ARMY MEDICINE
Serving To Heal...Honored To Serve

## Career Program 53 - Medical

# Army Civilian Training, Education, and Development System (ACTEDS) Plan

## Medical Administrative Occupations

# ACTEDS PLAN

## Career Program 53 – Medical

## Medical Administrative Group

**0089 - Emergency Management Specialist**
**0669 - Medical Records Administrator**
**0670 - Health System Administrator**
**0671 - Health System Specialist**
**0673 - Hospital Housekeeping Manager**
**0675 - Medical Records Technician**
**0679 - Medical Support Assistant**
**0301 - Miscellaneous Administration and Program**
**0303 - Miscellaneous Clerk and Assistant**
**0340 - Program Management**
**0962 - Contact Representative**
**1083 - Technical Writer**
**1801 - General Inspection, Investigation, and Compliance**
**1802 - Compliance Inspection and Support (Medical and Veterinary)**

**PURPOSE:** Army Civilian Training, Education, and Development System (ACTEDS) Plans provide information pertaining to career management training, education, and development for life-cycle workforce management, specific to each Career Program (CP).

## Table of Contents

SECTION I: INTRODUCTION ..... 6
FUNCTIONAL SPECIALTIES ..... 7
CAREER PROGRAM MANAGEMENT STRUCTURE ..... 11
SECTION II: OBJECTIVES ..... 12
SECTION III: CAREER PROGRESSION ..... 13
SECTION IV: CAREER PROGRAM FUNCTIONAL COMPETENCIES ..... 16
Annex A – Series 0089, Emergency Management Specialist ..... 18
Annex B – Series 0669, Medical Records Administrator ..... 19
Mission Critical Occupation. ..... 20
Career Ladder ..... 20
Draft Functional Competencies. ..... 21
Master Training Plan. ..... 25
Annex C – Series 0670, Health System Administrator ..... 30
Mission Critical Occupation ..... 31
Career Ladder ..... 31
Draft Functional Competencies. ..... 32
Master Training Plan. ..... 36
Annex D – Series 0671, Health System Specialist ..... 39
Mission Critical Occupation ..... 41
Career Ladder ..... 41
Draft Functional Competencies. ..... 42
Master Training Plan. ..... 44
Annex E – Series 0673, Hospital Housekeeping Manager ..... 48
Mission Critical Occupation ..... 49
Career Ladder ..... 49
Draft Functional Competencies. ..... 50
Master Training Plan. ..... 54
Annex F - Series 0675, Medical Records Technician ..... 59

Mission Critical Occupation ..... 61
Career Ladder ..... 61
Draft Functional Competencies. ..... 62
Master Training Plan ..... 64
Annex G – Series 0679, Medical Support Assistant ..... 69
Mission Critical Occupation ..... 71
Career Ladder ..... 71
Draft Functional Competencies. ..... 72
Master Training Plan ..... 73
Annex H – Series 0301, Miscellaneous Administration and Program ..... 76
Mission Critical Occupation ..... 80
Career Ladder ..... 81
Draft Functional Competencies. ..... 81
Master Training Plan ..... 84
Annex I –Series 0303, Miscellaneous Clerk and Assistant ..... 88
Mission Critical Occupation ..... 92
Career Ladder ..... 92
Draft Functional Competencies. ..... 93
Master Training Plan ..... 95
Annex J – Series 0340, Program Management ..... 99
Mission Critical Occupation ..... 100
Career Ladder ..... 100
Draft Functional Competencies. ..... 101
Master Training Plan ..... 102
Annex K – Series 0962, Contact Representative ..... 106
Mission Critical Occupation ..... 107
Career Ladder ..... 107
Draft Functional Competencies. ..... 108
Master Training Plan ..... 108

Annex L – Series 1083, Technical Writer ..... 113
Mission Critical Occupation ..... 114
Career Ladder ..... 114
Draft Functional Competencies. ..... 114
Master Training Plan ..... 115
Annex M – Series 1801, General Inspection, Investigation, and Compliance ..... 120
Annex N – Series 1802, Compliance Inspection and Support (Medical and Veterinary) ..... 121
Annex O – Master Training Plan for Interns - TBD ..... 122
Annex P- CP53 Policy on Training ..... 122
Appendix 1 - Academic Degree Training (ADT) Checklist ..... 134
Appendix 2 - Course Checklist ..... 135
Annex Q – Glossary ..... 136
Annex R - Acronyms ..... 142

## SECTION I: INTRODUCTION

**GENERAL**. The purpose of the Army Civilian Training, Education, and Development System (ACTEDS) is to provide for the systematic training and development of Army career Civilians. It is a living document that outlines sequential and progressive training for functional specialties and in leadership, supervision, and managerial development.

This plan specifically addresses the Medical Administrative Occupation Group of Career Program (CP) 53 – Medical. It provides general information and guidance for managing the Medical Administrative employees of the Medical CP that includes career progression ladders, core functional competencies, Master Training Plans, mobility, and continued service requirements.

This is the initial edition of this ACTEDS Plan. Suggestions and questions may be directed to the CP53 Proponent Office at usarmy.jbsa.medcom-ameddcs.other.CP53Medical@mail.mil.

**CAREER PROGRAM OVERVIEW.** Administrative medical professionals and specialists perform specialized management and analysis activities which allow the Army's healthcare system to operate effectively and efficiently. They also manage resources, facilities, and programs so that caregivers can concentrate on what they do best. The 14 functional specialties that constitute the Administrative Medical Group of CP53 are:

- 0089 - Emergency Management Specialist
- 0669 - Medical Records Administrator
- 0670 - Health System Administrator
- 0671 - Health System Specialist
- 0673 - Hospital Housekeeping Manager
- 0675 - Medical Records Technician
- 0679 - Medical Support Assistant
- 0301 - Miscellaneous Administration and Program
- 0303 - Miscellaneous Clerk and Assistant
- 0340 - Program Management
- 0962 - Contact Representative
- 1083 - Technical Writer
- 1801 - General Inspection, Investigation, and Compliance
- 1802 - Compliance Inspection and Support

**MISSION CRITICAL OCCUPATIONS (MCO).** The Department of Defense (DoD) and the Department of the Army (DA) have determined that in order to maintain the superiority of the Operating Force, there are some occupational series that require increased priority in

recruiting, training, and management. Within CP53, a number of occupational series have been classified as mission critical. The following occupational series has been designated as Mission Critical Occupation (MCO):

- 0671 – Health System Specialist

**METHODOLOGY**. This Plan was based on existing ACTEDS Plans for the 0669 - Medical Records Administrator, 0670 - Health System Administrator, 0671 - Health System Specialist, 0673 - Hospital Housekeeping Manager, and 0675 - Medical Records Technician occupational series. Specific information was added for the 0679 - Medical Support Assistant, 0303 - Miscellaneous Clerk and Assistant, 0301 - Miscellaneous Administration and Program, 0340 - Program Management, 0962 - Contact Representative, and 1083 - Technical Writer occupational series. We conducted in-depth research using position descriptions, information from professional associations, and data from the Bureau of Labor Statistics' Occupational Outlook Handbook. The resulting document was reviewed by subject-matter-experts and coordinated with the applicable occupational Consultant, as identified by The Surgeon General.

## FUNCTIONAL SPECIALTIES

**SHARED PROPONENCY**. Some occupations in the nonmedical occupational series in this group are shared by multiple Career Programs. For instance, in the 1083-Technical Writer series, positions are resident in CPs 17, 18, and 53. The intent of the ACTEDS Plan is to provide career management information for Army Civilian employees working in medical environments in as many occupational series as practical.

NOTE: Questions pertaining to Career Program assignment may be directed to employee's supervisor or the applicable CP Proponent Office (http://cpol.army.mil/library/train/acteds).

NOTE: Employees assigned to Joint Task Force National Capital Region Medical Command (JTF CapMed) are currently not assigned to an Army Career Program. For the purposes of this plan, they are aligned under CP53 to provide career guidance for medical-related occupational series.

The Medical Administrative ACTEDS Plan encompasses the following occupational series:

- 0089 – Emergency Management Specialist. These specialists supervise, lead, or perform emergency management work including managing and coordinating with other entities, the prevention of, protection from, preparedness for, response to, recovery from and/or mitigation of intentional and/or unintentional crises, disasters, other humanitarian emergencies, hazards, or natural and man-made/technological (chemical, biological, radiological, nuclear, high-yield explosives) incidents.

- 0669 - Medical Records Administrator. Employees in this series manage, advise on, preserve, analyze, and supervise the use of diagnostic and therapeutic medical records. Medical records administration personnel develop medical records policies and procedures and provide advice on the use of medical records. The work requires knowledge of medical records administration and management skills and abilities.
- 0670 - Health System Administrator. Positions in this series have full line responsibility for the administrative management of a healthcare delivery system that may range from a nationwide network including many hospitals to a major subdivision of an individual hospital. The fundamental responsibility of health system administrators is to effectively use all available resources to provide the best possible patient care. This requires an understanding of the critical balance between the administrative and clinical functions in the healthcare delivery system, and ability to coordinate and control programs and resources to achieve this balance.
- 0671 - Health System Specialist. Positions provide support to healthcare management officials by analyzing, evaluating, advising on and/or coordinating healthcare delivery systems and operations. Such positions may be located within an operating healthcare facility or at a higher organizational echelon. In addition to a high degree of analytical ability, positions in this series require specialized knowledge of the basic principles and practices related to the management of healthcare delivery systems.
- 0673 - Hospital Housekeeping Manager. This series covers all positions requiring application of administrative ability and technical knowledge in supervising or performing work in the development, coordination, direction, and management of hospital housekeeping programs. They ensure the maintenance of environmental sanitation within acceptable levels of bacteriological, as well as visual cleanliness.
- 0675 - Medical Records Technician. These technical support positions supervise, lead, or perform support work in connection with processing and maintaining medical records for compliance with regulatory requirements. They also cover positions that review, analyze, code, abstract, and compile or extract medical records data. The work requires a practical knowledge of medical record procedures and references and the organization and consistency of medical records.
- 0679 - Medical Support Assistant. This series covers administrative support positions that supervise, lead, or perform support work in connection with the care and treatment given to patients in wards, clinics, or other such units of a medical facility. The work includes functions such as serving as a receptionist, performing recordkeeping duties, and providing miscellaneous support to the medical staff of the unit. This series includes work that requires a practical knowledge of computerized data entry and information processing systems, the medical facility's organization and services, basic rules and regulations governing visitors and patient treatment, and a practical knowledge of the standard procedures, medical records, and medical terminology of the unit supported.

