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Master Training Plan

1. General

a. Master training plans provide the framework for developing a careerist's 3-Year Individual Development Plan (3yIDP). In addition to the formal courses listed in the following plans, individuals are encouraged to take courses in all the other Simulation disciplines, and take advantage of all rotational and developmental assignments opportunities that become available.

b. ACTEDS Training Categories. ACTEDS training and development is divided into the following two categories:

(1) Universal Training. Universal training provides standardized knowledge, skills and abilities (KSAs) across an occupational area to all individuals who have similar duties and responsibilities. Universal requirements are prioritized to assist commanders in planning and programming for ACTEDS funding. Universal training priorities are as follows:

(a) Priority 1 – Mandatory training that is typically a condition of employment, must be successfully completed within a specified time period, and meets one or more of the following criteria:

- Careerist must have acceptable performance.
- Training is essential for mission accomplishment.
- Training is mandated by higher authority (law or DoD) or is required for certification, health or safety reasons.
- Training is mandated by the Assistant Secretary of the Army (Manpower and Reserve Affairs) as an ACTEDS leader development core course.
- Training is essential functional training for interns.

(b) Priority 2 – Training that should be successfully completed within a specified time period, but may be delayed if funding is not available and should meet one or both of the following criteria:

- Careerist should have for maximum proficiency.
- Training improves the quality of mission accomplishment.

(c) Priority 3 – Training should be funded after Priority 1 and 2 requirements and should meet one or both of the following:

- Provides or enhances KSAs needed on the job and/or
- Leads to improvement of mission accomplishment.

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(2) Competitive Training. This category includes developmental opportunities for which individuals are competitively selected. It also covers Competitive Professional Development (CPD) opportunities that have career program-wide or career field-wide competition. CPD includes university programs, developmental assignments, training-with industry, and short-term training. Career multi-discipline area-wide competitive programs such as university programs, developmental assignments, and training-with-industry are included in this category. Individuals are competitively selected for both short-term and long-term training. Long-term training is, by definition, training that lasts for more than 120 days. The purpose of competitive training is to develop selected individuals for positions of increasing responsibility within the Modeling and Simulations (M&S) Career Program. Competitive training opportunities for individuals in the M&S Civilian Career Program include:

(a) University or College Long-Term Training.

(b) Army-Wide Competitive Long-term Training, such as Senior Service Colleges and Fellowships.

(c) Army-Wide Competitive Short-term Training, such as the Sustaining Base Leadership and Management Program at AMSC.

c. **Non-competitive Professional Development Training.** Organizational Leadership for Executives and Personnel Management for Executives.

d. **CP 36 ACTEDS Master Training Plan.** The master training plans for members of the M&S Civilian Career Program are presented in the following sequence:

- Leader Development Core Courses
- Supervisory/Managerial Development Courses
- Modeling and Simulation Training, Education and Professional Development
- Army-Wide Short-Term Competitive Training
- Army-Wide Long-Term Competitive Training
- Long-Term Training/Professional Development
- Courses for new SES Members and Executive Professionals

The Leader Development Core, Supervisory/Managerial Development Courses, and Competitive Training apply equally to personnel in all CP 36 specialties. This training plan includes courses that are available to CP 36 personnel from all Army commands and agencies. MACOMs that sponsor related courses of instruction should supplement this plan with their own course listings, identified by competencies and, if applicable, as equivalent to the courses listed above.

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e. **Preparing 3-Year Individual Development Plans (3yIDP).** The Master Training Plans will be used to prepare the 3yIDP. Courses identified as “Mandatory, Priority 1”, must be given primary consideration and scheduled at the earliest possible time. When selecting courses identified as “Mandatory, Priority 2”, the individual’s experience and previous training must be taken into consideration. The individual and his/her supervisor should determine jointly whether a course is mandatory. This determination is to be based on the extent to which the individual possesses the competencies provided by the course. Courses identified as “Recommended” should not be considered unless the employee completes mandatory courses and/or clearly demonstrates the competencies provided by those courses.

f. **Professional Organizations.** Professional associations and organizations are valuable sources of self-development and training opportunities. Attending events of professional associations provides opportunities to exchange ideas and concepts with individuals who have similar interests and concerns. Many of these organizations conduct education and training symposia, workshops and institutes on simulation management issues and topics.

Examples of professional organizations that offer professional development events include but are not exclusive of the following:

- Simulation Interoperability Standards Organization (SISO)
- Military Operations Research Society (MORS)
- Society for Computer Simulation (SCS)
- National Defense Industrial Association (NDIA)
- National Training Systems Association (NTSA)
- International Testing and Evaluation Association
- Association of the US Army (AUSA)
- American Institution of Aeronautics and Astronautics (AIAA)
- American Society for Engineering Education (ASEE)

Several professional associations and organizations sponsor certification programs and also conduct applicable training in support of these programs.

2. Leader Development Core Courses

The courses listed below comprise the Department of the Army Civilian Leadership Training core courses. Information on application procedures for these courses is found in the “ACTEDS Training Catalog” on the Civilian Personnel Online home page at <http://www.cpol.army.mil>. These courses apply equally to all CP 36 personnel. Priority 1 courses in this category include the Intern Leadership Development Course (ILDC), the Action Officer Development Course (AODC), Leadership Education and Development (LEAD) course, the Supervisory Development Course (SDC), and the Manager Development Course (MDC).

a. **Intern Leadership Development Course – Center for Army Leadership, Fort Leavenworth, Kansas; 5 Days**

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Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: Intern/Mandatory, Priority 1, Must be completed by all central and local interns prior to graduation from the intern program.

Purpose: To provide interns with an understanding of the structure of the US Army, the Army's leadership competencies, and a familiarization with their emerging roles as tomorrow's leaders.

-- **Description:** ILDC teaches about:

- The US Army organization and the interns' roles in it;
- Personal learning style and how it supports the Army's leadership competencies of communication, team development, and decision making and professional ethics;
- Team building and group dynamics;
- Leadership styles that provide purpose, direction and motivation and when to use the appropriate style;
- Individual values and how they affect decisions and professional ethics.

b. **Action Officer Development Course (on-line) – Army Correspondence Course Program;** 21 Correspondence Course Hours

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: Intern and all employees promoted/appointed to journey-level positions. Mandatory, (Priority 1) (<http://www.atsc.army.mil/accp/aipd.htm>.)

Purpose: To build managerial and communication skills required for administrative staff actions.

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Description: An action officer is a staff member with subject matter expertise who “works actions” on behalf of senior staff officers or commanders. The term “action officer” does not refer to a duty position. This course describes “staff work” as it is generally practiced Army-

wide. The AODC covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army Standard; coordinating; conducting briefings; and ethics.

c. **Sustaining Base Leadership and Management (SBLM) Program – Army Management Staff College, Fort Belvoir, Virginia - (12 weeks)**

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: GS-12-14 (GS-15s and exceptional GS-11s may request a waiver to policy) – Competitive.

Purpose: Prepare a select group of Army civilian and military leaders for advancement to key leadership positions in the sustaining base in support of the Army Civilian Training, Education, and Development System (ACTEDS). Promote the bonding of civilian and military leaders, thereby enhancing the cohesiveness of the Total Army. Add to the body of knowledge and experience of sustaining base leadership, management and decision making by blending student experience with program design and development.

Description: The SBLM provides graduate-level, professional knowledge, skill, and perspective across functional areas for leaders and managers who serve or will serve in the Army’s sustaining base. The College’s “muddy boots” definition of the sustaining base is “that aggregation of people, guidance, systems, money, materiel, and facilities which prepare the soldier for, get the soldier to, sustain the soldier during battle, and return that soldier home-and, incidentally take care of the soldier’s family.” It encompasses the Headquarters, Department of the Army through installation, and even unit. It encompasses the environment and context within which the Army must accomplish its mission; functional areas such as fiscal resources, personnel, logistics, acquisition, and installation management; decision making tools and practices; and thinking skills applied to problem solving. Most learning occurs in seminars, with

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guest speakers, case studies, student research, and practical exercises rounding out the experience. The academic program focuses on enduring principles and concepts over transient or procedural activities. The content stresses critical thinking, active learning, and practical work among student and faculty-student teams. Students will complete two weeks of directed pre-course work prior to their arrival for the resident **12-week program**. Through frequent written and oral evaluations of progress, students demonstrate knowledge of the mission, roles, functions, and organization of the Army, and relate Army systems (money, people, things, places) to each other and the larger economic, social, and political environments within which Army leaders must manage and make decisions. Students must demonstrate their abilities as leaders who can write clearly and concisely, communicate orally, lead people, make decisions and solve problems. They must demonstrate vision, flexibility, selflessness, and a “can do” attitude. All students are expected to assume leadership roles within each class. SBLM is pass-fail.

Non-Resident SBLM. This year-long program starts and ends with two one-week resident modules emphasizing on-site participation. Class size is 90, and eligibility and application procedures are the same as for the resident program. Applicants must have compelling reasons for not attending the resident program.

Nomination Procedures: GS-12/13/14 (GS-15s and exceptional GS-11s may request a waiver to policy). Suspense dates to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures are announced periodically by OASA (M&RA). Selection is made by a DA Secretariat Board.

d. **Supervisory Development Course** – Course Length (39 Correspondence Course Hours)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: Mandatory (Priority 1)

Supervisor Development Course (SDC) is Phase I of the mandatory supervisory training for all newly appointed supervisors (military and civilian) of civilian employees. It is a Army Correspondence Course. New civilian supervisors of civilians must complete both Phase I and Phase II (Leadership Education and Development (LEAD) within six months after appointment

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to supervisory positions. New military supervisors of civilians must complete both phases within 6 months but NLT 12 months of appointment to supervisory positions.

