)
International Council for Distance Education (ICDE) Conference
University Continuing Education Association

K24 Marketing

Contemporary Executive Development (CED)
Council of College and Military Educators (CCME)
Council on Military Educators in Texas (COMET)
Education Services Officer Program
Education Services University Program
Effective Briefings or Presentations
Federal Sector Marketing II: Strategic Marketing Planning
Florida Advisory Council on Military Education (ACME)
Fundamentals of Marketing: Your Action Plan for Success
Institute for the Management of Lifelong Education (MLE)
Presentation Skills
Public Relations: Strategies for Success

K25 Needs Assessment

Data Collection Techniques
Education Services Officer Program
Education Services University Program
Institute for the Management of Lifelong Education (MLE)
Processing and Analyzing Questionnaire Data

K26 Adult Continuing Education

Commission on Military Education and Training (CMET)/American Association
for Adult and Continuing Education (AAACE)
Council of College and Military Educators (CCME)
Council on Military Educators in Texas (COMET)
Education Services Officer Program
Education Services University Program
Florida Advisory Council on Military Education (ACME)
Institute for the Management of Lifelong Education (MLE)
University Continuing Education Association

K27 Research Techniques

Data Collection Techniques
Designing Effective Program Evaluations
Education Services University Program
Processing and Analyzing Questionnaire Data

K28 Program Evaluation

Designing Effective Program Evaluations
Education Services Officer Program
Education Services University Program
Processing and Analyzing Questionnaire Data
Twenty-first Century Workforce Development Conference

K29 Tests and Measurements

Tests and Measurements
Education Services University Program

K30 Army Organization and Structure

Force Management Course
Intern Leadership Development Course (ILDC)

K31 Military Education Policies

K32 Military Occupational Specialty (MOS)

K33 Educational Policies and Procedural Guidance

K34 Army Recruiting Policies

Recruiting Officer's Course

K35 DoD Enlistment Policies

Recruiting Officer's Course

K36 DoD Student Testing Program

MEPCOM ESS Orientation
Recruiting Officer's Course

- K37 Educational Policies for Recruiting**
Recruiting Officer's Course
- K38 Recruiting Market Analysis**
Fundamentals of Marketing: Your Action Plan for Success
Problem Solving and Decision Making
Quality Management Tools and Problem Solving Skills
- K39 Coalition Building**
Interpersonal Communications
Presentation Skills
Public Relations: Strategies for Success
Recruiting Officer's Course
- K40 Recruiting Activities**
Recruiting Officer's Course
- K41 Organization of the Secondary Education Community**
Education Services Officer Program
- K42 Coalition Building Policies**
Recruiting Officer's Course
- K43 Education Enlistment Credentials**
Recruiting Officer's Course
- K44 Recruiting at the Post Secondary Level**
Interpersonal Communications
Presentation Skills
Public Relations: Strategies for Success
- K45 Counseling**
Association of Counselors and Educators in Government (ACEG)/American
Counseling Association Conference (ACA)
Education Services University Program
- K46 Financial Assistance Programs**
- K47 Language Programs**
- K48 Secondary and Post Secondary Programs**
Twenty-first Century Workforce Development Conference
- K49 Army Civilian Career Management**
Army Management Staff College (AMSC)
Education Services Officer Program

K50 Employee Development

Army Management Staff College (AMSC)
Basic Personnel Functions
Coaching and Counseling for Outstanding Job Performance
Disney Approach to People Management
Guide to Processing Personnel Actions
Introduction to Human Resource Management
Leadership Education and Development (LEAD) Course
Organizational Leadership for Executives (OLE)
Personnel Management for Executives I (PME I)
Personnel Management for Executives II (PME II)
Quality and Diversity: The Crucial Coalition
Supervisor Development Course (SDC)

K51 Merit Promotion

Army Management Staff College (AMSC)
Basic Personnel Functions
Guide to Processing Personnel Actions
Introduction to Human Resource Management
Leadership Education and Development (LEAD) Course
Supervisor Development Course (SDC)

K52 Position Management and Classification

Army Management Staff College (AMSC)
Basic Personnel Functions
Guide to Processing Personnel Actions
Introduction to Human Resource Management
Leadership Education and Development (LEAD) Course
Supervisor Development Course (SDC)

K53 Management-Employee Relations

Army Management Staff College (AMSC)
Basic Personnel Functions
Education Services University Program
Federal Workforce Reform
Guide to Processing Personnel Actions
Introduction to Human Resource Management
Labor/Employee Relations for Managers and Supervisors
Leadership Education and Development (LEAD) Course
Supervisor Development Course (SDC)

K54 EEO/AA

Army Management Staff College (AMSC)
Basic Personnel Functions
Education Services Officer Program
Education Services University Program
Federal Workforce Reform
Guide to Processing Personnel Actions

Hopkins Fellows in Change Management
Introduction to Human Resource Management
Leadership Development Seminar
Management Development Seminar
Labor/Employee Relations for Managers and Supervisors
Leadership Education and Development (LEAD) Course
Personnel Management for Executives I (PME I)
Personnel Management for Executives II (PME II)
Quality and Diversity: The Crucial Coalition