- 0301 - Miscellaneous Administration and Program. This series covers positions the duties of which are to perform, supervise, or manage administrative or program work for which no other series is appropriate. The work requires analytical ability, judgment, discretion, and knowledge of a substantial body of administrative or program principles, concepts, policies, and objectives.
- 0303 - Miscellaneous Clerk and Assistant. This series includes positions the duties of which are to perform or supervise clerical, assistant, or technician work for which no other series is appropriate. The work requires knowledge of the procedures and techniques involved in carrying out the work of a medical organization and the application of procedures and practices within the framework of established guidelines.
- 0340 - Program Management. This series covers all classes of positions the duties of which are to manage or direct, or to assist in a line capacity in managing or directing, one or more programs, including appropriate supporting service organizations, when the paramount qualification requirement of the positions is management and executive knowledge and ability and when the positions do not require competence in a specialized subject-matter or functional area.
- 0962 - Contact Representative. This series covers administrative support positions that supervise, lead, or perform support and related work in connection with dispersing information to the public on rights, benefits, privileges, or obligations under a body of law; explaining pertinent legal provisions, regulations, and related administrative practices, and their application to specific cases; and assisting individuals in developing needed evidence and preparing required documents or in resolving errors, delays, or other problems in obtaining benefits or fulfilling obligations.
- 1083 - Technical Writer. These positions involve writing or editing technical materials, such as reports of research findings; scientific or technical articles, news releases, and periodicals; regulations in technical areas; technical manuals, specifications, brochures, and pamphlets; or speeches or scripts on scientific or technical subjects. Technical writers and technical editors draw on a substantial knowledge of a particular subject-matter area, such as the natural or social sciences, engineering, law, or other fields. The work involves the development of information and analysis to select and present information on the specialized subject in a form and at a level suitable for the intended audience.
- 1801 – General Inspection, Investigation, and Compliance. This series covers positions which supervise, lead, or perform inspection, investigation, enforcement, or compliance work.
- 1802 – Compliance Inspection and Support (Medical and Veterinary). This series includes positions that perform or supervise inspectional or technical support work in assuring compliance with or enforcement of Federal laws, regulations, or other mandatory guidelines and that are not classifiable to another, more specific, occupational series. The work requires knowledge of prescribed procedures, established

techniques, directly applicable guidelines, and pertinent characteristics of regulated items or activities.

**POPULATION.** Medical Administrative occupations comprise over 8,600 United States (US) and foreign national employees, as shown in the table below (source: Defense Civilian Personnel Data System (DCPDS), 5 June 2014). Some series populations are noted as "to be determined" (TBD) as the identification of the series in relation to medical functions are being assessed. Specific demographics for each Medical Administrative occupational series are provided in the corresponding Annex.

| Series | US Employees | FN Employees | Total |
|---|---|---|---|
| 0089 – Emergency Management Specialist | TBD | 0 | TBD |
| 0669 - Medical Records Administrator | 90 | 0 | 90 |
| 0670 - Health System Administrator | 65 | 0 | 65 |
| 0671 - Health System Specialist | 1,637 | 12 | 1,649 |
| 0673 - Hospital Housekeeping Manager | 61 | 1 | 62 |
| 0675 - Medical Records Technician | 1,036 | 43 | 1079 |
| 0679 - Medical Support Assistant | 2,931 | 110 | 3,041 |
| 0301 - Miscellaneous Administration and Program | 242 | 1 | 243 |
| 0303 - Miscellaneous Clerk and Assistant | 758 | 10 | 768 |
| 0340 - Program Management | 5 | 0 | 5 |
| 0962 - Contact Representative | 552 | 0 | 552 |
| 1083 - Technical Writer | 340 | 0 | 340 |
| 1801 – General Inspection, Investigation, and Compliance | TBD | 0 | TBD |
| 1802 – Compliance Inspection and Support | TBD | 0 | TBD |

**AFFIRMATIVE ACTION STATEMENT.** Selection of employees for training programs in this plan will be made without regard to political preference, race, color, religion, national origin, gender, marital status, disability, age, or sexual orientation.

## CAREER PROGRAM MANAGEMENT STRUCTURE

**Functional Chief (FC).** The Army Surgeon General is the FC for all CP53 occupational series and is responsible for identifying strategic workforce issues that are key to Civilian life-cycle management; ensuring the occupational readiness of the CP53 workforce in support of Army missions; and maintaining communications with commanders within the functional area of responsibility to gather mission priorities and develop annual strategic plans that are responsive to the changing needs of the Army. To execute enterprise level responsibilities, the FC appoints a senior official in the occupational field to be the Functional Chief Representative for the CP.

**Functional Chief Representative (FCR).** The FCR for CP53 is the Deputy to the Commanding General of the US Army Medical Department Center and School (AMEDDC&S) and is also designated the Army Medical Department's Civilian Corps Chief. The FCR serves as the principal advisor to the FC for matters pertaining to career management of all employees in CP53. The FCR sets priorities and implements key programs and services to build a competency-based workforce for the future. The FCR appoints a senior Civilian advisor to be the Assistant FCR to represent occupational series within the CP.

**Assistant Functional Chief Representative (AFCR**). The AFCR assists the CP53 Proponency Office by representing their designated occupational series. Responsibilities include identifying training requirements; recommending functional courses and equivalencies; identifying competencies, and assisting in gap closure solutions; providing guidance on workforce assessment trends; projecting centrally funded intern requirements, and selecting subject-matter-experts to provide input into Competency Panels, Career Maps, ACTEDS Plans, etc.

**Career Program Planning Board (CPPB)**. The CPPB provides senior leadership input and oversight of Civilian workforce planning and management initiatives for CP53. The CPPB will advise and assist the FC/FCR by: reviewing proposals to change the CP, CP policy, or the ACTEDS Plan; ensuring that ACTEDS training requirements are prioritized in accordance with CP workforce training needs; serving as Human Capital Advisors in support of the Army G-1 and DoD Competency Management initiative.

**Command Career Program Manager (CCPM).** The CCPMs are designated senior level individuals located at Headquarters of the Commands, Army Service Component Commands (ASCC), and Direct Reporting Units (DRU). CCPMs represent all CP53 occupational series within their Command.

**Career Program Proponent Office (CPPO)**. The CPPO provides direct support to the FCR by providing advice and assistance in all matters related to Career Program management.

## MOBILITY WITHIN CP53

**Functional Mobility.** The Army Medical Department (AMEDD) recommends that employees seek functional mobility where possible. Although CP53 employees may be able to achieve their career goals within a single specialized area, multi-dimensional and multi-disciplined experience is an essential factor in an individual's professional development. CP53 emphasizes multi-disciplinary experience particularly for those personnel aspiring to advance to supervisory, managerial, and executive-level positions.

**Geographic Mobility**. Geographic mobility is often required to obtain the diverse experience recommended for GS-15 or Senior Executive Service (SES) level positions. Supervisors should encourage employees to exercise their mobility opportunities, so that competencies can be developed at a variety of organizational levels consistent with the individual's career goals and the needs of the Army.

**Continued Service Agreement**. Training/Developmental assignments exceeding 120 days require completion of a "Continued Service Agreement." The obligated service period in the DA may not be less than three times the period of the training.

## SECTION II: OBJECTIVES

**Short-Term Objectives.** The short-term objectives for management of all CP53 occupational series are:

- Provide employees and their supervisors with a single-source reference to assist in determining appropriate training and development both to enhance on-the-job performance and to prepare the employee for progressively more responsible positions.
- Assist resource management and Civilian personnel representatives in allocating and prioritizing resources for Civilian training and development by providing references to core competency-based training alignment.
- Provide employees with information on the DA Civilian Leader Development core courses.
- Publicize CP philosophy and guidance on career progression, education, mobility, and other career development issues.
- Revise/update, as appropriate, information on course schedules and content.
- Expand the content of Career Maps to include more information on developmental assignments, mandatory and recommended courses and sources of training.

**Long-Term Objectives**. The long-term objectives for management of all CP53 occupational series are:

- Develop strategies to implement succession planning.
- Employ strategic human capital workforce planning assessments to identify competency gaps, define gap closure strategies, and assess future workforce requirements.
- Develop and document strategic plans that define CP mission, vision, goals and articulate strategies to achieve them in a changing environment.

## SECTION III: CAREER PROGRESSION

**Army Intern Program within the CP53.** The Career Intern Program is competitive, and designed to prepare employees in various occupations for subsequent advancement in professional, administrative, and technological career fields. Intern graduates form the feeder group for future leaders in Army's professional occupations.

Interns enter the program at the GS-5 and GS-7 levels as permanent full-time employees. They receive career/career-conditional appointments in the competitive service. DA interns reside on Headquarters, Department of the Army (HQDA) student detachment spaces for the first 24 months; local interns reside on mission rolls. Upon graduation from the program, interns are placed on mission rolls in GS-9 or GS-11 positions, according to the career program intern target grade and availability of placement positions.

CP53 is currently developing the policies and procedures to provide successful intern opportunities. This document will be updated as those policies are published.

**Generic Career Progression.** Generally, CP53 employees progress from entry/developmental to the intermediate level, and in some occupations, to an advanced level. CP53 is developing an intern program complete with training opportunities. As the positions and training are defined, they will be published in future revisions to this plan. The general pattern of progression recognizes the dual technical and supervisory career tracks in most CP53 occupational series. Although not strictly aligned to grade structure across CP53 occupational series, career progression generally occurs vertically as follows:

- **Entry/Developmental**. These positions seek to acclimate AMEDD Civilians to the requirements of the military medical system and its unique performance expectations. Because some Civilians may enter an Army Civilian career path at relatively lower or higher grades, depending on specialty and qualifications, the entry and developmental level denotes a learning and technical development step in a career.
- **Intermediate.** At this level, AMEDD Civilians are capable of operating with little or no direct supervision, and may be responsible for providing health-related services as part

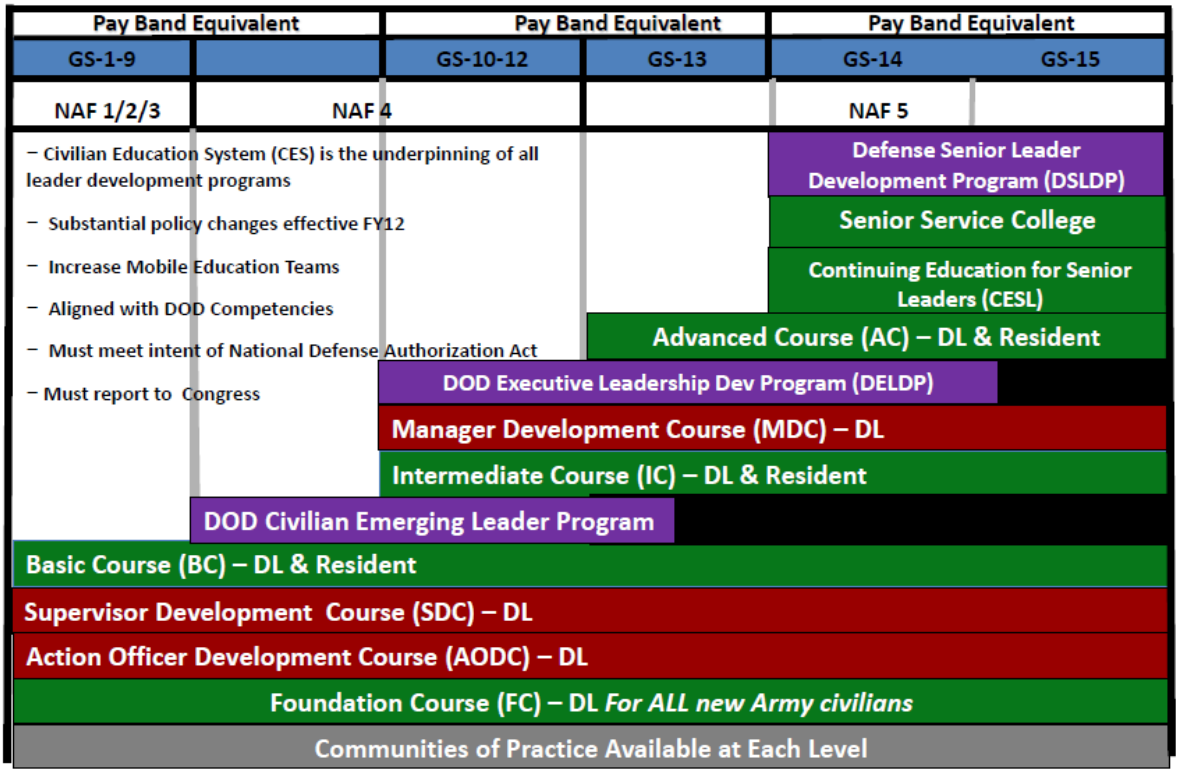
of a smaller integrated team. Employees may be required to serve as a team leader, as well as continue to accrue technical experience and skills.