Purpose: Provides the new supervisors with the supervisory knowledge necessary to successfully manage work and lead people.

Description: The SDC is made up of two subcourses. Both subcourses must be completed.

Subcourse – ST5001: Managing and Leading provides techniques for managing work and leading people. Management and leadership processes include planning, organizing, coordinating, directing, and controlling. It also includes lessons on delegating authority, problem solving, communicating effectively, and ethics.

Subcourse – ST5002: Human Resources Management provides training to enable a supervisor to use personnel management and training procedures to ensure mission accomplishment and subordinates' professional growth. It includes lessons on position classification, staffing, human resources development, performance management, awards, discipline, and labor relations. The mandatory supervisory training courses for all newly appointed supervisors (military and civilian) of civilian employees is two phased. Phase I is the Supervisor Development Course (SDC). It must be completed within 6 months of appointment to first supervisory position. SDC must be completed prior to attending the Phase II supervisory training. Phase II is the Leadership, Education and Development (LEAD) course.

e. Leadership Education and Development (LEAD) Course – Center for Army Leadership, Fort Leavenworth, Kansas – Phase II of SDC

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: Mandatory (Priority 1).

This course constitutes Phase II of the mandatory supervisory training courses. The target audience is new military and civilian supervisors of civilian employees. New civilian supervisors of civilians must complete both Phase I (Supervisory Development Course (SDC)) and Phase II within six months after appointment to supervisory positions. New military supervisors of civilians must complete both phases within 6 months but NLT 12 months of appointment to supervisory positions. Note: SDC must be completed PRIOR to attending LEAD.

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Purpose: To provide training and practical application in the Army leadership doctrine and competencies.

Description: The Leadership Education and Development (LEAD) Course is Phase II of mandatory supervisory training. It must be completed within 6 months of appointment to first supervisory position. LEAD teaches supervisors how to assess their own effectiveness; assess employee and team effectiveness; motivate and influence employees; communicate effectively; conduct counseling; resolve conflicts; develop strategies to create fully functioning teams; make effective decisions; and explain the effect of values on individual and team effectiveness. The Supervisor Development Course (SDC) is Phase I and a prerequisite for the LEAD course.

f. **Manager Development Course** – (20 Correspondence Course Hours)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: To teach new managers basic skills for managing work and leading people.

Target Career Phase: Mandatory (Priority 1).

Manager Development Course must be completed by all newly appointed managers (regardless of grade) within six months of their appointment to a managerial position. For this course, “manager” means supervisor of supervisors or manager of programs, resources, and/or policy.

Description: MDC includes lessons in: organizational culture; time management; objectives and plans; problem solving and decision making; planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental Program; equal employment opportunity; professional ethics; internal management control, and Army family team building.

g. **Organizational Leadership for Executives (OLE)** – Center for Army Leadership, Fort Leavenworth, Kansas (2 weeks)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

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- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: Priority 2 for civilian and military managers (supervisor of supervisors or managers of programs, resources, and/or policy) regardless of grade or rank. Preference is given to personnel appointed to a managerial position within the preceding 12-18 months.

Purpose: The goal of OLE is trained leaders with increased self-awareness who are able to visualize, communicate, and forge the organization's future. The course explains and demonstrates the leadership skills and competencies required to perform at the executive level. Emphasis is given to material that these leaders can use in leading their organizations to increasing levels of excellence. OLE is entirely experiential in nature to assist the leader in looking beyond daily activities to assessing and interpreting, in an ever-enlarging way, the external environment; the organization; the leadership process; the need for subordinate development at all levels; and the need for continuing self-development.

Description: OLE covers the following topics: organizations as systems; organizational climate; influential communications; team development; values; team building; leadership self assessment; strategic planning; and change management. The objective is to develop leaders with skills to conduct an organizational assessment; communicate influentially; establish an effective organizational climate; manage organizational change; develop an organization strategic plan; diagnose their own personal effectiveness; and build high-performing teams.

h. Personnel Management for Executives (PME) I – Army Management Staff College, Fort Belvoir, Virginia – (9 days)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)

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- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: Manager, Priority 2 for second-line civilian supervisors. Nominee must have leadership responsibility and must give guidance or directions to the work of others. The target audience is GS-13/14, equivalent Nonappropriated fund (NAF) personnel, and military personnel, Majors and above. GS-12, and GS –15 personnel are considered on an exception basis.

Purpose: To help participants discover better ways of dealing with management and leadership problems for which there are no ready solutions. Participants should possess maturity, creativity, resourcefulness, and a willingness to put forth the extra effort to improve leadership skills.

Description: The PME I curriculum includes: (1) case discussions which are a combination of academic and personal case studies used to increase the participants' insight into leadership and human relations issues; (2) speaker presentations which include leadership theories and practical application, and are designed to inform, inspire, challenge and generate discussion; (3) small group projects which are designed to provide participants with experience in analyzing managerial problems, arriving at consensus, and developing specific courses of action; and (4) readings and individual study.

i. Personnel Management for Executives (PME) II – Army Management Staff College, Fort Belvoir, VA - (5 days)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: Manager, Priority 3, recommended leader development core course.

Purpose: Explores the evolving dimensions of leadership and human resource management as primary concerns of federal leaders. PME II challenges the participants to examine their leadership style, their use of power and authority, and to recognize their influence and impact on individuals and their organizations.

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Description: The PME II curriculum includes: guest speaker presentations which provide leadership theories, research findings, and trends, and are designed to inform, inspire, and challenge; small group activity which allows participants to explore the evolving dimensions and current issues in leadership, and apply strategic and action planning principles and techniques; readings and individual study.

j. Labor and Employee Relations – Graduate School, US Department of Agriculture

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: Specialist/Journey Level or Manager

Description: Presents tough issues and compares participants' views. Analyzes current thinking of managers and top administrators in public sector labor relations.

Course consist of multiple sub-courses:

- Basic Labor Relations
- Basic Employee Relations
- Introduction to Human Resource Management
- Human Resource Management for Administrative Personnel
- Human Resource Management for Supervisors and Managers
- Mediating Employee Disputes
- Advanced Position Classification

k. Executive Development Seminar – Management Development Centers – OPM, Shepherdstown, WV and Denver, CO; (2weeks)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)

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- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: Manager

Description: Addresses competencies that relate to the social, political, and economic environment of the Federal Executive. Broadens the participants' understanding and administrative and managerial abilities.

1. Executive Management Course – Defense Systems Management College, Fort Belvoir, VA; (2 Days)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: Manager

Description: Explores the perspectives and positions of key decision-makers of the legislative and executive branches, and defense industry. Emphasis is on recent legislative and executive actions affecting weapon systems and on the policy and procedural initiatives with a profound effect upon their acquisition.

m. Developing Customer-Focused Organizations – Management Development Centers – OPM, Shepherdstown, WV and Denver, CO; (1 Week)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)

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- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: Manager

Description: This one-week course will provide managers with the knowledge and skills necessary to develop and lead organizations which are more responsive to customers and which provide customer satisfaction. The course will provide managers with the knowledge and skills to meet governmental reform goal of providing “customer service equal to the best in the business.”

n. Executive Communications Workshop – Management Development Centers-OPM, Shepherdstown, WV and Denver, CO; (1 Week)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: Manager (GS-15 and above)

Description: Improve manager’s skills in communicating his/her organizational goals, needs, statements in a clear, concise and rational manner. The manager will learn to write effective briefings to agency heads, conduct news conferences, and to present Congressional testimony.

3. Modeling and Simulation (M&S) Training, Education and Professional Development

Following are descriptions of Simulation competitive training and professional development programs. All CP 36 personnel at the targeted grade levels are equally eligible to compete for these programs. CP 36 careerists are eligible to attend all of the following courses subject to established prerequisites.

a. M&S Short-term Training

(1) Simulation Operations Course (SOC), Fort Belvoir, VA; (6 Weeks)

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Target Career Phase: Specialist/Journey Level

Description: This is a six-week course designed to educate military and civilian M&S careerists in the fundamentals of military models and simulation. The course is only offered in the complete six-week module. (See www.amso.army.mil; click on the CP36 link; education, training, and professional development for guidance on how to request this course).

(2) Simulation Operations Professional Course (SOPC) – Various Installations; (3 Weeks)

Target Career Phase: Specialist/Journey Level

Description: This course is designed as three separate one-week courses that are independent of each other. Curriculum includes: Fundamentals of M&S Program Management; Technical Aspects of Simulations; and Employing Simulations. Careerists may be enrolled in all three courses at one time, or may request to take each course at separate offerings. (See www.amso.army.mil; click on the CP36 link; education, training, and professional development for guidance on how to request this course).

(3) Fundamentals of Modeling – Georgia Technical Institute, Atlanta, GA (24 Hours)

Purpose: This course will cover a range of topics on the philosophy and uses of models, the relationship of models to theory, model foundations, and techniques and formalisms.

Target Career Phase: All levels

Description: The course will cover Introduction to Modeling, The Science of Modeling, Problem Formulation, Model Foundations, Model Engineering Current Issues, Causes of Simulation Failure, and Lessons from History.

