

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's (AMSC) Sustaining Base Leadership and Management (SBLM) Program
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's (AMSC) Sustaining Base Leadership and Management (SBLM) Program
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)

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

K7 Test Administration

Test Control Officer Workshop (DANTES)

K8 Strategic Planning and Implementation

Activity Based Costing Principles
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)
Introduction to Quality Function Deployment
Introduction to Quality Management
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
Advanced Human Resource Executive Program
Building the Leadership Engine
Corporate Performance Measurement
Delegation and Team Effort
Leading Change: Creating Transformational Competencies
Management Development Program
Strategic Human Resource Planning

K9 Negotiating/Influencing

Contemporary Executive Development (CED)
Education Services Officer Program
Education Services University Program
Emerging Issues in Public Management
Federal Workforce Reform
Human Behavior in Organizations
Organizational Leadership for Executives (OLE)
Personnel Management for Executives II (PME II)
Advanced Human Resource Executive Program
Basic Management
Building the Leadership Engine
Corporate Performance Measurement
Delegation and Team Effort
Leading Change: Creating Transformational Competencies
Management Development Program
Management II: A Mid-Management Development Program

K10 Funds Administration

Army Management Staff College 's (AMSC) Sustaining Base Leadership and
Management (SBLM) Program
Basic Procurement
Budget Execution and Funds Control
Concepts of Federal Accounting I
Education Services University Program
Institute for the Management of Lifelong Education (MLE)
Planning, Programming, Budgeting, and Execution System (PPBES)

Supervisor Development Course (SDC)

K11 Manpower Management

Army Management Staff College's (AMSC) Sustaining Base Leadership and Management (SBLM) Program
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's (AMSC) Sustaining Base Leadership and Management (SBLM) Program
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 the Management of Lifelong Education (MLE)
Manager Development Course (MDC)
Planning, Programming, Budgeting, and Execution System (PPBES)
Strategic Budgeting
Supervisor Development Course (SDC)
Corporate Performance Measurement
Management Development Program

K13 Quarterly Reporting

Education Services Officer Program
Education Services University Program

K14 Automated Management Information Systems

Army Management Staff College's (AMSC) Sustaining Base Leadership and Management (SBLM) Program
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
Management Development Program

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
Corporate Performance Measurement
Management Development Program

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 's (AMSC) Sustaining Base Leadership and Management (SBLM) Program
Education Services Officer Program

K50 Employee Development

Army Management Staff College's (AMSC) Sustaining Base Leadership and Management (SBLM) Program

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's (AMSC) Sustaining Base Leadership and Management (SBLM) Program

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's (AMSC) Sustaining Base Leadership and Management (SBLM) Program

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's (AMSC) Sustaining Base Leadership and Management (SBLM) Program
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's (AMSC) Sustaining Base Leadership and Management (SBLM) Program
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
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's (AMSC) Sustaining Base Leadership and Management (SBLM) Program
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

Army Management Staff College 's (AMSC) Sustaining Base Leadership and Management (SBLM) Program
Contemporary Executive Development (CED)
Federal Workforce Reform
Government Technology Leadership Institute: 'Leading Change, Leveraging Technology'
Intern Leadership Development Course (ILDC)
Leadership Education and Development (LEAD) Course

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
Basic Management
Building the Leadership Engine
Delegation and Team Effort
Leading Change: Creating Transformational Competencies
Management Development Program
Management II: A Mid-Management Development Program
Strategic Human Resource Planning

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)
Basic Management
Building the Leadership Engine
Delegation and Team Effort
Leading Change: Creating Transformational Competencies
Management II: A Mid-Management Development Program

A4 Analyzing

Army Management Staff College (AMSC)
Data Collection Techniques
Education Services University Program

Force Management Course
Government Technology Leadership Institute: 'Leading Change, Leveraging
Technology'
Leadership Education and Development (LEAD) Course
Methods Improvement for Government Environment
Organizational Leadership for Executives (OLE)
Supervisor Development Course (SDC)
Advanced Human Resource Executive Program
Basic Management
Building the Leadership Engine
Corporate Performance Measurement
Delegation and Team Effort
Leading Change: Creating Transformational Competencies
Management Development Program
Management II: A Mid-Management Development Program
Strategic Human Resource Planning

A5 Oral 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)
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
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
Basic Management
Management II: A Mid-Management Development Program

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

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
Leadership Education and Development (LEAD) Course
Managing for Creativity and Innovation
Organizational Leadership for Executives (OLE)
Reinvention Revolution
Supervisor Development Course (SDC)
Advanced Human Resource Executive Program
Basic Management
Building the Leadership Engine
Delegation and Team Effort
Leading Change: Creating Transformational Competencies
Management Development Program
Management II: A Mid-Management Development Program
Strategic Human Resource Planning

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)
Advanced Human Resource Executive Program
Basic Management
Management II: A Mid-Management Development Program

A9 Decision Making

Emerging Issues in Public Management
Federal Workforce Reform

Force Management Course
Intern Leadership Development Course (ILDC)
Leadership Education and Development (LEAD) Course
Principled-Centered Leadership
Problem Solving and Decision Making
Reinvention Revolution
Seven Habits of Highly Effective People
Strategic Planning for a Customer-Focused Government
Advanced Human Resource Executive Program
Basic Management
Building the Leadership Engine
Corporate Performance Measurement
Delegation and Team Effort
Leading Change: Creating Transformational Competencies
Management Development Program
Management II: A Mid-Management Development Program
Strategic Human Resource Planning