- **Advanced.** Positions at this level of career development require full performance levels, increased technical capabilities, and in many cases specialization in one's skills. This level also includes managerial positions which require experience and leadership training.
- **Supervisory.** These positions require medical technical, leadership, management and supervisory excellence, and dedication to the mission, values, and operational needs of the Army. Positions include managers and supervisors, and technical expertise at the national level.

**Career Ladders.** Career Ladders graphically depict recommended progression paths to key managerial or key technical positions. Career ladders for CP53 Medical Administrative employees are shown in the annexes of this ACTEDS plan.

**Leader Development**. The Army's Civilian Education System (CES) is the underpinning of the Army's leader development programs. CES progressively and sequentially provides enhanced training and educational opportunities for Army Civilians throughout their careers. Through the CES, Army Civilians become, over time, multi-skilled, agile leaders of the 21st century, who personify the Warrior Ethos in all aspects, from warfighting support, to statesmanship, to enterprise management. The CES concept is shown in the following graphic.

# Civilian Education System (CES)




The Army CES has eight levels of development: Foundation Course, Basic Course, Intermediate Course, Advanced Course, Continuing Education for Senior Leaders, Action Officer Development Course, Supervisor Development Course, and Manager Development Course. The methods of delivery for these courses are Distance Learning (DL), resident instruction, or blended learning which is a mixture of both DL and resident instruction. Course descriptions, prerequisites, enrollment eligibility, and other useful information can be found at the Army Management Staff College's (AMSC's) CES web site: http://www.amsc.army.mil/ .

Most permanent Army Civilians and local national employees are centrally funded; i.e., the Army pays the tuition, travel, and per diem centrally. Funds do not come from the budget of the organization to which the Civilian is assigned.

**Career Maps.** Each occupational series in CP53 has a career map. Career maps show the grade progression for the series. For each grade level, the map outlines the typical position titles, competencies, training requirements, and the academic and certifications required of the

occupation. Career maps can be found at https://actnow.army.mil/ or http://www.asamra.army.mil/cwt/careermaps_cp53.cfm.

**Certifications/Licensures.** Federal statute, Office of Personnel Management (OPM), State laws, Department of Defense (DoD) Health Affairs, and the Army establish standards for the educational preparation, professional standing, and technical ability for healthcare providers/professionals to perform their duties. Thus, it is Army policy that its healthcare professionals possess and maintain a current, active, valid, and unrestricted license, certificate, and/or registration from a US jurisdiction before practicing independently within the defined scope of practice for their specialty.

Chapter 4 of Army Regulation 40-68, *Clinical Quality Management*, has more information about the Army's policy and requirements for the licensure, certification, and registration of healthcare professionals.

The career maps have specific information about the required licenses, certifications, and registrations of each individual occupational series.

In some cases, appropriated funds may be used to pay for some professional licensure expenses, (i.e., training). Also, Army Civilians may be given brief excused absences from duty and official time off for required licensing and certification purposes.

## SECTION IV: CAREER PROGRAM FUNCTIONAL COMPETENCIES

The draft core functional competencies for CP53 are shown below. They may be used for developmental purposes, but not for hiring, promotion, or any type of selection actions. They will be updated as the CP completes the competency identification, validation, and assessment efforts now underway.

- Accountability
- Business Acumen
- Coalition Building/Networking/Partnering
- Communication
- Customer Service
- Diversity/Cultural Awareness
- Entrepreneurship
- Ethics/Values/Integrity/Honesty
- Flexibility
- Interpersonal Skills
- Life-Long Learning

- Public Service Motivation
- Resilience
- Technical Credibility

The detailed functional competencies for each are contained within the annex for each occupational specialty. Functional competencies have been developed and approved in accordance with DA standards for CP53 MCO. Draft functional competencies are included in the annexes to this plan for informational purposes only and should not be used for hiring, promotion, or selection actions. As they continue to be more fully developed by CP53 and approved by the DA Assistant G-1 for Civilian Personnel, technical MCO functional competencies will become available for employee and supervisor assessments of core and individual professional development.

**Annex A – Series 0089, Emergency Management Specialist**
**Annex B – Series 0669, Medical Records Administrator**
**Annex C – Series 0670, Health System Administrator**
**Annex D – Series 0671, Health System Specialist**
**Annex E – Series 0673, Hospital Housekeeping Manager**
**Annex F - Series 0675, Medical Records Technician**
**Annex G – Series 0679, Medical Support Assistant**
**Annex H – Series 0301, Miscellaneous Administration and Program**
**Annex I – Series 0303, Miscellaneous Clerk and Assistant**
**Annex J – Series 0340, Program Management**
**Annex K – Series 0962, Contact Representative**
**Annex L – Series 1083, Technical Writer**
**Annex M – Series 1801, General Inspection, Investigation, and Compliance**
**Annex N – Series 1802, Compliance Inspection and Support (Medical and Veterinary)**
**Annex O – Master Training Plan for Interns**
**Annex P – CP53 Policy on Training**
**Annex Q – Glossary**
**Annex R – Acronyms**

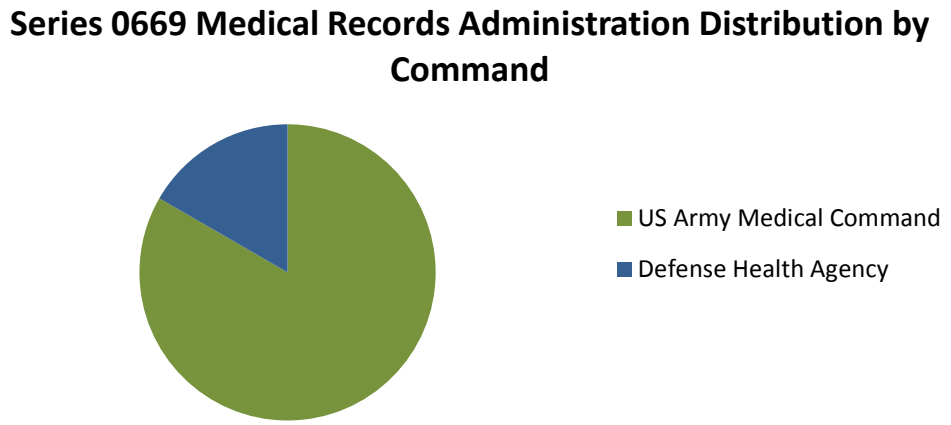
## Annex A – Series 0089, Emergency Management Specialist

This annex is currently under development. It will address the training and utilization plan for Emergency Management Specialists within CP53.

## Annex B – Series 0669, Medical Records Administrator

**Overview.** The Army has 90 (source: DCPDS, 5 June 2014) employees in the 0669-Medical Records Administration series. These employees are exclusively assigned to CP53.

Medical Records Administration employees are assigned to two Army commands as shown on the graphic below. Employees are assigned to the US Army Medical Command and the Defense Health Agency (DHA). The majority of employees are found in the US Army Medical Command.




Medical Records Administration employees are exclusively compensated through the General Schedule (GS) pay plan.

**Occupational Series Information.** Employees in the 0669-Medical Records Administrator occupational series perform duties which manage, advise on, preserve, analyze, and supervise the use of diagnostic and therapeutic medical records. Medical Records Administration personnel develop medical records policies and procedures and provide advice on the use of medical records. The work requires a knowledge of medical records administration, as well as management skills and abilities. The work generally falls in the following functions:

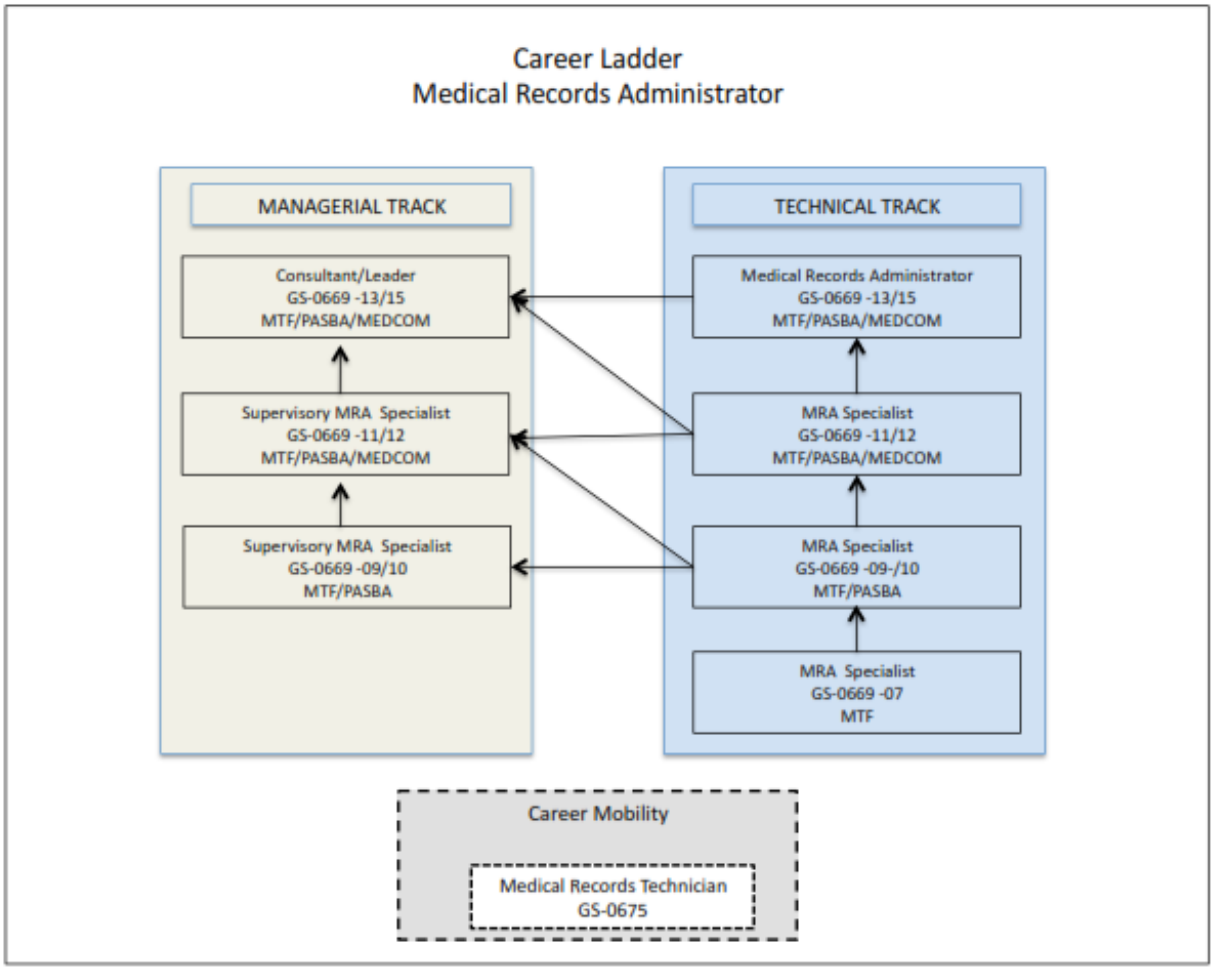
- Medical Records Administrator: Plans and manages a complete medical record program, to include Inpatient Medical Records, Coding section, Release of Medical Information, Outpatient Medical Records, and Medical Transcription.
- Medical Records Administrator Specialist: Performs a variety of technically complex duties involved with auditing, analyzing, coding, and reviewing medical data and medical records. Ensures facility compliance with applicable standards of the Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) guidelines pertaining to medical record documentation and management. Compiles, analyzes, maintains, and reports statistical medical data for the purpose of quality improvement. Serves as a central consultant to Coding supervisor, providers, and administrative staff regarding

coding policies and procedures. Performs quality assurance review of the medical data in the automated medical information systems. Reviews medical records to ensure that all diagnoses and procedures are properly documented.