(4) Modeling and Simulation Certificate Program - University of Alabama in Huntsville; (98 Hours)

Target Career Phase: Specialist/Journey Level

Description: Courses may be taken individually, without completing the entire certificate program. Students who wish to earn the Modeling and Simulation Certificate are required to complete seven (7) courses consisting of a minimum of ninety-eight (98) hours of instruction. All students will be awarded Continuing Education Units (CEUs) for the successful completion of each course, and those students who successfully complete the program will be presented with a Modeling and Simulation Certificate of completion. The following courses pertain:

- Introduction To Modeling and Simulation

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- Simulation Development
- Simulation Techniques and Tools
- Interactive and Interoperable Simulations
- Simulation Verification, Validation, and Accreditation
- Simulation Uses and Applications
- Simulation Based Management Contact

(5) Systems Engineering Certificate Program - University of Alabama in Huntsville; (84 Hours)

Target Career Phase: Specialist/Journey Level

Description: Systems engineering is one of the most rapidly expanding disciplines in engineering today. It is concerned with design and development of complex systems, and addresses the total life cycle, from initial concept development, to system retirement. With the need for qualified systems engineers rising to a critical level, new engineers need the knowledge to come up to speed quickly, and experienced engineers need to update their capabilities. Providing a solution for those needs, the Certificate Program includes courses covering every aspect of the field, and provides a broader understanding of both the process and application of Systems Engineering methods. Developed with an Advisory Committee composed of senior practitioners at the U.S. Army Aviation and Missile Command, the Space and Missile Defense Command, NASA Marshall Space Flight Center, and private industry, the program offers managers, prospective managers, engineers, analysts, technical specialists, and support personnel the chance to learn from the most respected industry experts. Those students who successfully complete the Certificate Program have the option of applying for three hours of elective credit toward the MSE degree in Systems Engineering. Courses may be taken individually and in any order. Students who wish to earn the Systems Engineering Certificate are required to complete five core courses and one elective consisting of a minimum of 84 hours of instruction. Prerequisite: Beginning this program requires a bachelors degree in engineering, a related field, or equivalent experience.

The Systems Engineering Certificate is awarded after the successful completion of five core courses and one elective:

- Systems Engineering Overview
- Requirements Development
- Trade Studies And Decision Making
- System Validation And Verification
- Systems Analysis, Modeling, And Simulation
- Project And Systems Management (Elective)
- Risk Assessment And Management (Elective)

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(6) Advanced Statistics – Sampling Theory; Local College

Purpose: To develop skills and knowledge in the application of inferential statistics

Target Career Phase: GS 7-12

Description: Topics include t-test; chi-square; and analysis of variance (ANOVA). This course can be taken at a local university.

(7) Research Techniques; Local College

Purpose: To provide tools and processes used in standard research practice.

Target Career Group: GS 7-12

Description: This course supports the ability to obtain information, analyze information, define problems, identify relationships, evaluate quality by comparison with standards or objectives, assess impacts, draw conclusions, make recommendations. This course can be taken at a local university.

(8) Project Management for the Office Professional – USDA Graduate School, Washington, DC; (3 Days)

Purpose: Organize a project, track costs and time expenditures, overcome obstacles and see the entire project through to completion.

Target Career Phase: GS 11-12

Description: Topics include effective scope, time and cost management; sound project integration skills; techniques for managing project quality; a process for evaluating a project's human resource requirements; tips for managing the communications aspects of a project; techniques for managing project risk; and how to manage project procurement.

(9) Briefing Techniques - USDA Graduate School, Washington, DC; (3 Days)

Purpose: To enable action officers to: use a systematic and effective approach to plan, research, and deliver briefings; speak before a group with greater self-confidence; avoid the common barriers of communication; understand the impact of visual messages; answer questions with confidence and refocus listeners; and develop a powerful wrap up.

Target Career Phase: GS 7-12

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Description: Topics include: thoroughly researching and logically organizing your thoughts; dealing directly with the audience, and nailing your main message every time; matching the appropriate presentation style and materials to the type of briefing; the art of fielding tough questions; and getting the most from visual aids.

(10) Presentation Techniques – Fort Lee, VA; (3 Days)

Purpose: This course offers practicing and future government employees the ability to communicate ideas to an audience orally.

Career Target Phase: GS 7-12

Description: Topics include: elements of the “briefing process” discussed in detail, and recent examples of successful Army presentations are discussed.

(11) Effective Writing for Professionals; Army Correspondence Course; (12 lessons)

Purpose: This course offers in-depth focus on the study and application of good writing principles.

Career Target Phase: GS 7 –9

Description: Learn how to plan, outline and write technical reports; achieve clarity, brevity and precision; add touches of variety, emphasis, rhythm and figures of speech; present data in tabular form and write summaries and abstracts.

(12) Quantitative Skills for Trainers – Army Logistics Management College, Fort Lee, VA; (3.5 Days)

Purpose: This course is geared to civilian and military training developers and trainers who have little or limited knowledge of quantitative techniques and their applications.

Target Career Phase: GS 7-9

Description: The course will increase an individual’s ability to organize and interpret data, analyze and solve problems, and make informed recommendations in the areas of design, analysis, cost, and evaluation for training. This is 3.5 day course.

(13) Operations Research/Systems Analysis (ORSA) Familiarization – Army Logistics Management College, Fort Lee, VA; (1 Week)

Purpose: Oriented toward action officers with little knowledge of quantitative techniques and their application.

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Target Career Phase: Personnel in action officer positions who interact with operations research analysts but are not operations research analysts themselves. Interns and persons in upward mobility programs are also welcomed.

Description: This course covers techniques most frequently used by ORSA analysts.

Nomination Procedures: The POC for the ORSA Familiarization course at ALMC can be reached at 703-697-0366.

(14) Introduction to Operations Research and Systems Analysis (ORSA) Course – Army Logistics Management College, Fort Lee, VA; (2 Weeks)

Purpose: This correspondence provides two components for research: 1) basic statistics and 2) quantitative techniques in business.

Target Career Phase: GS7 – 12

Description: Basic statistics provides the student with an introduction to probability theory and distributions, descriptive statistics, sampling and estimation, and hypothesis testing and concludes with regression and correlation analysis. Quantitative techniques include linear programming, special purpose algorithms, inventory, networks, decision analysis, queuing, and simulation. Two textbooks must be purchased or provided by the student's organization prior to acceptance into the course. Please visit ALMC's web page at <http://www.almc.army.mil> or call AIPD at (757) 878-2169/3335 for textbook titles. Textbooks may be purchased through the ALMC Bookstore (804) 861-6598. The Army Logistics Management College provides a study guide for the course. The study guide outlines an orderly and logical study of the text books to enhance the student's chance of successfully passing the final examination.

(15) Operations Research/System Analysis (ORSA) Military Applications Course 1 – Army Logistics Management College, Fort Lee, VA; (4 Weeks)

Purpose: This course provides the necessary foundation for follow-on education (Phase II) in the military applications of operations research methodologies.

Target Career Phase: GS 7-12

Description: Subjects covered include computers in OR, linear algebra and calculus reviews, probability, and statistics. A significant portion of the instruction is from graduate-level textbooks that require the use of calculus. Most areas of instruction are accompanied by practical exercises that are to be worked outside of scheduled class time.

(16) Acquisition Logistics Fundamentals (LOG 101) - Defense Acquisition University, Fort Belvoir, VA; (non-resident – Self paced)

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Purpose: This course provides an overview of the role of acquisition logistics in the system acquisition life cycle and system engineering processes.

Target Career Phase: Individuals recently assigned responsibility to plan, establish, and maintain the logistics support infrastructure for DoD systems and equipment in reach phase of the acquisition life cycle should attend.

Description: This is a non-resident, self-paced course available via the internet. Modules cover the logistics-relevant aspects of requirements identification, life cycle costing, integrated product and process development, sustainment logistics, supportability analysis, product support, contracting and contracting support. The prerequisite for this course is ACQ 101.

(17) Fundamentals of Systems Acquisition Management (ACQ 101) - Defense Acquisition University, Fort Belvoir, VA; (Self-paced)

Purpose: This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition.

Target Career Phase: GS5 – GS9, but all levels can attend.

Description: This is a self-paced course offered through Defense Acquisition University's Distance Learning Program. It introduces the Joint Capabilities Integration and Development System (JCIDS) and resource allocation processes, the DoD 5000 Series documents governing the defense acquisition process, and current issues in systems acquisition management. This course is designed for individuals who have little or no experience in DoD acquisition management.

(18) Intermediate Acquisition Logistics (LOG 201A) - Defense Acquisition University, Fort Belvoir, VA; (Self-paced)

Purpose: To provide advanced acquisition logistics training.

Target Career Phase: GS9 and above. Students should have 2 to 4 years of acquisition and/or logistics experience.

Description: This is a non-resident, self-paced course available via the internet. Students who successfully complete this course will be able to understand modeling and simulation, test and evaluation, market research and analysis, open systems design and interoperability, evolutionary acquisition, performance-based logistics, and support planning. The prerequisites for this course are LOG 101, LOG 102, and acquisition logistics experience. This course is offered at the Defense Acquisition University, Fort Belvoir, VA.

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(19) Intermediate Acquisition Logistics (LOG 201B) - Defense Acquisition University, Fort Belvoir, VA; (5 Days)

Purpose: To provide advanced acquisition logistics training.

Target Career Phase: GS9 and above. Students should have 2 to 4 years of acquisition and/or logistics experience.

Description: This is a five-day course. Students who successfully complete this course will be able to understand life cycle cost, contracting, modeling and simulation, test and evaluation, market research and analysis, systems engineering, performance-based logistics, and support planning. Prerequisites are LOG 201A, and acquisition logistics experience. This course is offered at the Defense Acquisition University, Fort Belvoir, VA.

(20) Systems Sustainment Management Fundamentals (LOG 102) – Defense Acquisition University, Fort Belvoir, VA; (Self-paced)

Purpose: This course provides a broad overview of the role of the life cycle logistician, during the sustainment phase of a weapon system life cycle.

Target Career Phase: Individuals recently assigned responsibility of establishing and maintaining the life cycle logistics support for defense systems and equipment during the sustainment phase of their life cycle.

Description: Students who successfully complete this course will be able to recognize the role of the life cycle, identify the concepts, policies, and practices of logistics/supply-chain management as they apply to new and legacy systems during the sustainment phase of their life cycle, and identify the best practices in developing and implementing performance-based support. Prerequisite is LOG 101.