A1 Directing Work

Army Management Staff College (AMSC)
Contemporary Executive Development (CED)
Education Services Officer Program
Education Services University Program
Intern Leadership Development Course (ILDC)
Introduction to Human Resource Management
Leadership Education and Development (LEAD) Course
Supervisor Development Course (SDC)

A2 Planning and Organizing

Advanced Leadership Workshop
Management Development Program
Army Management Staff College (AMSC)
Contemporary Executive Development (CED)
Federal Workforce Reform
Government Technology Leadership Institute: 'Leading Change, Leveraging
Technology'
Intern Leadership Development Course (ILDC)
Intergovernmental Performance Partnering Program
Leadership Development Seminar
Leadership Education and Development (LEAD) Course
Management Development Seminar
Manager Development Course (MDC)
Operating Your Office on All Cylinders
Principled-Centered Leadership
Reinvention Revolution
Seven Habits of Highly Effective People
Supervisor Development Course (SDC)
Time Management: Gateway to Success

A3 Human Relations

Army Management Staff College (AMSC)
Disney Approach to People Management
Education Services Officer Program
Education Services University Program
Effective Briefings or Presentations
Hidden Customer: Internal Customer Service

Hopkins Fellows in Change Management
Human Behavior in Organizations
Intern Leadership Development Course (ILDC)
Interpersonal Communications
Introduction to Human Resource Management
Leadership Education and Development (LEAD) Course
Leadership Skills for Non-Supervisors
Making It Happen: Leadership Roles for Getting Started
Managerial and Team-Building Skills for Project Managers
Organizational Leadership for Executives (OLE)
Personnel Management for Executives I (PME I)
Personnel Management for Executives II (PME II)
Positive Approaches to Difficult People
Supervisor Development Course (SDC)

A4 Analyzing

Advanced Leadership Workshop
Army Management Staff College (AMSC)
Data Collection Techniques
Education Services University Program
Force Management Course
Government Technology Leadership Institute: 'Leading Change, Leveraging
Technology'
Institute for Educational Management
Intergovernmental Performance Partnering Program
Leadership Development Seminar
Leadership Education and Development (LEAD) Course
Management Development Program
Methods Improvement for Government Environment
Organizational Leadership for Executives (OLE)
Supervisor Development Course (SDC)

A5 Oral Communication

Advanced Leadership Workshop
Action Officer Development Course (AODC)
Army Management Staff College (AMSC)
Commission of Military Educators and Trainers (CMET)/American Association
for Adult and Continuing Education (AAACE)
Contemporary Executive Development (CED)
Disney Approach to People Management
Education Services Officer Program
Education Services University Program
Effective Briefings or Presentations
Intern Leadership Development Course (ILDC)
Interpersonal Communications
Leadership Education and Development (LEAD) Course
Leadership Development Seminar
Manager Development Course (MDC)

Personnel Management for Executives I (PME I)
Personnel Management for Executives II (PME II)
Positive Approaches to Difficult People
Presentation Skills
Public Relations: Strategies for Success
Supervisor Development Course (SDC)
Training the Trainer
University Continuing Education Association

A6 Written Communication

Action Officer Development Course (AODC)
Army Management Staff College (AMSC)
Commission of Military Educators and Trainers (CMET)/American Association
for Adult and Continuing Education (AAACE)
Education Services Officer Program
Education Services University Program
Effective Writing
Manager Development Course (MDC)
Report and Proposal Writing
Revising and Editing Your Own Writing
Supervisor Development Course (SDC)
Writing Reports and Proposals

A7 Innovation

Advanced Leadership Workshop
Army Management Staff College (AMSC)
Disney Approach to People Management
Disney Approach to Quality Service
Federal Workforce Reform
Foundations of Leadership
Government Technology Leadership Institute: 'Leading Change, Leveraging
Technology'
Innovative Thinking
Institute for Educational Management
Intergovernmental Performance Partnering Program
Leadership Development Seminar
Leadership Education and Development (LEAD) Course
Management Development Program
Managing for Creativity and Innovation
Organizational Leadership for Executives (OLE)
Reinvention Revolution
Supervisor Development Course (SDC)

A8 Initiating Action

Army Management Staff College (AMSC)
Disney Approach to Quality Service
Foundations of Leadership
Guide to Processing Personnel Actions

Leadership Education and Development (LEAD) Course
Managing for Creativity and Innovation
Principled-Centered Leadership
Seven Habits of Highly Effective People
Supervisor Development Course (SDC)

A9 Decision Making

Advanced Leadership Workshop
Emerging Issues in Public Management
Federal Workforce Reform
Force Management Course
Intergovernmental Performance Partnering Program
Intern Leadership Development Course (ILDC)
Institute for Educational Management
Leadership Education and Development (LEAD) Course
Leadership Development Seminar
Management Development Program
Principled-Centered Leadership
Problem Solving and Decision Making
Reinvention Revolution
Seven Habits of Highly Effective People
Strategic Planning for a Customer-Focused Government