- Medical Records Administrator Specialist (Contracting Officer Representative): Performs as the Medical Records Administration Specialist and Contracting Officers Representative (COR) responsible for Medical Record Quality Assurance and for inspection, review, and verification of contractors' work efforts, reports, plans, and invoices for the Medical Records and Transcription contract. As a COR, serves as the technical liaison between the contractors and the Contracting Officer. Monitors, reviews, and determines whether the contractor's performance is in compliance with terms and conditions of the contract specifications and inspects all work for full compliance with contract requirements.
- Supervisory Medical Records Administrator: Oversees the medical coding function and performs a variety of technically complex duties involved with auditing, reviewing, and analyzing medical data and medical records to ensure facility is in compliance with applicable regulatory and coding guidelines. Supervises Medical Records Technicians (coders), contract coders, and records clerks. Assigns and distributes work to subordinates based on priorities, difficulty of assignments, and the capabilities of employees. Provides technical oversight and reviews work for accuracy and quality. Develops performance plans, evaluates work performance of subordinates, and provides recommended ratings of record. Maintains flow and quality of work to assure timely accomplishments of workload. Writes procedures for the medical records coding system. Coordinates efforts with other departments, and prepares estimates of budget, equipment, and staffing.

**Mission Critical Occupation.** The 0669 Medical Records Administrator occupational series has not been designated as an MCO.

**Career Ladder.** The career ladder illustrates the typical pattern of progression from entry level to an advanced level in the GS-0669 series. Grades are subject to the scope of responsibilities of the position and may vary by location or assignment. Individuals employed in the Medical Records Administration series should be guided by the qualification standards established by OPM (**Qualifications Standards for Series 0669, Medical Records Administration**), and by relevant Army and US Army Medical Command policies or regulations for their specialty. The career ladder shown in this ACTEDS Plan assumes that individuals employed at various grade levels have met the minimum requisite qualification standards of this series.




**Draft Functional Competencies.** The following draft functional competencies apply to Medical Records Administration employees in the performance of assigned duties. Although employees are responsible for managing their careers, supervisors must ensure that employees under their supervision have or are provided opportunities to obtain the competencies required to perform their duties through formal and on-the-job training (OJT).

- **Medical Records.** Utilizes knowledge of Medical Records Administration principles and health information management procedures and program elements (i.e., inpatient, outpatient), United States Codes 5 and 10, United States Code 42 Code of Federal Regulations, Army Regulation (AR) 40-66 (Medical Record Administration and

Healthcare Documentation Administration), and AR 25-400-2 (Army Records Information Management System) in order to operate within guideline.

- **Ethics/Confidentiality.** Includes:
  - Ability to protect private patient information against unauthorized release, loss, or alteration, tampering, unauthorized deletion, or other unauthorized use in order to maintain patient confidentiality.
  - Knowledge of Health Insurance Portability and Accountability Act of 1996 (HIPAA), Privacy Act, and Freedom of Information Act requirements in order to facilitate the release of only pertinent information to attorneys, investigative agencies, military officials, etc.
  - Knowledge of legal terms and legal requirements involving subpoenas, claims against the US Government, military investigative agencies, District Attorney's office, medical care recovery claims and Civilian worker's compensation cases in order to ensure privacy of records.
- **Analysis/Quality Control.** Includes:
  - Knowledge of statistical analysis techniques and computer programs in order to identify trends and facilitate analyses.
  - Knowledge of and skill in work measurement techniques and analysis in order to evaluate resulting data.
  - Knowledge of and skill in quality control techniques in order to assess the quality and effectiveness of the Medical Records (MR) program.
  - Knowledge of job analysis principles in order to ensure accuracy.
  - Ability to establish quality programs and process indicators for program elements in order to ensure highest standards are maintained.
  - Ability to review, and evaluate systems in the health information cycle in order to determine areas for improvement.
- **Informatics.** Includes:
  - Knowledge of computer technology used in management of Inpatient Treatment Records, Enhanced Ambulatory Records, Outpatient Treatment Records, and health information in order to keep efficient records and information.
  - Knowledge of office automation applications (i.e., spreadsheets, graphics, database management, and electronic communications and systems such as the Composite Health Care System I and II (CHCS)) in order to create, process, and retrieve and evaluate data and create reports.
  - Knowledge of computer statistical packages in order to retrieve and evaluate data and create reports.
  - Knowledge of data security techniques (manual and computer automated) in order to ensure security of MR data.
- **Communication/Coordination.** Includes:

- Skill in interpersonal and small group communications in order to convey information and gain cooperation.
- Skill in presenting briefings on medical record subjects to management, healthcare providers, and other personnel in order to effectively convey information.
- Ability to develop technical documents in order to utilize in program implementations or worksite evaluations.
- Knowledge of and skill in professional and business writing in order to effectively convey information.
- Ability to prepare, review, or staff requests for waivers or exemptions as necessary in order to expedite MR work processes.
- Ability to develop information papers, specify goals, outline policies and standing operating procedures, and establish priorities and schedules for action in order to effectively manage MR operations.
- Ability to provide technical advice and guidance to commanders, staff, and other customers in order to provide timely, accurate information.
- Skill in coordinating and conducting staff assistance visits and audits in order to assess and analyze programs or specific problems.
- Ability to publicize and promote medical record policies and regulations to hospital and clinic employees as well as to the general public in order to enhance understanding of MR processes.
- Ability to represent the Army on various boards and committees in order to provide information and coordinate implementation, as required.
- Ability to coordinate with others in order to develop MR Administration policies and procedures to include record analysis, coding, storage, and disposition (i.e., record retirement) and other missions.
- Ability to coordinate and maintain liaison with other agencies and other related services including local, state, and federal levels in order to enhance efficiency of MR community.
- Ability to actively participate in the Quality Improvement Committee, Ambulatory Patient Care Committee, utilization management, risk management, and other administrative and clinical committees in order to maintain visibility of MR mission.
- Ability to determine training requirements in order to tailor employee training plans.

• **Education/Training.** Includes:
  - Skill in providing related educational material and conducting training in various media (i.e., oral presentations, posters, computer training, etc.) in order to integrate into instruction programs.
  - Knowledge of and skill in in-service education design, development, and presentation in order to provide an effective training experience.
  - Skill in survey instrument design (i.e., written and interview) in order to accurately interpret data and evaluate results.

- **Management.** Includes:
  - Knowledge of safety standards (i.e., Occupational Safety Health Act (OSHA), state, The Joint Commission (TJC), etc.) in order to maintain a safe environment.
  - Knowledge of peer review standards/procedures for the organization in order to ensure compliance.
  - Knowledge of research design in order to develop data specific research methods.
  - Knowledge of principles/methods for assessing resources for patient care in order to improve practice and ensure compliance.
  - Knowledge of management principles of planning, organizing, evaluating, and directing in order to apply to MR function.
  - Knowledge of and skill in applying project planning techniques in order to determine course of action for work.
  - Knowledge of principles of organizational behavior in order to understand the organizational climate of the command.
  - Ability to apply established principles, concepts, and techniques of MR Administration to recurring and new problems in order to develop innovative solutions.
  - Ability to identify requirements for health information management programs in order to ensure compliance.
  - Ability to review new regulations, analyze impact, and provide comments to regulatory agencies in order to contribute to program improvement.
  - Ability to develop and review internal controls (i.e., medical record retirement, confidentiality, record accountability, delinquent record level, etc.) in order to monitor compliance.
  - Ability to evaluate the organization level of readiness in order to handle mobilization, contingencies, and emergencies.
  - Skill in critical thinking in order to carefully evaluate recommendations.
- **Budget/Supplies/Facilities.** Includes:
  - Knowledge of methods/procedures for procurement, maintenance, and selection of equipment and supplies in order to ensure efficient and accurate requisition of materials.
  - Knowledge of procurement process sufficient to incorporate medical record requirements into contract documents, evaluate contractor proposals, and monitor contracts.
  - Ability to determine, procure, and administer program resource needs (i.e., budget, personnel, equipment, and facilities) in order to ensure continuation of MR mission.
  - Skill in developing and reviewing MR Administration-related portions of contractual documents (i.e., scope of work, contractor proposal, and procurement specifications) in order to ensure optimal stewardship of resources.

- Ability to prepare, provide, and defend input into the MR Administration budget in order to ensure funding requirements are met.
- Ability to review work plans, blueprints, specifications, and other documents for the construction and modification of facilities in order to ensure optimal work space for MR function.
- Knowledge of ergonomics and human factors in order to design policies, practices, guidelines, and work environments.
- Ability to plan and provide for emergency and prioritized routine services in order to support the healthcare facility.

**Master Training Plan.** Employees enter this occupational series at various levels with varying degrees of preparation, capability, and potential for growth. For this reason, training identified for an employee should be based on what formal training and/or OJT the employee brings to the job in comparison to that required for advancement as outlined in this ACTEDS Plan. Consideration should be given to documenting prior experience and training. ACTEDS training is divided into two categories: Universal and Competitive.

**Universal Training.** Universal training requirements provide standardized competencies across the occupational series to all employees who have similar duties and responsibilities. Universal training requirements are prioritized to assist commanders in planning and programming for training funds. Universal training priorities are as follows:

- **Priority I (U1)** - 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: (a) employee must have for acceptable performance; (b) training is essential for mission accomplishment; (c) training is mandated by higher authority (law or DoD) or is required for health, certification, or safety reasons.
- **Priority II (U2)** - 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: (a) employee should have for maximum proficiency, and/or (b) training improves the quality of mission accomplishment.
- **Priority III (U3)** - Training that should be funded after Priority I and II requirements and should meet one or both of the following: (a) provides or enhances competencies needed on the job, or (b) leads to improved mission accomplishment.

NOTE: CP53 funding (tuition and/or per diem) may be available for courses listed in the MTP in accordance with guidance listed at Annex P.

NOTE: A single asterisk (*) for a priority means “according to individual job requirement.” A double asterisk (**) indicates a “recurring training requirement.” A triple asterisk (***) means “by exception.”

**Competitive Training**. This category includes developmental opportunities for which individuals are competitively selected. It covers Armywide competitive programs such as the Senior Service Colleges, Fellowship Programs (such as the Army Congressional Fellowship Program), and the CES courses conducted at the AMSC, that are centrally funded by the Deputy Chief of Staff, G-1. Competitive professional development opportunities include university study, development assignments, training-with-industry, and short-term training, which are funded by either the Army Commands (ACOMS), the Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), or the installations. The annual ACTEDS Training Catalog (http://www.cpol.army.mil/library/train/catalog/) contains specific information about competitive development opportunities, along with necessary procedural and application requirements.

The following chart is the Master Training Plan for Series 0669. It addresses the occupational and professional development training required by grade level. Specific information on these courses is listed in the corresponding Career Map for this series located at: https://actnow.army.mil/ or http://www.asamra.army.mil/cwt/careermaps_cp53.cfm.

NOTE: Much of the training identified in the MTP is centrally funded by HQDA or DoD, or provided at no cost. Career Program 53 funds may be available for some courses subject to the requirements identified in Annex P, CP53 Policy on Training.