(21) Military Simulation Techniques and Technology - Distributed Simulation Technology, Inc. (DisTi), Orlando, FLA.; (3 Days)

Purpose: To provide knowledge on a variety of simulations in the military world.

Target Career Phase: All levels

Description: This is a three-day course. Upon completion of this course, students are aware of the variety of simulations in the military world and are prepared to continue further into the simulation world. This course is divided into lectures covering the following: Power of Simulation; Systems Architecture; Interoperability; event Management; Time Management; Physical Modeling; Environmental Modeling; Behavioral Modeling; Multi-Resolution Modeling; VV&A; Future of Simulation. (More details at DisTi website.)

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(22) Visual Simulation Techniques and Technology - Distributed Simulation Technology, Inc. (DisTi), Orlando, FLA; (3 Days)

Purpose: To provide knowledge that builds on the background provided in the Military Simulation Techniques and Technology course.

Target Career Phase: All levels

Description: This three-day course. Students will become familiar with the wide range of technologies that go into the design, development and delivery of a visualization system. This course addresses many critical issues of visual simulation design and provides a practical approach to database development. In this class students will learn how: purchasing a visual system for a simulator can be a simple COTS buy; specifying procuring, and validating visual databases requires a sound understanding of visual simulation technology; planning and developing a visual is an engineering specialization that requires diverse knowledge from diverse disciplines. (More details at Disti website.)

(23) High Level Architecture (HLA) – A Practical Guide to HLA Development Distributed Simulation Technology, Inc. (DisTi), Orlando, FLA; (4 Days)

Purpose: To provide the student with knowledge of HLA and its applications.

Target Career Phase: All levels

Description: This 4-day hands-on course provides students with an in-depth look at the HLA and the Run Time Infrastructure (RTI). Learn the skills to design, implement, and test HLA Federates and Federations. (More details at DisTi website.)

(24) Distributed Interactive Simulation (DIS) Applications - Distributed Simulation Technology, Inc. (DisTi), Orlando, FLA; (4 Days)

Purpose: To explore the technology uses in distributing simulations across a network using the DIS (IEEE 1278.1 & 1278.1a) protocol and related tolls.

Target Career Phase: All levels

Description: This is a 4-day Hands-On training course. The objective of this course is to provide students with practical experience in the design and implementation of real-time distributed simulation applications utilizing the DIS protocol. This course focuses on real development considerations and situations that arise when utilizing the DIS protocol and associated network mechanisms. Students will also learn fundamental concepts of networking technology and visual simulation interfaces within the context of DIS application development. (More details at DisTi website.)

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(25) Fundamentals of Distributed Simulations - Distributed Simulation Technology, Inc. (DisTi), Orlando, FLA; (3 Days)

Purpose: The course will discuss implementation of real-time distributed simulation applications utilizing the DIS protocol, HLA, and a number of other technologies.

Target Career Phase: All levels

Description: This 3-day course combines in-depth presentations on the HLA and DIS standards, interface technologies, and variety of concept models used in distributing simulations across a network. Course materials will examine technologies used in both military simulations (Joint Battle Exercises, Distributed Mission Training Programs and others) and commercial games.

b. M&S Professional Development Opportunities identified for CP 36 professionals

(1) Right-Seat-Ride Program – National Training Center (NTC), Fort Irwin, CA; (7-9 Days)

Purpose: To provide hands-on training experience at the NTC.

Target Career Phase: All levels

Description: This is an opportunity for a 7-9 day rotation at the NTC, Fort Irwin, CA. The intent of this rotation is to provide participants with an opportunity to spend approximately five to seven days of their rotation experiencing the art of the possible in Live, Virtual, and Constructive simulations in support of training and military operations. (See www.amso.army.mil; click on the CP36 link; education, training, and professional development for guidance on how to request this opportunity).

(2) Interservice/Industry Training, Simulation and Education Conference (I/ITSEC), Orlando, FL; (4 Days)

Purpose: To gain exposure to new innovations pursued by the training education, and simulation communities across the services and industry.

Target Career Phase: All levels

Description: The I/ITSEC promotes cooperation among the Armed Services, Industry, Academia and various Government agencies in pursuit of improved training and education programs, identification of common training issues and development of multiservice programs. (More details on Education and Training opportunities are at the I/ITSEC website.)

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(3) Semi-annual Simulation Interoperability Workshop (SIW)

Purpose: Semi-annual event at Simulations Interoperability Standards Organization (SISO)

Target Career Phase: All levels

Description: The SIW is a semiannual event encompassing a broad range of model and simulation issues, applications and communities. The Workshop consists of a series of forums and special sessions addressing interoperability issues and proposed solutions; tutorials on state-of-the-art methodologies, tools and techniques; and exhibits displaying the latest technological advances. (More details at the SISO website).

(4) Annual CP 36 Training Seminar

Purpose: To provide CP 36 participants, and other interested personnel with knowledge of current ongoing issues in the M&S community.

Target Career Phase: All levels

Description: This training seminar will cover new agenda items each year, as deemed appropriate. Subjects on training, education, professional development opportunities, ACTEDS, certification, M&S systems, Army war fighting issues, etc, will be covered.

(5) Synthetic Environment Data Representation and Interchange Specification (SEDRIS)

Purpose: To provide the student knowledge on environmental data representation and interchange for use in modeling and simulation, geographical information systems, and C4I.

Target Career Phase: All levels

Description: SEDRIS technologies provide the means to represent environmental data (terrain, ocean, air and space), and promote the unambiguous, loss-less and non-proprietary interchange of environmental data. Various opportunities are offered through workshops at the SEDRIS website.

(6) DoD Architecture Framework – Federal Enterprise Architecture Certification (FEAC) Institute, Washington, DC

Purpose: To provide knowledge of Enterprise Architecture in the Federal Government.

Target Career Phase: All levels

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Description: Developed initially by the FEAC Institute of Washington DC and offered in cooperation with the California State University at Hayward, this 20 CEU professional Practitioner's Enterprise Architecture Certificate Program covers Enterprise Architecture as mandated, used and applied in the Federal Government. The programs are presented via two in-class sessions, each balanced equally in the work to be performed in class and over a Virtual University (VU) System. FEAC is Federal Enterprise Architecture Certification. (More details at FEAC or DODAF website.)

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(7) Command, Control, Communications, Computers, Intelligence, Surveillance & Reconnaissance (C4ISR) – Crystal Mall Three, Arlington, VA

Purpose: To provide the student knowledge of integrated solutions to Joint C4ISR issues.

Target Career Phase: All levels

Description: The Joint C4ISR Decision Support (DSC) was established on 1 October 1996 as a Joint Analytic Center charged to identify integrated solutions to Joint C4ISR issues. The DSC conducts several wide ranging studies annually on C4ISR issues, usually in conjunction with other DoD studies. The DSC also maintains a set C4ISR databases that contain extensive information on community-wide C4ISR-related studies and characterizations of modeling and simulation tools from a C4ISR perspective. You can register for an account with the DSC at the C4ISR website. Once you have been granted a user account you will be able to access the DSC's unclassified databases. (More details at C4ISR website.)

c. Army-wide short term training identified for M&S professionals.

(1) Planning, Programming, Budgeting Execution System (PPBES), USA Finance School, Fort Jackson, SC; (1 Week)

Purpose: To provide the student with knowledge of PPBES at the intermediate level.

Target Career Phase: GS 5 – GS-13 in positions requiring knowledge of PPBES.

Description: This is a one week, four days course. The course covers Resource Management organizations and functions; budgeting, review and analysis, RDA management, special appropriations management; commercial activities; cost analysis; economic analysis; installation management programs; total Army quality; commitment and obligation principles and rules; manpower and force structure management; management controls; auditing, flow, receipt and administrative control of funds; fiscal code; working capital funds. This course is offered at the USA Finance School, Fort Jackson, SC.

(2) Contracting Officer's Representative (COR) - Army Logistics Management College (ALMC), Fort Lee, VA; (1 Week)

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Purpose: This course provides the student with an overview of the contracting process, with the major emphasis in contract administration.

Target Career Phase: This course is opened to any personnel who work with contractors in their daily functional areas.

Description: ALMC provides training to individuals so they can be certified by their contracting officer to become CORs. Discussions focus on services, supplies medical and construction contracts. The course is designed to help the student become familiar with statutory laws and regulations that govern the contracting process with emphasis on the Federal Acquisition Regulation and Defense Federal Acquisition Regulations.

d. Army-Wide Short-Term Competitive Training

Following are some descriptions of Army-wide short-term competitive training programs, identified for M&S professionals. All CP 36 personnel at the targeted grade levels are eligible to compete for these programs. The nomination and selection process is managed through the chain of command, by the Office of the Assistant Secretary of Army (Manpower and Reserve Affairs) (OASA (M&RA)).

(1) Combat Developments Course – Army Logistics Management College, Fort Lee, VA; (2 Weeks)

Purpose: This course provides knowledge on the processes used to achieve desired joint and Army war fighting capabilities needed for the 21st century.

Target Career Phase: Civilian personnel (GS-11 through GS-14) in the fields of 132 (intelligence), 301 (general), 343 (management), 345 (program), 346 (logistics management), 393 (communications), 801 (engineer), 803 (safety engineer), 1515 (operations research), or other appropriate career fields. **NOTE:** GS-07 and GS-09 interns must attend ALMC-TI [Combat, Training, Doctrine Developers Integration Course (CTDDIC)] prior to attendance at the Combat Developers Course.