## Master Training Plan – Series 0669 Medical Records Administration

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | |
|---|---|---|---|---|---|
| | | GS-07 | GS-09/10 | GS-11/12 | GS-13/15 |
| Organization and Functions of AMEDD (MD0004)<br>AMEDDC&S (www.cs.amedd.army.mil/AHS)/Supervisor<br>OJT/CC/OL | X | U1 | U1 | | |
| Health Insurance Portability and Accountability Act (HIPAA)<br>Local Installation/Swank Healthcare (www.swankhealth.com)<br>Formal Training (FT)/OL | CP53/X | U1 | U1 | U1 | U1 |
| Basic Computer Courses (MS Word, Excel, PowerPoint, etc.)<br>Local Installation<br>FT/OL | | U1 | U1 | U1 | U1 |
| Health Care Ethics I (MD0066)<br>AMEDDC&S<br>Distance Learning (DL) | X | U1 | U1 | U1 | U1 |
| Health Care Ethics II (MD0067)<br>AMEDDC&S<br>DL | X | U1 | U1 | U1 | U1 |
| Basic Medical Terminology (MD0010)<br>AMEDDC&S<br>DL | CCX | U1 | U1 | | |
| Basic Human Physiology (MD0007)<br>AMEDDC&S<br>DL | CCX | U1 | U1 | | |

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | |
|---|---|---|---|---|---|
| | | GS-07 | GS-09/10 | GS-11/12 | GS-13/15 |
| Intro to Medical Records and the Patient Admin Division Course (MD0750)<br>AMEDDC&S<br>DL | | **U2** | **U2** | | |
| Medical Records Administration Branch I (MD0753)<br>AMEDDC&S<br>DL | | **U2** | **U2** | **U2** | |
| Medical Records Administration Branch II (MD0754)<br>AMEDDC&S<br>DL | | **U2** | **U2** | **U2** | |
| Medical Records Practicum<br>AMEDDC&S<br>OJT | | | **U2** | **U2** | |
| Tort Law and Geneva Conventions (MED033)<br>AMEDDC&S<br>DL | **X** | | **U3** | **U3** | **U3** |
| Effective Army Writing (553 T01)<br>ATRRS (www.ATRRS.army.mil)<br>DL | **X** | **U1** | **U1** | **U1** | **U1** |
| Briefing Techniques (COMM7002D)<br>Graduate School USA<br>FT | **CP53** | **U3** | **U3** | **U3** | **U3** |
| Management Development Seminar I: Leading from the Middle<br>OPM<br>FT | **CP53** | | | **U3** | **U3** |
| Management Development Seminar II: Leading Organizations<br>OPM<br>FT | **CP53** | | | **U3** | **U3** |
| Records Administration Training<br>National Archives<br>DL | **CP53** | **U3** | **U3** | **U3** | |
| Diseases (Pathophysiology)<br>AHIMA<br>DL | **CP53** | **U3** | **U3** | | |
| Basic Coding Course<br>AHIMA<br>FT/CC/OL | **CP53** | **U3** | **U3** | **U3** | **U3** |
| AHIMA Privacy and Security Program<br>AHIMA<br>DL | **CP53** | **U3** | **U3** | | |
| Coding Seminars<br>AHIMA Audio Seminars and Webinars<br>DL | **CP53** | **U3** | **U3** | **U3** | **U3** |
| AHIMA Annual Convention and Exhibit<br>AHIMA/Conference Memorandum of Approval May Be Required Prior to Registration | **CP53** | | **U3** | **U3** | **U3** |
| Regional and Local AHIMA Meetings<br>OJT | **CP53** | | **U3** | **U3** | **U3** |
| Contracting Officer Rep Course<br>Army Logistics University, Course Code ALMC-CL<br>FT/DL | **CP53** | | **U2** | **U2** | |
| Statistics<br>Private Organization<br>FT/DL | **CP53** | | **U3** | **U3** | |

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | |
|---|---|---|---|---|---|
| | | GS-07 | GS-09/10 | GS-11/12 | GS-13/15 |
| Coding Management<br>Private Organization<br>FT/DL | **CP53** | **U3** | **U3** | **U3** | **U3** |
| Monthly PABSA Coding Video Teleconference (VTC)<br>PASBA<br>OJT | | **U3** | | | |
| The Joint Commission Seminars<br>Joint Commission<br>FT | | | **U3** | **U3** | **U3** |
| Healthcare Information and Management System Society (HIMSS) Seminars and Courses<br>HIMSS<br>FT/DL | **CP53** | | **U3** | **U3** | **U3** |
| American Hospital Association Annual Meeting<br>American Hospital Association<br>FT | **CP53** | | **U3** | **U3** | **U3** |
| Listening and Memory Development<br>USA School<br>DL | **CP53** | | **U3** | **U3** | **U3** |
| National Association for Healthcare Quality Courses<br>National Association for Healthcare Quality<br>FT/DL | **CP53** | | **U3** | **U3** | **U3** |
| Medical Records Administration Workshop/Conference Memorandum of Approval May Be Required Prior to Registration<br>OJT | **CP53** | | **U3** | **U3** | |
| OJT Rotations and MEDCOM/OTSG/PABSA<br>MEDCOM/OTSG/PABSA<br>FT/OJT | **X** | | | **U3** | **U3** |
| Secretary of the Army Research and Study Fellowship (SARSF)<br>ACTEDS<br>FT | **CP53** | | | **U3** | **U3** |
| Instructors Training Course (5K-F3/520-F3)<br>ATRRS<br>DL | **CP53/X** | | | **U3** | |
| Capitol Hill Workshop<br>PublicPolicySeminars.com<br>FT | **CP53/X** | | | **U3** | **U3** |
| White House Workshop<br>PublicPolicySeminars.com<br>FT | **CP53/X** | | | **U3** | **U3** |
| Army Congressional Fellowship Program<br>ACTEDS<br>FT/OJT | **CP53/X** | | | | **U3** |
| Action Officer Development Course<br>AMSC<br>DL | **CP53** | **U2** | **U2** | **U2** | **U2** |
| CES Courses (FC, BC, IC, AC)<br>AMSC<br>DL/FT | **X** | **U1** | **U1** | **U1** | **U1** |
| Supervisor Development Course<br>AMSC<br>DL | **X** | **U1*** | **U1*** | **U1*** | **U1*** |
| Certifications<br>Professional Organization | **CP53** | **U3*** | **U3*** | **U3*** | **U3*** |

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | |
|---|---|---|---|---|---|
| | | GS-07 | GS-09/10 | GS-11/12 | GS-13/15 |
| FT | | | | | |

**Certification/Licensure.** Certification and/or licensure may be a requirement for employment in some positions. Regardless of position requirements, pursuing certification or licensure demonstrates the employee's commitment to life-long learning and the highest standards of the profession. The following are examples of the certification/licensure requirements for Series 0669 depending upon the duties of the position and the services provided by the employee.

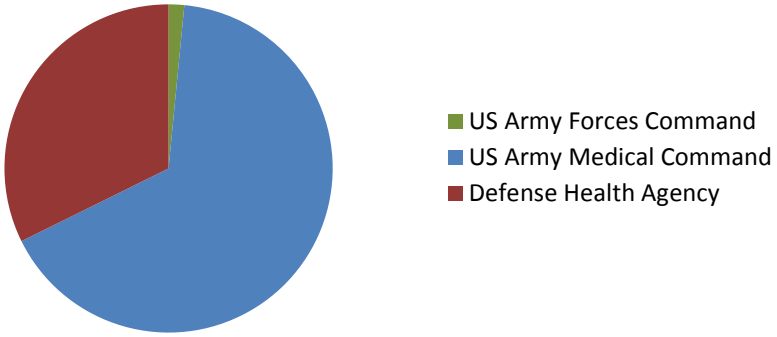
- Registered Health Information Administrator.
- Registered Health Information Technician.

## Annex C – Series 0670, Health System Administrator

**Overview.** The Army has 65 (source: DCPDS, 5 June 2014) employees in the 0670-Health System Administration series. These employees are exclusively assigned to CP53.

Health System Administration employees are assigned to three Army commands as shown on the graphic below. Employees are assigned to the US Army Forces Command, US Army Medical Command, and the Defense Health Agency (DHA). The majority of employees, however, are found within the ARMC.

**0670 Health System Administration Distribution by Command**




Health System Administration employees are currently, exclusively assigned to the General Schedule (GS) pay plan.

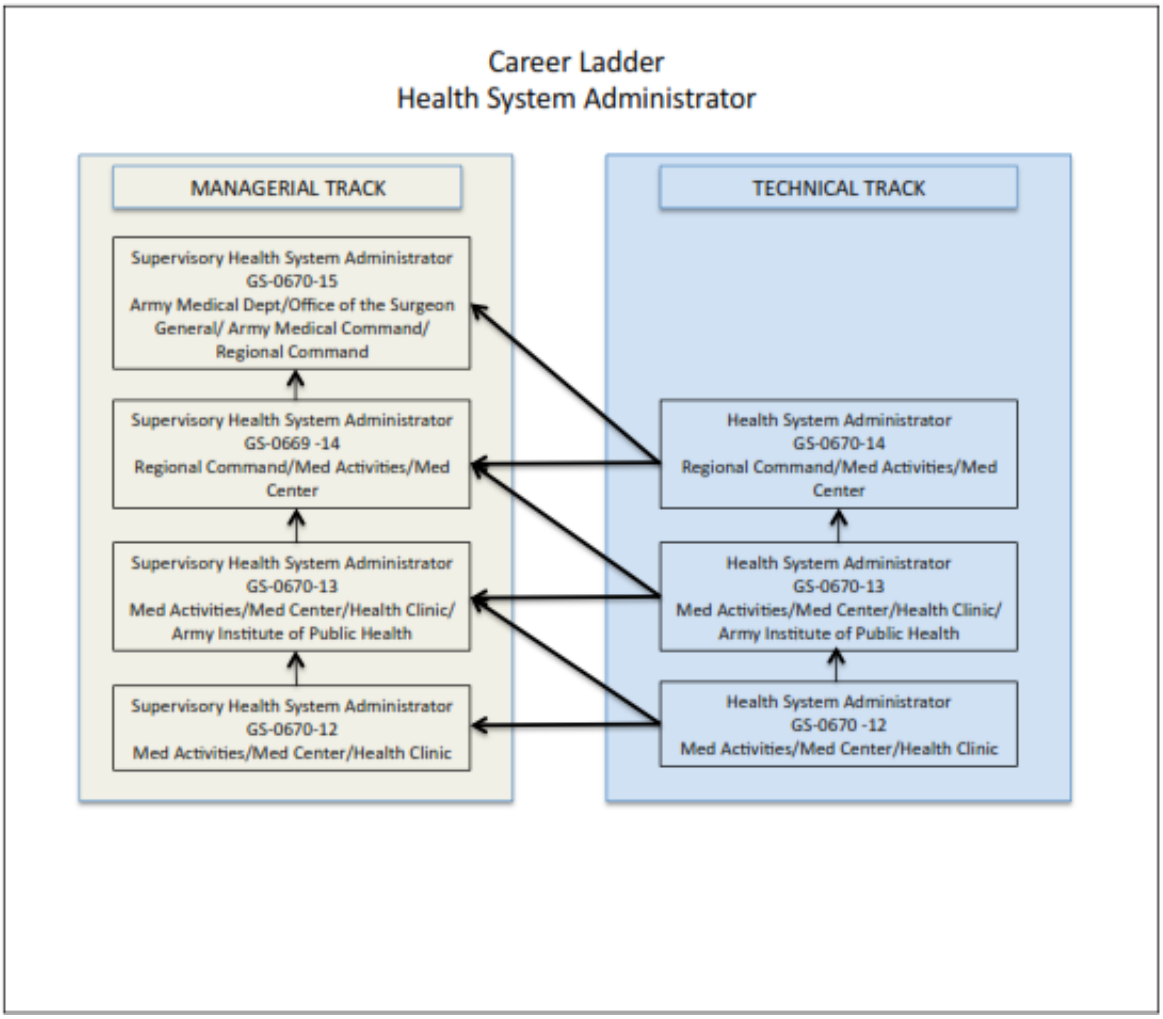
**Occupational Series Information.** Employees in the 0670-Health System Administration occupational series perform duties related to the administrative management of a healthcare delivery system which may range from a nationwide network including many hospitals to a major sub-division of an individual hospital. The fundamental responsibility of health system administrators is to effectively use all available resources to provide best possible patient care. This requires an understanding of the critical balance between the administrative and clinical functions in the healthcare delivery system, and ability to coordinate and control programs and resources to achieve this balance. These positions require the ability to apply the specialized principles and practices of healthcare management in directing a healthcare delivery system.

The Health System Administrator makes and or implements administrative decisions that directly affect program/project areas. Incumbent plans, directs, organizes, coordinates, and controls the administrative operations of assigned programs/projects such as implementation, inspections, clinical, administrative, budgetary, training, and quality improvement. Work requires the administrator to possess specialized knowledge of healthcare management

principles and practices and an understanding of the balance between the administrative and clinical functions. Generally, the Administrator has responsibilities in four major areas: budget and fiscal management; personnel management; public relations; and systematic internal review. Most GS-13 Position Descriptions have a title of Health System Administrator or Supervisory Health System Administrator. The administrator also has responsibility for oversight of logistics functions -- procurement of replacement equipment, environment of care and life safety standards are maintained, and medical supply contracts are properly operating on behalf of assigned organization (if in clinical department).

**Mission Critical Occupation**. Occupational Series 0670, Health System Administrator, has not been identified as an MCO.

**Career Ladder.** The career ladder illustrates the typical pattern of progression from entry level to an advanced level in the GS-0670 series. Grades are subject to the scope of responsibilities of the position and may vary by location or assignment. Individuals employed in the Medical Records Administration series should be guided by the qualification standards established by OPM (**Qualifications Standards for Series 0670, Health System Administration**), and by relevant Army and US Army Medical Command policies or regulations for their specialty. The career ladder shown in this ACTEDS Plan assumes that individuals employed at various grade levels have met the minimum requisite qualification standards of this series.




**Draft Functional Competencies.** The following draft functional competencies apply to Health System Administration employees in the performance of assigned duties. Although employees are responsible for managing their careers, supervisors must ensure that employees under their supervision have or are provided opportunities to obtain the competencies required to perform their duties through formal and on-the-job training (OJT).

- **Health Law and Policy.** Includes:
  - Knowledge of Federal, state, and local as well as DoD, AMEDD, and DoD Health Affairs policies that impact healthcare organizations in order to ensure compliance with issues that impact health systems administration.
  - Ability to implement and oversee compliance programs in order to ensure compliance at all levels.

- Knowledge of tort and criminal jurisprudence in order to structure risk management programs in order to participate in risk management programs.
- Knowledge of policies that govern the conduct and privileges of the medical staff in order to assure conformity.
- Knowledge of the process by which medical staff bylaws are developed and amended using Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) requirements in order to increase the standards of services provided and to maximize the utilization of the healthcare facility.
- Knowledge of the evaluative process performed by accrediting organizations that ensures the delivery of high quality medical care, such as JCAHO and the College of American Pathologists (CAP) in order to ensure compliance.
- Knowledge of contract law and contracting procedures in the private sector as well as in the government in order to ensure contract compliance.

- **Healthcare and Delivery.** Includes:
  - Knowledge of the on-going, iterative process used to assess and monitor the organization's ability to meet standards of care in order to implement changes.
  - Knowledge of and ability to conduct an on-going assessment of patient care, management of risk, the assessment of provider competencies and performance, the process of utilization review, and the implementation of corrective and follow-up actions, where indicated in order to improve practice and ensure compliance.
  - Knowledge of how trends in the population disease states effect the delivery of healthcare and the utilization of healthcare services in order to adjust services provided
  - Knowledge of the methods used to assess the quality of patient care through comparison of actual versus expected outcomes in order to enhance the quality and availability of medical care.
  - Ability to apply the results of outcomes research to the improvement of the operation of the healthcare system in order to continuously improve practice.
  - Knowledge of practice guidelines in order to integrate into current operations.
  - Knowledge of wellness and health promotion programs in order to encourage participation of subordinates.
  - Knowledge of the principles of demand management and disease management in order to obtain optimum results.
  - Knowledge of medical terminology in order to comprehend medical data and reports.
- **Resource Allocation.** Includes:
  - Knowledge of and ability to utilize analytical techniques in order to monitor and evaluate the allocation of funds, to include maintaining financial records, controlling financial activities, identifying deviations from planned performance, and forecasting future funding requirements.

- Ability to develop budgets and determine the optimal allocation of monetary resources needed in order to support programs.
- Knowledge of the process of acquiring and retaining human resources in order to ensure a stable workforce.
- Knowledge of materials management and medical logistics functions, including the management, cataloging, requirements determination, procurement, distribution, maintenance, and disposal of supplies and equipment in order to effectively manage supply operations.
- Ability to ensure compliance with regulations such as Occupational Safety and Health Administration/Act of 1970 (OSHA), fire codes, Americans with Disabilities Act (ADA), etc. in order to ensure compliance.
- Knowledge of the financing of military and Civilian healthcare, healthcare economics, reimbursement methodology, capitation financing, and the healthcare insurance industry in order to execute responsibilities.

- **Military Mission/Medical Readiness.** Includes:
  - Knowledge of the integration of the medical mission into the larger mission of the Army and its line units in order to integrate into a cohesive program.
  - Knowledge of the AMEDD role in joint operations/exercises and National Disaster Medical System (NDMS) management in order to determine potential implications and implement changes as necessary.
  - Knowledge of DoD and Army systems (e.g., acronyms, traditions, and military rank structure) in order to effectively function within the organization.
  - Knowledge of Army mission, goals, organizations, and functions in order to operate within appropriate parameters.
  - Knowledge of AMEDD mission, goals, functions, regulations, and procedures in order to implement into office functions.
- **Ethics.** Includes:
  - Knowledge of ethical decision-making processes, structures, and social constructs underlying ethical theory; major ethical theories, divisions of healthcare ethics, and appropriate ethical decision-making methods in order to protect patient rights and confidentiality.
  - Ability (personal, professional, and organizational ethics) to articulate a personal code of ethics and a professional code of ethics; to compare and contrast the two; to identify and effectively address ethical conflicts between or among, personal, professional, and organizational ethics; to foster a climate that supports the organizational code of ethics.
  - Knowledge of personal, professional, and organizational ethics; professional and organizational codes of ethics; and the purpose and processes of ethical problem solving within healthcare organizations, including consultants, teams, or committees in order to protect the rights of patients, healthcare workers, and the organization.

- Knowledge of bioethics—identification of ethical problems and their solutions in the areas of medical readiness; patient treatment; human subject research; organ donation and transplantation; and the allocation of scarce resources in order to provide guidance to patients as well as healthcare providers.

- **Data Analysis.** Includes:
  - Ability to collect, analyze, and process data in order to provide recommendations to senior leaders.
  - Knowledge of forecasting techniques and simulation models in order to assist with long-range projects.
  - Knowledge of statistics, analytical aids, and methods by which information is obtained, organized, arranged, and valuated using quantitative methods in order to synthesize information and form an accurate recommendation.
  - Knowledge of long range, comprehensive, structured decision processes within an organization and strategic planning in order to improve production, streamline processes, and eliminate barriers of patient care.
  - Knowledge of workload management systems and principles of productivity in order to optimize work processes.
  - Ability to analyze productivity measures and to recommend improvements in order to improve operations.
  - Ability to perform make/buy and cost benefit analyses in order to determine cost effectiveness.
- **Organizational Behavior.** Includes:
  - Knowledge of the behaviors that define interaction among members of an intact group, to include team building, empowerment, individual and group responsibility, and motivation in order to enhance group productivity.
  - Knowledge of the design and analysis of organizational structures (e.g., hierarchy, matrix, and teams) and how they affect the operation of an organization in order to implement into work operations.
  - Knowledge of collective bargaining and the impact of the negotiated agreements on the healthcare organization in order to operate within guidelines.
  - Ability to recognize and implement fair labor practices, effective interactions with union officials, and effective management of grievances in order to continuously improve working conditions.
  - Ability to employ techniques such as negotiation, mediation, and active listening in order to resolve conflicts.
  - Ability to introduce change or technical innovation in the workplace in order to enhance office procedures.
- **Public Relations.** Includes:

- Ability to effectively communicate, orally and in writing, ideas and concepts to others with different technical or experience backgrounds in order to disseminate information effectively.
- Ability to speak to audiences from varied backgrounds, such as the military chain of command, healthcare professionals, military family members, internal staff, professional groups, community organizations, and others in order to effectively convey information.

**Master Training Plan.** Employees enter this occupational series at various levels with varying degrees of preparation, capability, and potential for growth. For this reason, training identified for an employee should be based on what formal training and/or OJT the employee brings to the job in comparison to that required for advancement as outlined in this ACTEDS Plan. Consideration should be given to documenting prior experience and training. ACTEDS training is divided into two categories: Universal and Competitive.

**Universal Training.** Universal training requirements provide standardized competencies across the occupational series to all employees who have similar duties and responsibilities. Universal training requirements are prioritized to assist commanders in planning and programming for training funds. Universal training priorities are as follows:

- **Priority I (U1)** - 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: (a) employee must have for acceptable performance; (b) training is essential for mission accomplishment; (c) training is mandated by higher authority (law or DoD) or is required for health, certification, or safety reasons.
- **Priority II (U2)** - 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: (a) employee should have for maximum proficiency, and/or (b) training improves the quality of mission accomplishment.
- **Priority III (U3)** - Training that should be funded after Priority I and II requirements and should meet one or both of the following: (a) provides or enhances competencies needed on the job, or (b) leads to improved mission accomplishment.

NOTE: CP53 funding (tuition and/or per diem) may be available for courses listed in the MTP in accordance with guidance listed at Annex P, CP53 Policy on Training.

NOTE: A single asterisk (*) for a priority means “according to individual job requirement.” A double asterisk (**) indicates a “recurring training requirement.” A triple asterisk (***) means “by exception.”

**Competitive Training**. This category includes developmental opportunities for which individuals are competitively selected. It covers Armywide competitive programs such as the Senior Service Colleges, Fellowship Programs (such as the Army Congressional Fellowship Program), and the CES courses conducted at the AMSC, that are centrally funded by the Deputy Chief of Staff, G-1. Competitive professional development opportunities include university study, development assignments, training-with-industry, and short-term training, which are funded by either the Army Commands (ACOMS), the Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), or the installations. The annual ACTEDS Training Catalog (http://www.cpol.army.mil/library/train/catalog/) contains specific information about competitive development opportunities, along with necessary procedural and application requirements.

The following chart is the Master Training Plan for Series 0670. It addresses the occupational and professional development training required by grade level. Specific information on these courses is listed in the corresponding Career Map for this series located at: https://actnow.army.mil or http://www.asamra.army.mil/cwt/careermaps_cp53.cfm.

NOTE: Much of the training identified in the MTP is centrally funded by HQDA or DoD, or provided at no cost. Career Program 53 funds may be available for some courses subject to the requirements identified in Annex P, CP53 Policy on Training.