Description: The processes covered in this course focuses on determining, documenting, and processing war fighting concepts, future operational capabilities, and doctrine, organization, training, materiel, leader development, personnel and facilities (DOTMLPF) requirements. This course concentrates on inputs to the joint capabilities integration and development system (JCIDS) process; its sub-process and products; its relationship to the planning, programming and budget execution systems (PPBES); and its relationship to the acquisition process. The PPBES is presented as the means of prioritizing, funding, integrating and synchronizing solutions to the identified need. The JCIDS process and the acquisition process (materiel life cycle model) provide the structure used to tie together blocks of instruction in the course. During this course,

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students are organized into an integrated concept team (ICT). In the ICT forum, teams will research problems, prepare documentation, and present briefings needed to initiate solutions to achieving actual operational capabilities. Students also gain familiarity with various TRADOC and other acquisition organizations they will interact with during their assignment as combat developers. This is a two-week course.

(2) Combat, Training and Doctrine Developers Integration Course - Army Logistics Management College, Fort Lee, VA; (Resident 2-Weeks; Distributed Learning – 13 Weeks)

Purpose: To provide interns with knowledge of Combat, Training and Doctrine Development.

Target Career Phase: CP 36 interns (This is a CP 32 course, but it is open to interns from other career programs.)

Description: This course will provide the doctrine developers, combat developers and training developers with skills and knowledge to integrate the basic concepts and principles of doctrine, combat and training developments as part of the requirements determination and acquisition process. The course will orient students to the relationships of the three disciplines and the efficiencies to be gained by coordinating and integrating requirements throughout the planning process. The course will provide a foundation for subsequent courses that address the technical aspects of each discipline.

(3) Logistics Executive Development Course (LEDC) – Fort Lee, Virginia - Army Logistics Management College, Fort Lee, VA; (10 Weeks)

Purpose: To prepare selected personnel for high-level policy, command, and staff responsibilities by acquiring knowledge of national security strategy.

Target Career Phase: Manager (GS-14/15)

Description: Ten-week professional development course offered twice a year focusing on national security policy and strategy with a joint, multi-service perspective. The curriculum is designed to expand and deepen students' knowledge of national security matters and to sharpen their analytical skills. The academic program consists of prescribed core courses, advanced studies, and regional studies. Teaching methods include lectures, seminar discussions, case studies, and student exercises. The core curriculum provides students an understanding of the development and implementation of national security policy and strategy. It addresses the domestic and international contexts within which policy and strategy are developed, examines the national security decision-making process, and focuses on the formulation and conduct of national security strategy, military strategy, and joint operations. Completion of the curriculum meets the educational requirements for Joint Specialty Officers.

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Nomination Procedures: Minimum grade GS-14. Suspense dates (usually November 1 of each year) to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA).

(4) Basic Force Management Course - The Army Force Management School, Fort Belvoir, VA; (2 Weeks)

Purpose: Educate and train military and civilian personnel with the “why” and “how to” of determining force requirements and alternative means of resourcing, in order to accomplish Army functions and missions.

Target Career Phase: Below the grade of GS11

Description: This is a two-week course. This course is designed to educate and train military and civilian personnel in the basics of Army Force Management. The course provides instruction in functions and processes employed in raising, provisioning, sustaining and maintaining, training and resourcing the Army. Instruction includes the "why" and "how to" of determining force requirements and alternative means of resourcing in order to accomplish Army functions and missions. The lessons provide a systematic investigation/overview of "How the Army Runs". The course familiarizes students with force management processes, from the determination of force requirements to the resourcing of requirements including the allocation of resources and the assessment of their utilization in order to accomplish Army functions and mission in a joint/combined environment.

e. Army-Wide Long-Term Competitive Training

Following are descriptions of the principal Army-wide competitive training programs. All CP 36 personnel at the targeted grade levels are equally eligible to compete for these programs. For the Senior Service Colleges and Fellowships, the nomination and selection process is managed through the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs (OASA M&RA)). Additional details are included in the "Catalog of Civilian Training, Education & Professional Development Opportunities," published each fiscal year by the OASA (MR&A) and distributed through civilian personnel channels. The catalog is also available on the World Wide Web. The address is <http://www.cpol.army.mil/>.

(1) National War College (NWC) - Fort McNair, Washington, DC; (10 Months)

Executive Core Qualification(S) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)

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- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: To prepare selected personnel for high-level policy, command, and staff responsibilities by acquiring knowledge of national security strategy.

Target Career Phase: Manager/5 slots Army-wide; 4 for DLAMP

Description: The curriculum focuses on broad-based national security decision-making for senior policy makers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events. The curriculum consists of interrelated courses that are presented in a balanced mix of seminars and lectures. The program employs the case-study method, complemented by extensive student reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program.

Nomination Procedures: Minimum grade GS-14. Suspense dates (usually November 1 of each year to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA)). Candidates nominated for this course **must** build in sufficient lead-time based on Installation and MACOM level approval processes.

(2) Industrial College of the Armed Forces (ICAF) - Fort McNair, Washington, DC; (10 Months)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: To prepare selected personnel for senior leadership and staff positions by conducting postgraduate, executive-level courses of study and associated research dealing with the resource component of national power, with special emphasis on materiel security strategy for peace and war.

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Target Career Phase: Manager/16 slots Army-wide; 7 for DLAMP

Description: The curriculum focuses on broad-based national security decision-making for senior policy makers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events. The curriculum consists of interrelated courses that are presented in a balanced mix of seminars and lectures. The program employs the case-study method, complemented by extensive student reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program.

Nomination Procedures: For grades GS-14/15. Suspense dates (usually 1 November of each year to the OASA (M&RA)/civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA). Candidates nominated for this course **must** build in sufficient lead-time based on Installation and MACOM level approval process.

(3) Army War College (AWC) - Carlisle Barracks, PA – Resident; (10 – 12 Months)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: To prepare selected personnel for leadership responsibilities in a strategic security environment during peace and war.

Target Career Phase: Manager/14 slots Army wide; 4 for DLAMP

Description: Ten to twelve month professional development course focusing on the role of land power, as part of a joint or combined force, in support of the US national military strategy. The curriculum emphasizes theory, concepts, systems and the national security decision-making process. It teaches through numerous case studies, exercises and war games. The student seminar group is the fundamental learning vehicle at the school. Nomination procedures: For grades GS-14/15 and high potential GS-13s. Suspense dates (usually 1 November of each year) to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA). Candidates nominated for this course **must** build in sufficient lead-time based on Installation and MACOM level approval process.

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(4) Army War College (AWCC) - Corresponding Studies - (2 Years)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: Same as above

Target Career Phase: Manager/9 slots Army wide ; 7 for DLAMP

Description: Two year professional development course, including 22 resident academic days during midcourse and end-of-course periods.

Nomination Procedures: For grades GS-14/15 and high potential GS-13s. Suspense dates (usually 1 November of each year) to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA).

(5) Army Congressional Fellowship Program (ACFP) - Washington, DC; (6-12 Months)

Executive Core Qualification(S) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: Provides assignments for personnel whose current or prospective positions may require working knowledge of the operations of the Congress.

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Description: Six or 12-month professional development assignment, providing instruction and hands-on experience in a congressional office through training and developmental activities including three weeks of intensive briefings on the operations and organization of the Congress; a full-time assignment on the staff of a member, committee, or support agency or organization of the Congress; and frequent seminars during the work assignment on Capitol Hill.

Nomination Procedures: For grades GS-14/15. Suspense dates (usually November 1 of each year) to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA).

(6) **Command and General Staff Officer Course (CGSOC), Fort Leavenworth, KS**

Executive Core Qualification(S) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: The US Army CGSC develops leaders prepared to execute full spectrum joint, interagency, intergovernmental, multinational operations, advances the profession of military art and science, and supports operational requirements.

Target Career Phase: GS 13-14

Description: The Command and General Staff School (CGSS) curriculum addresses the contemporary operating environment and provides instruction addressing full spectrum Army Joint, Interagency and Multinational environment. You will find the courseware challenging, thought provoking, and interesting. Upon graduation you will find yourself better prepared to operate across the broad spectrum of operations demanded of today's field grade officer. Throughout this circular the words "he" and "his" represent both the masculine and feminine genders unless otherwise specifically stated. The goals of the college are to 1) educate leaders; 2) act as executive agent for leader development; 3) develop doctrine; and promote and support advancement of military art and science.

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(7) Secretary of the Army Research and Study Fellowships (SARSF), Washington, DC

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: To support study and research on selected projects relevant to the Army's mission, develop and increase the use of the best talents among Army career civilians, and support basic creativity of selected individuals.

Target Career Phase: Managers/1-5 slots Army wide

Description: Fellowships are awarded for 6 to 12 months to include study or research at institutions of higher learning or in comparable educational or research environments which best support the project.

Nomination Procedures: For grades GS-12 and above. Suspense dates (usually 1 November of each year) to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA).

(8) Defense Leadership and Management Program (DLAMP)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

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Purpose: On April 11, 1997, the Deputy Secretary of Defense authorized this program through Department of Defense Directive 1430.16. The purpose of DLAMP is to establish a DOD-wide program for developing future civilian leaders with a DOD-wide capability to: Enable them to assume broader responsibility in an increasingly complex environment; Expand their knowledge of the Department's national security mission; Strengthen communication and trust among senior military and civilian leaders. DLAMP also fulfills the mandate of the 1995 Commission on Roles and Missions of the Armed Forces for rotational assignments, a structured Educational system, and enhanced opportunities to attend military service schools and replacements for those attending long-term training.