## Master Training Plan – Series 0670 Health System Administration

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | | |
|---|---|---|---|---|---|
| | | GS-12 | GS-13 | GS-14 | GS-15 |
| Professional Associations Developmental Assignment<br>HQ MEDCOM or RMC<br>OJT | **CP53/X** | **U1** | **U1** | **U1** | **U1** |
| Army Congressional Fellowship Program<br>ACTEDS<br>FT/OJT | **CP53/X** | **U2** | **U2** | **U2** | **U2** |
| Secretary of the Army Research and Study Fellowship (SARSF)<br>ACTEDS<br>FT | **CP53/X** | **U2** | **U2** | **U2** | **U2** |
| Capitol Hill Workshop<br>PublicPolicySeminars.com<br>FT | **CP53/X** | **U2** | **U2** | **U2** | **U2** |
| White House Workshop<br>PublicPolicySeminras.com<br>FT | **CP53/X** | **U2** | **U2** | **U2** | **U2** |
| University Long-Term Training<br>University<br>DL | **CP53** | **U2** | **U2** | **U2** | **U2** |
| Defense Health Agency Fundamentals Course<br>Defense Health Agency Management Activity<br>DL | **CP53** | **U2** | **U2** | **U2** | **U2** |
| Contracting Officer Representative Course<br>Army Logistics University | **CP53** | **U2** | **U2** | **U2** | **U2** |

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | | |
|---|---|---|---|---|---|
| | | GS-12 | GS-13 | GS-14 | GS-15 |
| DL | | | | | |

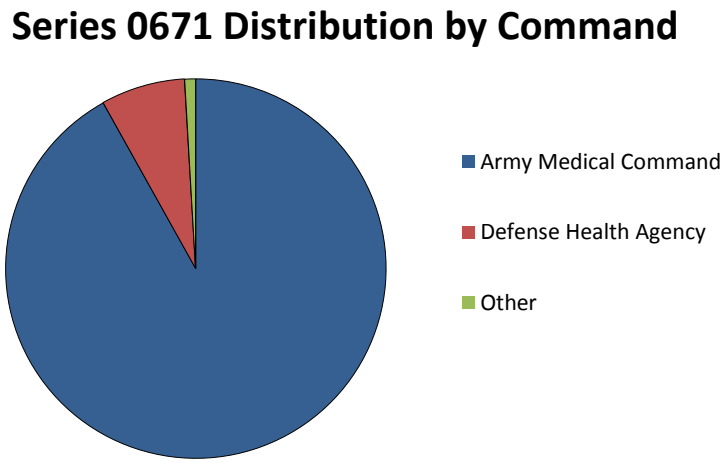
**Certification/Licensure.** Certification and/or licensure may be a requirement for employment in some positions. Regardless of position requirements, pursuing certification or licensure demonstrates the employee's commitment to life-long learning and the highest standards of the profession. The following are examples of the certification/licensure requirements for Series 0670 depending upon the duties of the position and the services provided by the employee.

- Fellow, American College of Healthcare Executives (FACHE)
- Fellow of the Healthcare Financial Management Association (FHFMA)
- Certified Healthcare Financial Professional (CHFP)

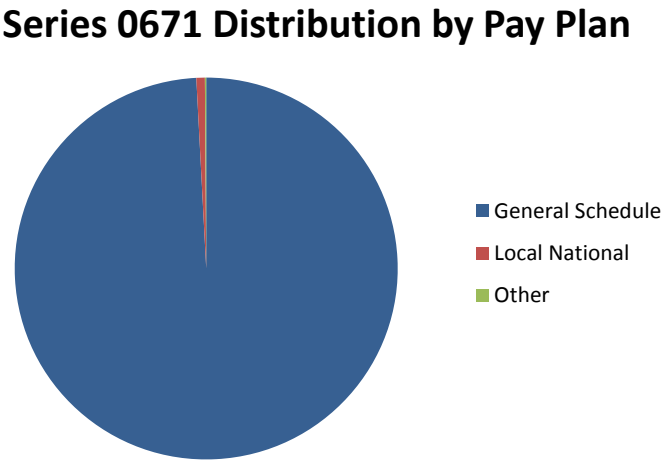
## Annex D – Series 0671, Health System Specialist

**Overview.** The Army has 1,649 (source: DCPDS, 5 June 2014) employees in the 0671-Health System Specialist series. These employees are exclusively assigned to CP53.

Health System Specialists are assigned to 12 Army commands or activities as shown on the graphic below. Employees are predominantly found in the US Army Medical Command and the Defense Health Agency (DHA). There are few positions supporting other Army commands as shown below.




Health System Specialists are predominantly assigned to the General Schedule (GS) pay plan. They also are compensated under Local National and other pay plans as depicted in the graphic below:



**Occupational Series Information.** Employees in the 0671-Health System Specialist occupational series perform duties which provide support to healthcare management officials by analyzing, evaluating, advising on, and/or coordinating healthcare delivery systems and operations. Such positions may be located within an operating healthcare facility or at a higher organizational echelon. The work generally falls in the following functions:

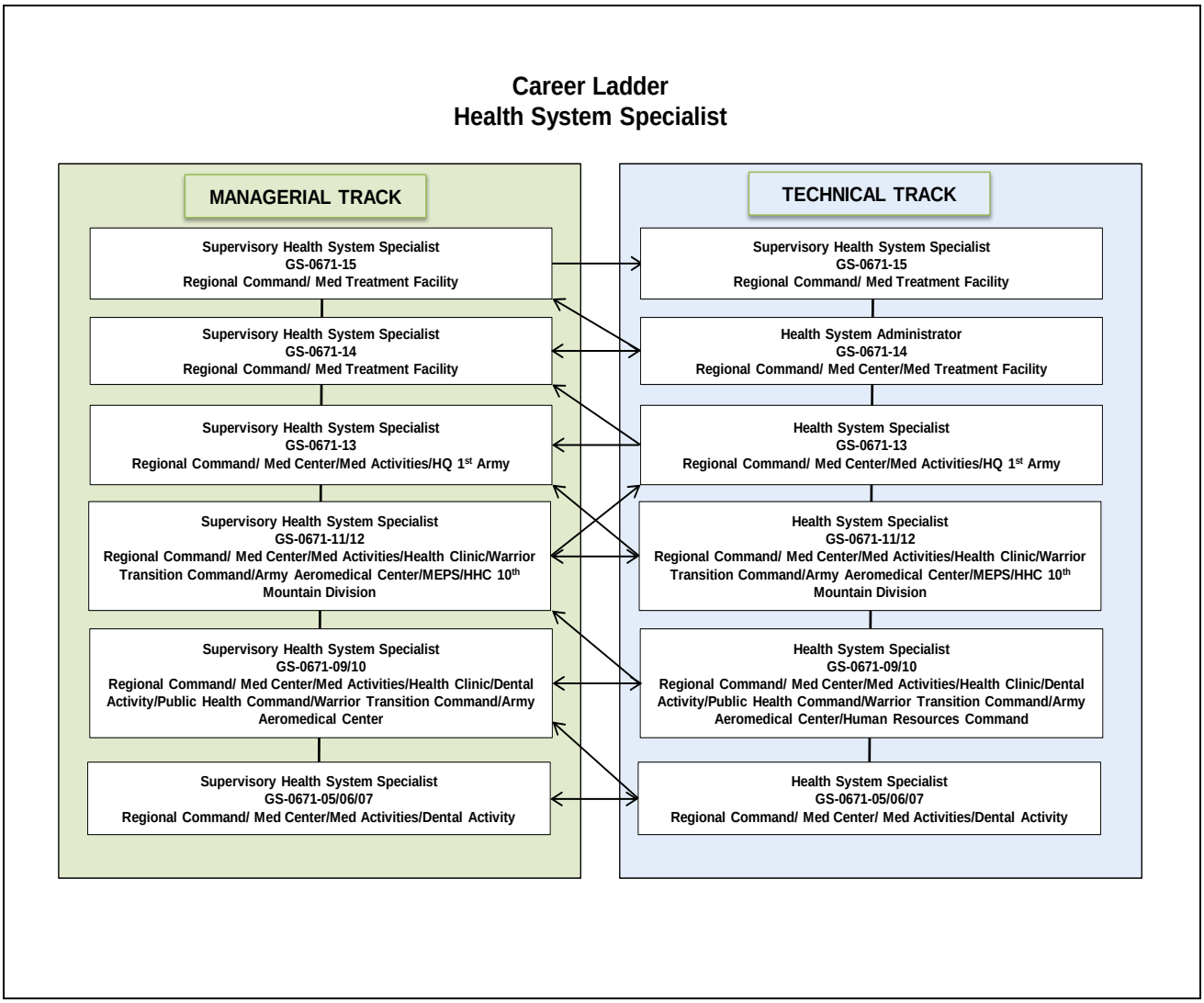
- **Health System Specialist:** Health System Specialists perform duties to enhance care delivery and administrative processes and to relieve the professional staff of noncritical administrative duties and to provide qualitative and quantitative data on which to make decisions regarding services provided to patients. They plan, direct, analyze, and coordinate a myriad of administrative activities associated with the delivery of healthcare.
- **Supervisory Health System Specialist:** In addition to the technical duties of a Health System Specialist, the Supervisory Health System Specialist directs the work of subordinate administrative, managerial, and technical personnel and is responsible for performing mission program activities. They provide advice, counsel, and guidance to employees on work and administrative matters, approve actions involving recruitment, selection, promotion, transfer, commendation, and discipline of subordinates. Interviews and selects candidates for employment, and develops performance standards and evaluates work performance of subordinates.
- **Health System Specialist (PEBLO):** The Physical Evaluation Board Liaison Officer (PEBLO) represents an MTF and its geographic area of responsibility. They perform counseling, data collection, medical coordination, and procedural work related to Medical Evaluation Board (MEB) processing and Temporary Disability Retired List (TDRL) reevaluations. They counsel members from all branches of the uniformed services, retirees, and the families of those being processed through the Army Physical Disability Evaluation System (APDES) on their rights, benefits, privileges, or obligations. They track all assigned cases, analyze performance against established metrics, analyze available data using various statistical analytic tools, measuring means, trends, statistical deviations, construction of diagrams, histograms, bar and pie charts to convey ideas related to APDES processing events.
- **Health System Specialist (CLO):** The Regional Contract Liaison Officer (CLO) is the Defense Health Agency contract subject matter expert, and a primary action officer within the RMC with extensive and/or expanding knowledge of legislation, administrative law, federal regulations, including DoD regulations, Army regulations, DoD Directives/Instructions (DoDD/DoDIs), Public Laws (PLs), existing statutory guidance and Defense Health Agency manuals as they apply to the execution and performance of the multi-billion dollar Military Health System. Under the direction of the RMC Chief, Managed Care (or designee), US Army Medical Command, and in close coordination with the respective Defense Health Agency regional/area office (TRO/TAO), formulates

and proposes short- and long-range surveillance and monitoring tools/guidance/policy to ensure the collaborative efforts of the MTFs and the regional Defense Health Agency contractor are meeting the contractual and prescribed needs of the beneficiaries and business designs to support standardized healthcare delivery.

- **Health System Officer (Strategic Planner):** This top level position requires the employee to report to the US Army Medical Command /Office of The Surgeon General Director of Healthcare Operations/Assistant Chief of Staff for Operations, located in Washington DC, geographically separated from the US Army Medical Command Plans Division. The employee is delegated authority and responsibility to plan, develop, schedule, and manage US Army Medical Command strategic medical mobility planning and related programs and projects. The authority extends to the analysis and evaluation of the effectiveness of US Army Medical Command strategic contingency plans. The employee exercises a high level of discretion, independent action, and mature judgment in determining whether to broaden or narrow the scope of projects. The work results are considered authoritative and are normally accepted without significant change. Work review concerns such matters as fulfillment of program objectives and the effect of advice and influence on the overall US Army Medical Command mission.