Description: DLAMP is a developmental program for those who want to compete for DoD leadership positions. The developmental program consists of four elements: (1) a rotational assignment of at least 12 months; (2) course of professional military education (either three months program taught by the National Defense University or the full 10-month program of instruction taught by one of the component Senior Service Colleges); (3) a minimum of 10 graduate-level courses in leadership and management subjects relevant to the Department of Defense; and (4) component and occupation-specific developmental courses that complement DLAMP. For Army participants, these comprise the leader development core curriculum, to include the Sustaining Base Leadership and Management (SBLM) Program at the AMSC, and occupational training requirements documented in Army Civilian Training, Education and Development System (ACTEDS) plans. DLAMP leadership positions comprise up to 10 percent of component-managed positions in GS-14, 15, and the Senior Executive Service (or equivalent) across the Department of Defense. These are positions that require a Department-wide perspective; have responsibility for people, policy, programs and other resources of broad significance; or that dedicate a preponderance of duties to supporting joint war fighting capability. The DLAMP Executive Board has not designated leadership positions. Incumbents of designated positions will not be adversely affected. Each participant will continue to officially occupy his/her position of record during the period of training. Completion of the program may take up to six years, incrementally. It is expected that the previous education and experience of some participants may fulfill some of the requirements of the DLAMP developmental program. Development will be guided by an individual development plan. DLAMP includes a formal mentoring program. *DLAMP also has 5 quotas for the Naval War College and 2 quotas for the Air War College.*

f. Long-Term Training/Professional Development

(1) University/College Long-Term Training. Army Civilian Training, Education, and Development System (ACTEDS) funding allows the CP 36 Functional Chief Representative (FCR) to approve and fund training at various colleges and universities and to provide professional development opportunities. Long-term training (LTT) provides a valuable learning experience and competitive edge for future advancement in leadership positions to those attending. It is also a useful means to cultivate equal employment opportunity objectives for minorities, women and disabled employees. Tuition and book costs are centrally funded. Per diem and travel expenses are funded on a case by case basis.

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: CP 36 Army civilians (GS-11 or above, GS-9 in full performance positions). Must be assigned to a position with 30 percent or more duties directly supporting M&S management/operations.

Description: Careerists develop their own course of study with local college or university. Courses to be studied are flexible depending on the background of the CP 36 careerists and advice or recommendations made by immediate supervisor. Course of study may cover full-time (120 days or more) and part-time.

Nominations Procedures: Careerists must complete application packet consisting of the following forms: CPO Verification Checklist, Installation/MSC/MACOM/IRA Endorsement(s) (as appropriate); Army Sponsored Training Application Form; Functional Review Form; Supplemental Application Questionnaire Form; DA Form 2302-R; Performance Rating (3 most recent); Request for Central Resources Support Form; Academic Plan; DD Form 1556; and SF 181. Submit an original and one copy of application packet through appropriate chain of command to the CP 36 Proponent Office, (DAMO-SB), HQDA, DCS G-3/5/7, 400 Army Pentagon, Washington, DC, between October 1st – May 1st.

(2) Some M&S courses of study follow:

(a) **Doctor of Philosophy in Engineering with a concentration in Modeling and Simulation; (Coursework - 24 Credit Hours) – (Dissertation Research – 24 Hours)**

Purpose: The Modeling and Simulation Ph.D. Program is for students who have completed bachelor's and/or master's degrees in a science and/or engineering based discipline with heavy emphasis on analytical models and analysis. Fields could include all engineering disciplines, physics, chemistry, psychology (human factors), economics, as well as certain life and earth sciences.

Description: A major focus of the Ph.D. degree is the conducting of independent, original research in an area of modeling and simulation. The program of study for the modeling and simulation concentration is developed with the approval of the student's advisor and advisory committee. The program shall consist of a minimum of 24 credit-hours of course work beyond the Master's degree plus 24 hours of dissertation work.

**(b) Master of Engineering and Master of Science, Study in Modeling and Simulations-
Old Dominion University, Norfolk, VA; (30 Credit Hours)**

Purpose: These degree programs have the objectives of being integrative across disciplines, discovery producing, and job-oriented. A significant resource to the program is the Virginia Modeling, Analysis and Simulation Center (VMASC) whose primary purposes include the advancement of the state-of-the-art in modeling and simulation through research and development and the transfer of modeling and simulation technology to industry, education, and government. Numerous industrial partners as well as local Department of Defense organizations, including the Joint Training Analysis and Simulation Center (JTASC) and other elements of the Joint Forces Command, the U.S. Air Force, the U.S. Army, and the U.S. Navy, share constituent interest in this center.

Description: The Master of Engineering and the Master of Science in Engineering with a Concentration in Modeling and Simulation each require 30 hours of graduate credit. The Master of Science in Engineering with a Concentration in Modeling and Simulation requires six hours of thesis credit. The Master of Engineering with a Concentration in Modeling and Simulation requires three hours of credit through a capstone course. In addition to the thesis and capstone requirement, 12 credit hours of foundation courses and 3 credit hours of graduate-level statistics are required. Foundation courses focus on the topics of discrete-event simulation, systems modeling, project management, and human/computer interaction. Nine to twelve (9 to 12) elective credits are necessary to complete the degree requirements. The Graduate Program Director works with each student to select the courses that both meet the needs of the student and also follow an acceptable and appropriate theme.

**(c) Master of Engineering in Modeling and Simulation; Arizona State University
Tempe, Arizona; (30 Credits Hours)**

Purpose: Advancements within computer science and engineering are accelerating rapidly, challenging the visionary engineer to find a place in the intensely competitive world of high technology. The online graduate professional program will connect you to the challenges of global integration and prepare you for the many exciting career possibilities the 21st century promises.

Description: The Master of Engineering degree program offers an area of study in Modeling & Simulation at ASU (Arizona State University). This track offers specialized courses founded on the fundamentals and principles of simulation modeling and software engineering. The applications of modeling and simulation (M&S) incorporate state-of-the-art engineering advances with a focus on systems of the future. The main academic emphasis includes defense applications, large-scale computer and supply chain networks, software factory, and intelligent systems. Students will learn about key technical barriers faced by government organizations - e.g., those set to institutionalize M&S such as DMSO (Defense Modeling and Simulation Organization), - and others in developing increasingly complex decision-making systems. In addition, students will become skilled in M&S science, enabling them to engineer novel solutions for multifaceted problems that the Departments of Defense and Homeland Security, commercial industries, and private and non-profit agencies must contend with.

(d) Doctor of Philosophy in Modeling and Simulation; Master of Science, Modeling and Simulation, University of Central Florida, Orlando, FL; (At least 30 Credit Hours)

Purpose: Input from industry and government M&S users and developers have been instrumental in identifying the key competencies for M&S professionals and have been critical to the development of this curriculum. The purpose of simulation is to evaluate the behavior of the human(s), organization, equipment, and/or systems under study through the evaluation of output from the corresponding simulation construct. Due to the scale and complexity of modeling and simulation, practitioners have developed both generalized and specialized skills, and this curriculum comprises both.

Description: The Master of Science (M.S.) in Modeling and Simulation prepares scientists who can work with interdisciplinary teams to use simulation and modeling in solving important problems in both the public and private sectors. The Doctor of Philosophy (Ph.D.) in Modeling and Simulation is primarily intended for students with an academic or work background in mathematics, engineering, or computer science who wish to pursue a career in academia, defense, entertainment, or manufacturing.

(e) Master of Science (M.S.) and Doctor of Philosophy (Ph.D), Modeling, Virtual Environments and Simulation (MOVES); Naval Postgraduate School MOVES Institute, Monterey, CA; (2 Years).

Purpose: This curriculum is designed for research, application and education in the grand challenges of modeling, virtual environments, and simulation. The research product directions include 3D visual simulation and networked virtual environments, computer-generated autonomy and computational cognition, human-performance engineering and Immersive technologies, Game-based simulation, learning and analysis, and combat modeling and analysis.

Description: The Modeling, Virtual Environments and Simulation (MOVES) Academic Program of the Naval Postgraduate School provides the MS and Ph.D. student both fundamental and specialized courses in applied visual simulation technology and the application of quantitative analyses to human-computer interaction in simulation technology. The MS program is a two-year, eight-quarter program whose core covers the fundamentals of computer science, human-computer interaction, and data analysis. These topics include object-oriented programming, artificial intelligence, computer communications and networks, computer graphics, virtual worlds and simulation systems, probability, statistics, stochastic modeling, data analysis, human-performance evaluation and human-behavior modeling. Specialization by the MS student is accomplished by completing course blocks providing depth in a selected area. There are eight blocks available of which the student must select three. Once the MOVES core courses have been taken and while the specialization courses are underway, the final step in the MS degree is the completion of a written thesis. This thesis is usually conducted on a research problem specified by a MOVES faculty thesis advisor. MOVES has a program leading to the degree Doctor of Philosophy. Areas of special strength in the group are networked virtual environments, adaptable software agents, human factors in virtual environments, physically

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based modeling for virtual environments, modeling human and organizational behavior, discrete-event systems modeling, data and model visualization, and combat modeling.

3. **Non-competitive Professional Development Training - Senior Executive Service (SES) Development**

Statute requires the continuing professional development of SES members. The SES Development Program is customer-focused and combines mandatory and optional institutional training, operational assignments, and self-development activities. Mandatory development courses facilitating the transition to SES are:

Courses for New SES Members and Executive Professional Development

(1) APEX Orientation Program Objectives - HQDA, Washington, DC; (2 Weeks)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: The objective of the APEX orientation course is to improve the newly appointed executive's effectiveness on the job through enhanced leadership and decision making strategies, an increased understanding of the Department's structure and processes critical to its operation, the integration of DOD and Component priorities, and by fostering a sense of jointness.

Target Career Phase: Mandatory General Officers and SES Members (within 1 year of appointment to the SES)

Description: The program addresses issues and topics of common concern, regardless of Component affiliation including DOD goals and priorities; the Joint Chiefs and Joint Commands; Component plans and perspectives; Service structures; acquisition; budget and financial administration; personnel and resources; leadership; evolving issues; logistics; diversity; ethics; integrity; conflict of interest; and protocol. The program includes a one-week residential seminar and a week of travel to four Unified Combatant Commands and neighboring military week is to enhance the participants' knowledge of the joint military environment and give them a greater appreciation of the roles and responsibilities of U.S. service members.

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(2) Senior Executive Service (SES) Orientation Course - Assistant Secretary of the Army (Manpower & Reserve Affairs) U.S. Army SES Office, Washington, DC 20310-0111 (1 Week).

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: To assist newly appointed SES members in the transition to the Army's Executive Team.

Target Career Phase: Executive/General Officer

Description: The orientation provides insights on the strategic and operational challenges faced by senior leaders and strategies and competencies required for success in the SES.

(3) Force Management Course for Senior Leaders - Army Force Management School, Humphreys Hall Fort Belvoir, VA 22060; (1 Week)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: To familiarize senior leaders with the how and why of determining force requirements and alternative means of resourcing requirements in order to accomplish Army functions and missions as related to their executive management positions within the joint/combined arena.

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Target Career Phase: Executive/General Officer (within one year of appointment to the SES)

Purpose: To familiarize senior leaders with the how and why of determining force requirements and alternative means of resourcing requirements in order to accomplish Army functions and missions as related to their executive management positions within the joint/combined arena.

Description: The school will provide information packets approximately four weeks prior to the course date.

(4) Equal Opportunity Training For General Officers and SES - Defense Equal Opportunity Management Institute (DEOMI). Patrick AFB, FL 32925-3399; (2 Days)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: To enhance the leadership skills required to manage a diverse workforce effectively.

Target Career Phase: Executive/General Officer (within one year of appointment to the SES)

Description: DEOMI will provide information packets approximately four weeks prior to the course date. Participants will be asked to complete an EO/EEO Climate Survey prior to course date.

(5) Leadership at the Peak (LAP), Center for Creative Leadership, Colorado Springs, Colorado; (1 Week)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving,

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Decisiveness, Technical Credibility)

- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: This program gives top executives a comfortable, secure environment in which to evaluate their leadership style and effectiveness and focus on high-level challenges in the company of their peers. It is one of the most highly regarded programs of its kind in the world.

Target Career Phase: For executives with 15-plus years of management experience, who have leadership responsibility for 500 or more people and/or executive staff functions. Admission is by application only.

Description: This dynamic program blends self-discovery, self-development and fitness activities and sets it all against a backdrop of real-world business themes.

(6) **Army Senior Leader Communications Workshop, Office of the Chief of Public Affairs, Pentagon; (3 Hours)**

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Purpose: An extensive, individualized training program is developed for each participant using scenarios and issues relevant to their area of expertise and experience.

Target Career Phase: Senior Leaders

Description: Each senior leader spends approximately an hour in the workshop with one of the Army's top media trainers, discussing skills and techniques needed for successful interviews. Next, it's time to put the skills to the test. You will have the opportunity to be interviewed in three or four relevant scenarios. After taping each interview, the facilitator will review and critique the tape with you, offering helpful tips on how to improve for the next interview.

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(7) OPM -- Senior Executive Service Briefing for New Executives, Office of Personnel Management, Washington, DC

Executive Core Qualification(S) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Target Career Phase: Executive/General Officer

Description: The SES Briefing covers topics of interest to Government executives and

provides insights on domestic and foreign policy issues. Topics include: The SES: Past, Present & Future, working with congress, and critical issues facing executive branch departments and agencies. The program concludes with a Judge administering the oath of office. Optional developmental seminars and courses designed to enhance the leadership skills of seasoned executives are available from a variety of sources. Eligible Career SES may apply for sabbaticals to broaden their experience. Some sources and types of optional developmental seminars and courses are listed below:

(8) National Security Decision-Making Seminar, Syracuse University & John Hopkins University; (2.5 Weeks)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Description: The seminar focuses on decision-making skills and the psychology of crisis

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management and stress, and its effects on the nature of national security decisions and policies. It features a Civil War Staff Ride over a battlefield. This staff ride will examine current and past issues such as the relationship between strategy and policy, civilian-military relations, policy formulation, and decision-making. Lessons learned by examining the two great battles will help

participants draw conclusions relative to the manner in which the Department of Defense conduct business today. Guest speakers and group discussions in the evening will capture the significance of these historic Civil War events and relate them to current issues facing today's decision-makers.

(9) National Security Leadership Course, Syracuse University & John Hopkins University; (1 Week)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Description: The course provides a comprehensive understanding of the strategic context and underpinnings of U.S. national security and enhance the leadership skills necessary to overcome the internal and external impediments to the decision-making process in the rapidly evolving national security environment . It features case studies, simulations, and small group discussions and a 2-day Civil War Staff Ride. The staff ride examines current and past issues such as the relationship between strategy and policy, civilian-military relations, policy formulation, and decision-making.

(10) Program for Senior Managers in Government, Harvard University; (3 Weeks)

Executive Core Qualification(s) (Associated OPM Leadership Competencies):

- Leading Change (Continual Learning, Service Motivation, External Awareness, Strategic Thinking, Flexibility, Vision)
- Leading People (Conflict Management, Integrity/Honesty, Cultural Awareness, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Resources Management)

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- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

Description: This course addresses the complex problems faced by senior executives, including: planning coherent strategies, organization policy making processes, mobilizing support in an environment of shared responsibility, structuring credibility with the media, oversight modes, interest groups and special constituencies.

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SUMMARY OF TRAINING OPPORTUNITIES FOR CP 36 CAREERISTS

The following summary reflects specific training identified by the CP 36 Working Group. Additional training opportunities are shown above in this ANNEX.

Summary of Selected Training Opportunities for CP 36 Careerists

#	Type of training	Description	Vendor	Recommended Grade/Target Career Phase
1	Acquisition Logistics Fundamentals (LOG 101)	This is a non-resident, self-paced course available via the internet. This course provides an overview of the role of acquisition logistics in the system acquisition life cycle and system engineering processes. Modules cover the logistics-relevant aspects of requirements identification, life cycle costing, integrated product and process development, sustainment logistics, supportability analysis, product support, contracting and contracting support. The prerequisite for this course is ACQ 101.	Defense Acquisition University, Fort Belvoir, VA	Individuals recently assigned responsibility to plan, establish, and maintain the logistics support infrastructure for DoD systems and equipment in each phase of the acquisition life cycle should attend.
2	Basic Force Management Course	This is a two-week course. This course is designed to educate and train military and civilian personnel in the basics of Army Force Management. The course provides instruction in functions and processes employed in raising, provisioning, sustaining and maintaining, training and resourcing the Army. Instruction includes the "why" and "how to" of determining force requirements and alternative means of resourcing in order to accomplish Army functions and missions. The lessons provide a systematic investigation/overview of "How the Army Runs". The course familiarizes students with force management processes, from the determination of force requirements to the resourcing of requirements including the allocation of resources and the assessment of their utilization in order to accomplish Army functions and mission in a joint/combined environment.	The Army Force Management School, Fort Belvoir, VA	GS 11 - GS 15
3	Command, Control, Communications, Computers, Intelligence, Surveillance & Reconnaissance (C4ISR)	The Joint C4ISR Decision Support (DSC) was established on 1 October 1996 as a Joint Analytic Center charged to identify integrated solutions to Joint C4ISR issues. The DSC conducts several wide ranging studies annually on C4ISR issues, usually in conjunction with other DoD studies. The DSC also maintains a set C4ISR databases that contain extensive information on community-wide C4ISR-related studies and characterizations of modeling and simulation tools from a C4ISR perspective. You can register for an account with the DSC at the C4ISR website. Once you have been granted a user account you will be able to access the DSC's unclassified databases. (More details at C4ISR website.)	Crystal Mall 3, Arlington, VA	All levels
4	Contracting Officer's Representative (COR)	This is a one-week course. This course provides the student with an overview of the contracting process, with the major emphasis in contract administration. ALMC provides training to individuals so they can be certified by their contracting officer to become CORs. Discussions focus on services, supplies medical and construction contracts. The course is designed to help the student become familiar with statutory laws and regulations that govern the contracting process with emphasis on the Federal Acquisition Regulation and Defense Federal Acquisition Regulations.	Army Logistics Management course (ALMC), Fort Lee, VA.	This course is opened to any personnel who work with contractors in their daily functional areas.

#	Type of training	Description	Vendor	Recommended Grade/Target Career Phase
5	DIS Applications	This 4-day Hands-On training course explores the technology uses in distributing simulations across a network using the DIS (IEEE 1278.1 & 1278.1a) protocol and related tolls. The objective of this course is to provide students with practical experience in the design and implementation of real-time distributed simulation applications utilizing the DIS protocol. This course focuses on real development considerations and situations that arise when utilizing the DIS protocol and associated network mechanisms. Students will also learn fundamental concepts of networking technology and visual simulation interfaces within the context of DIS application development. (More details at DisTi website.)	Distributed Simulation Technology, Inc. (DisTi), Orlando, FL	All levels
6	DoD Architecture Framework	Developed initially by the FEAC Institute of Washington DC and offered in cooperation with the California State University at Hayward, this 20 CEU professional Practitioner's Enterprise Architecture Certificate Program covers Enterprise Architecture as mandated, used and applied in the Federal Government. The programs are presented via two in-class sessions, each balanced equally in the work to be performed in class and over a Virtual University (VU) System. FEAC is Federal Enterprise Architecture Certification. (More details at FEAC or DODAF website.)	Federal Enterprise Architecture Certification (FEAC) Institute Washington, DC	All levels
7	Fundamentals of Distributed Simulations	This ALL NEW 3-day course combines in-depth presentations on the HLA and DIS standards, interface technologies, and variety of concept models used in distributing simulations across a network. Course materials will examine technologies used in both military simulations (Joint Battle Exercises, Distributed Mission Training Programs and others) and commercial games. The course will discuss implementation of real-time distributed simulation applications utilizing the DIS protocol, HLA, and a number of other technologies.	Distributed Simulation Technology, Inc. (DisTi), Orlando, FL. (More details at DisTi website.)	All levels
8	Fundamentals of Modeling	This is a three-day course. It will cover a range of topics including philosophy and uses of models, the relationship of models to theory, model foundations, and techniques and formalisms. The course will cover Introduction to Modeling, The Science of Modeling, Problem Formulation , Model Foundations, Model Engineering, Current Issues, Causes of Simulation Failure, Lessons from History.	Georgia Technical Institute, Atlanta, GA	All levels (New course to launch in the Fall of 2006)
9	Fundamentals of Systems Acquisition Management (ACQ 101)	This is a self-paced course offered through Defense Acquisition University's Distance Learning Program. This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition. It introduces the Joint Capabilities Integration and Development System (JCIDS) and resource allocation processes, the DoD 5000 Series documents governing the defense acquisition process, and current issues in systems acquisition management. this course is designed for individuals who have little or no experience in DoD acquisition management.	Defense Acquisition University, Fort Belvoir, VA	GS 5 - GS 9, but all levels can attend.

#	Type of training	Description	Vendor	Recommended Grade/Target Career Phase
10	High Level Architecture (HLA) - A Practical Guide to HLA Development	This 4-day hands-on course provides students with an in-depth look at the HLA and the Run Time Infrastructure (RTI). Learn the skills to design, implement, and test HLA Federates and Federations. (More details at DisTi website.)	Distributed Simulation Technology, Inc. (DisTi), Orlando, FL	All levels
11	Interservice/Industry Training, Simulation and Education Conference (I/ITSEC)	The I/ITSEC promotes cooperation among the Armed Services, Industry, Academia and various Government agencies in pursuit of improved training and education programs, identification of common training issues and development of multiservice programs. (More details on Education and Training opportunities are at the I/ITSEC website.)	Orange County Convention Center, Orlando, FL	All levels
12	Intermediate Acquisition Logistics (LOG 201A)	This is a non-resident, self-paced course available via the internet. Students who successfully complete this course will be able to understand modeling and simulation, test and evaluation, market research and analysis, open systems design and interoperability, evolutionary acquisition, performance-based logistics, and support planning. The prerequisites for this course are LOG 101, LOG 102, and acquisition logistics experience.	Defense Acquisition University, Fort Belvoir, VA	GS 9 and above. Students should have 2 to 4 years of acquisition and/or logistics experience.
13	Intermediate Acquisition Logistics (LOG 201B)	This is a five-day course. Students who successfully complete this course will be able to understand life cycle cost, contracting, modeling and simulation, test and evaluation, market research and analysis, systems engineering, performance-based logistics, and support planning. Prerequisites are LOG 201A, and acquisition logistics experience.	Defense Acquisition University, Fort Belvoir, VA	GS 9 and above. Students should have 2 to 4 years of acquisition and/or logistics experience.
14	Introduction to Combat Development	This course introduces the processes used to achieve desired joint and Army war fighting capabilities needed for the 21st century. These processes focus on determining, documenting, and processing war fighting concepts, future operational capabilities, and doctrine, organization, training, materiel, leader development, personnel and facilities (DOTMLPF) requirements. Other subjects covered include: JCIDS process; PPBES. this is a two-week course.	Army Logistics Management course (ALMC), Fort Lee, VA.	GS 11 - GS 14 in the fields of intelligence (132); general (301); management (343); logistics (346); engineer (801); operations research (1515).
15	Military Simulation Techniques and Technology	This is a three-day course. Upon completion of this course, students are aware of the variety of simulations in the military world and are prepared to continue further into the simulation world. This course is divided into lectures covering the following: Power of Simulation; Systems Architecture; Interoperability; event Management; Time Management; Physical Modeling; Environmental Modeling; Behavioral Modeling; Multi-Resolution Modeling; VV&A; Future of Simulation. (More details at DisTi website.)	Distributed Simulation Technology, Inc., (DisTi), Orlando, FL	All levels
16	National Training Center (Right-Seat-Ride Program)	This is a 5 -7 day rotational assignment. The intent of the program is to offer participants the opportunity to experience the "art of the possible" in Live, Virtual, and Constructive Simulations, in support of training and military operations.	Fort Irwin, CA	All levels

#	Type of training	Description	Vendor	Recommended Grade/Target Career Phase
17	Network Security	<p>This course will help to identify key network security considerations and Cisco VPN and IP SEC Support. It will also help to identify the main threats to network security and the key features of the Security Wheel approach that are used to achieve a solid network-security policy; identify the key elements of the Cisco AVVID architecture and the SAFE framework; identify the three VPN types and list the Cisco products that enable a secure VPN; identify the key features of the IPSec family of open standards; identify the key features of the IPSec DH key exchange and recognize common encryption algorithms; identify IPSec data integrity and authentication methods; how encryption, integrity, and authentication are applied to the IPSec protocol suite; and identify the steps in the IPSec process.</p> <p>This is a web-based course designed to last for approximately 160 minutes. A basic knowledge of the Windows operating system; familiarity with the networking and security terms and concepts are required. Skillsoft courses can be accessed through the Army e-Learning Program.</p>	Skillsoft, Corporate US Headquarters, Nashua, NH	Cisco customers who implement and maintain Cisco VPNs; Cisco channel partners who sell, implement, and maintain Cisco VPNs; Cisco system engineers who support the sales of Cisco VPN product solutions; individuals working toward CCSP certification.
18	Planning, Programming, Budgeting Execution System (PPBES)	This is a one week course. The course covers Resource Management organizations and functions; budgeting, review and analysis, RDA management, special appropriations management; commercial activities; cost analysis; economic analysis; installation management programs; total Army quality; commitment and obligation principles and rules; manpower and force structure management; management controls; auditing, flow, receipt and administrative control of funds; fiscal code; working capital funds.	USA Finance School, Fort Jackson, SC	GS 5 - GS 13 in positions requiring knowledge of PPBES.
19	Robert's Rules of Order	Recognized standard to smooth, orderly, and fairly conducted meetings.	Self-paced	All levels
20	Simulation Interoperability Workshop (SIW)	The SIW is a semiannual event encompassing a broad range of model and simulation issues, applications and communities. The Workshop consists of a series of forums and special sessions addressing interoperability issues and proposed solutions; tutorials on state-of-the-art methodologies, tools and techniques; and exhibits displaying the latest technological advances. (More details at the SISO website).	Simulations Interoperability Standards Organization (SISO)	All levels

#	Type of training	Description	Vendor	Recommended Grade/Target Career Phase
21	Simulations Operations Course (SOC)	This is a six-week course designed to educate military and civilian simulation professionals in the fundamentals of military models and simulation. There are five modules: M&S Basic Concepts; Creation of M&S, Application of M&S, Integration of M&S Evaluation & Modification of M&S. The course is only offered in the complete six-week format.	Battle Command Simulation & Experimentation Directorate (BCSE). Course is presented at Fort Belvoir, VA	Specialist/Journeyman level
22	Simulations Operations Professional Course (SOPC)	This course is designed as three separate one-week modules that are independent of each other. The course focuses on the fundamentals of M&S Program Management; technical Aspects of Simulations; and Employing Simulations. Careerists may be enrolled in all three courses at one time, or may request to take each course at separate offerings. The course is portable to MACOM sites.	Battle Command Simulation & Experimentation Directorate (BCSE). Course is presented at Fort Belvoir, VA	Specialist/Journeyman level
23	Sustaining Base Leadership and Management Program (SBLM)	SBLM provides graduate-level, professional knowledge, skill, and perspective across functional areas for leaders and managers who serve or will serve in the Army's sustaining base.	Army Logistics Management course (ALMC), Fort Lee, VA.	GS 12-14 (GS 15s and GS 11s may request a waiver to policy.)
24	Synthetic Environment Data Representation and Interchange Specification (SEDRIS)	SEDRIS technologies provide the means to represent environmental data (terrain, ocean, air and space), and promote the unambiguous, loss-less and non-proprietary interchange of environmental data.	Training offered through workshops at SEDRIS website.	All levels
25	Systems Sustainment Management Fundamentals (LOG 102)	This is a non-resident, self-paced course available via the internet. This course provides a broad overview of the role of the life cycle logistician, during the sustainment phase of a weapon's system life cycle. Students who successfully complete this course will be able to recognize the role of the life cycle, identify the concepts, policies, and practices of logistics/supply-chain management as they apply to new and legacy systems during the sustainment phase of their life cycle, and identify the best practices in developing and implementing performance-based support. Prerequisite is LOG 101.	Defense Acquisition University, Fort Belvoir, VA	Individuals recently assigned responsibility of establishing and maintaining the life cycle logistics support for defense systems and equipment during the sustainment phase of their life cycle.
26	Visual Simulation Techniques & technology	This three-day course builds on the background provided in the Military Simulation Techniques and Technology course. Students will become familiar with the wide range of technologies that go into the design, development and delivery of a visualization system. This course addresses many critical issues of visual simulation design and provides a practical approach to database development. In this class students will learn how: purchasing a visual system for a simulator can be a simple COTS buy; specifying procuring, and validating visual databases requires a sound understanding of visual simulation technology; planning and developing a visual is an engineering specialization that requires diverse knowledge from diverse disciplines. (More details at Disti website.)	Distributed Simulation Technology, Inc. (DisTi), Orlando, FL	All levels