**Mission Critical Occupation**. The 0671 Health System Specialist occupational series has been designated as an MCO.

**Career Ladder.** The career ladder illustrates the typical pattern of progression from entry level to an advanced level in the GS-0671 series. Grades are subject to the scope of responsibilities of the position and may vary by location or assignment. Individuals employed in the Health System Specialist series should be guided by the qualification standards established by OPM (**Qualifications Standards for Series 0671, Health System Specialist**), and by relevant Army and US Army Medical Command policies or regulations for their specialty. The career ladder shown in this ACTEDS Plan assumes that individuals employed at various grade levels have met the minimum requisite qualification standards of this series.




**Draft Functional Competencies.** The following draft functional competencies apply to Health System Specialist employees in the performance of assigned duties. Although employees are responsible for managing their careers, supervisors must ensure that employees under their supervision have or are provided opportunities to obtain the competencies required to perform their duties through formal and on-the-job training (OJT).

- **Health Law and Policy.** Includes:
  - Ability to ensure compliance with issues that impact health systems administration, to include Federal, state, local, DoD, AMEDD, and DoD Health Affairs policies.
  - Ability to implement compliance programs in order to ensure compliance at all levels.

- Ability to participate in risk management programs.
- Ability to ensure conformity of the conduct and privileges of the medical staff.
- Knowledge of the evaluative process performed by accrediting organizations that ensures the delivery of high-quality medical care, such as the Joint Commission and the College of American Pathologists (CAP) in order to ensure compliance.
- Ability to ensure contract compliance in accordance with contract law and contracting procedures in the private sector as well as in the government.
- Knowledge of tort and criminal jurisprudence in order to structure risk management programs, participate in risk management advisory groups, and provide recommendations.

- **Healthcare Delivery.** Includes:
  - Ability to assess the organization's ability to meet standards of care in order to implement changes.
  - Ability to conduct an on-going assessment of patient care, management of risk, the assessment of provider competencies and performance, the process of utilization review, and the implementation of corrective and follow-up actions, where indicated in order to improve practice and ensure compliance.
  - Ability to adjust services based on how trends in the population disease states affect the delivery of healthcare and the utilization of healthcare services.
  - Ability to assess the quality of patient care through comparison of actual versus expected outcomes in order to enhance the quality and availability of medical care.
  - Ability to apply the results of outcomes research to the improvement of the operation of the healthcare system in order to continuously improve practice.
  - Knowledge of practice guidelines in order to integrate into current operations.
  - Knowledge of the principles of demand management and disease management in order to obtain optimum results.
  - Knowledge of medical terminology in order to comprehend medical data and reports.
  - Knowledge of the principles and philosophy of managed care and alternative delivery systems in order to reduce and stabilize overall government and beneficiary costs for healthcare while maximizing the utilization of the healthcare facility.
- **Resource Allocation.** Knowledge of materials management and medical logistics functions, including the management, cataloging, requirements determination, procurement, distribution, maintenance, and disposal of supplies and equipment in order to effectively manage supply operations.
- **Military Mission/Medical Readiness.** Includes:
  - Knowledge of the integration of the medical mission into the larger mission of the Army and its line units in order to integrate into a cohesive program.

  - Knowledge of the Army Medical Department's role in joint operations/exercises and National Disaster Medical System (NDMS) management in order to determine potential implications and implement changes as necessary.
- **Ethics.** Includes:
  - Knowledge of personal, professional, and organizational ethics and the purpose and processes of ethical problem solving within healthcare organizations, including consultants, teams, or committees in order to protect the rights of patients, healthcare workers, and the organization.
  - Knowledge of bioethics-–identification of ethical problems and their solutions in the areas of medical readiness; patient treatment; human subject research; organ donation and transplantation; and the allocation of scarce resources in order to provide guidance to patients as well as healthcare providers.
- **Data Analysis.** Includes:
  - Ability to collect and analyze data in order to provide recommendations to senior leaders.
  - Ability to use forecasting techniques and simulation models in order to assist with long-range projects.
  - Ability to analyze productivity measures to recommend improvements in order to improve operations.

**Master Training Plan.** Employees enter this occupational series at various levels with varying degrees of preparation, capability, and potential for growth. For this reason, training identified for an employee should be based on what formal training and/or OJT the employee brings to the job in comparison to that required for advancement as outlined in this ACTEDS Plan. Consideration should be given to documenting prior experience and training. ACTEDS training is divided into two categories: Universal and Competitive.

**Universal Training.** Universal training requirements provide standardized competencies across the occupational series to all employees who have similar duties and responsibilities. Universal training requirements are prioritized to assist commanders in planning and programming for training funds. Universal training priorities are as follows:

- **Priority I (U1)** - 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: (a) employee must have for acceptable performance; (b) training is essential for mission accomplishment; (c) training is mandated by higher authority (law or DoD) or is required for health, certification, or safety reasons.
- **Priority II (U2)** - 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: (a) employee should have for maximum proficiency, and/or (b) training improves the quality of mission accomplishment.

- **Priority III (U3)** - Training that should be funded after Priority I and II requirements and should meet one or both of the following: (a) provides or enhances competencies needed on the job, or (b) leads to improved mission accomplishment.

NOTE: CP53 funding (tuition and/or per diem) may be available for courses listed in the MTP in accordance with guidance listed at Annex P, CP53 Policy on Training.

NOTE: A single asterisk (*) for a priority means "according to individual job requirement." A double asterisk (**) indicates a "recurring training requirement." A triple asterisk (***) means "by exception."

**Competitive Training**. This category includes developmental opportunities for which individuals are competitively selected. It covers Armywide competitive programs such as the Senior Service Colleges, Fellowship Programs (such as the Army Congressional Fellowship Program), and the CES courses conducted at the AMSC, that are centrally funded by the Deputy Chief of Staff, G-1. Competitive professional development opportunities include university study, development assignments, training-with-industry, and short-term training, which are funded by either the Army Commands (ACOMS), the Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), or the installations. The annual ACTEDS Training Catalog (http://www.cpol.army.mil/library/train/catalog/) contains specific information about competitive development opportunities, along with necessary procedural and application requirements.

The following chart is the Master Training Plan for Series 0671. It addresses the occupational and professional development training required by grade level. Specific information on these courses is listed in the corresponding Career Map for this series located at: https://actnow.army.mil/ or http://www.asamra.army.mil/cwt/careermaps_cp53.cfm.

NOTE: Much of the training identified in the MTP is centrally funded by HQDA or DoD, or provided at no cost. Career Program 53 funds may be available for some courses subject to the requirements identified in Annex P, CP53 Policy on Training.

## Master Training Plan – Series 0671 Health System Specialist

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | | | |
|---|---|---|---|---|---|---|---|
| | | GS-05/06/07 | GS-09/10 | GS-11/12 | GS-13 | GS-14 | GS-15 |
| Certifications<br>Professional Associations<br>FT | CP53 | U1 | U1 | U1 | U1 | U1 | U1 |

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | | | |
|---|---|---|---|---|---|---|---|
| | | GS-05/06/07 | GS-09/10 | GS-11/12 | GS-13 | GS-14 | GS-15 |
| Developmental Assignment<br>HQ MEDCOM or RMC<br>OJT | **CP53** | | | | **U2** | **U2** | **U2** |
| Secretary of the Army Research and Study Fellowship (SARSF)<br>ACTEDS<br>FT | **CP53/X** | | | | **U2** | **U2** | **U2** |
| US Army/Baylor University Graduate<br>Baylor University<br>FT | **X** | | | | **U2** | **U2** | **U2** |
| Program in Healthcare Administration<br>University Courses<br>FT | **CP53** | | | | **U2** | **U2** | **U2** |
| Capitol Hill Workshop<br>PublicPolicySeminars.com<br>FT | **CP53/X** | | | | | **U3** | **U3** |
| White House Workshop<br>PublicPolicySeminars.com<br>FT | **CP53/X** | | | | | **U3** | **U3** |
| Army Congressional Fellowship<br>ACTEDS<br>FT/OJT | **CP53/X** | | | | | **U3** | **U3** |
| Organizations and Functions of AMEDD (MD0004)<br>AMEDDC&S (www.cs.amedd.army.mil/AHS)/Supervisor<br>OJT/CC/OL | **X** | **U1** | **U1** | **U1** | | | |
| General Orientation/Orientation to Employing Office<br>Local Office<br>OJT | | **U1** | **U1** | **U1** | | | |
| Action Officer Force Integration Course (AOFIC)<br>ALMC<br>FT | **CP53** | **U2** | **U2** | **U2** | **U2** | **U2** | **U2** |
| Fundamentals of Government Contracting<br>Various Universities<br>FT | **CP53** | | | | | | |
| Defense Health Agency Fundamentals Course<br>DHA<br>DL | **CP53** | **U2** | **U2** | **U2** | **U2** | **U2** | **U2** |
| Intern Development Assignment – ACS for Health Policy<br>ACTEDS<br>FT | **X** | **U2** | **U2** | **U2** | | | |
| Basic Computer Course (MS Word, Excel, PowerPoint, etc.)<br>Local Installation<br>FT/OL | **X** | **U1** | **U1** | **U1** | | | |
| Effective Army Writing (553 T01)<br>ATRRS (www.ATRRS.army.mil)<br>FT | **X** | **U1** | **U1** | **U1** | | | |
| Briefing Techniques<br>Graduate School USA | **CP53** | **U3** | **U1** | **U1** | | | |
| University Long-Term Training<br>University Training<br>FT/DL | **CP53** | | | **U2** | **U2** | **U2** | **U2** |
| CES Courses (FC, BC, IC, AC)<br>AMSC | **X** | **U1** | **U1** | **U1** | **U1** | | |

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | | | |
|---|---|---|---|---|---|---|---|
| | | GS-05/06/07 | GS-09/10 | GS-11/12 | GS-13 | GS-14 | GS-15 |
| DL/FT | | | | | | | |
| Supervisor Development Course<br>AMSC<br>DL | **X** | **U1*** | **U1*** | **U1*** | **U1*** | | |
| Certifications<br>Professional Organization<br>FT | **CP53** | **U3*** | **U3*** | **U3*** | **U3*** | | |

**Certification/Licensure.** Certification and/or licensure may be a requirement for employment in some positions. Regardless of position requirements, pursuing certification or licensure demonstrates the employee's commitment to life-long learning and the highest standards of the profession. The following are examples of the certification/licensure requirements for Series 0671 depending upon the duties of the position and the services provided by the employee.

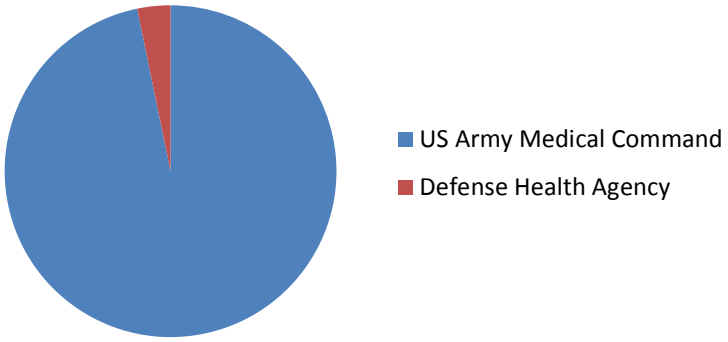
- Fellow, American College of Healthcare Executives (FACHE).
- Fellow of the Healthcare Financial Management Association (FHFMA).
- Certified Healthcare Financial Professional (CHFP).

## Annex E – Series 0673, Hospital Housekeeping Manager

**Overview.** The Army has 62 (source: DCPDS, 5 June 2014) employees in the 0673-Hospital Housekeeping Management series. These employees are exclusively assigned to CP53.

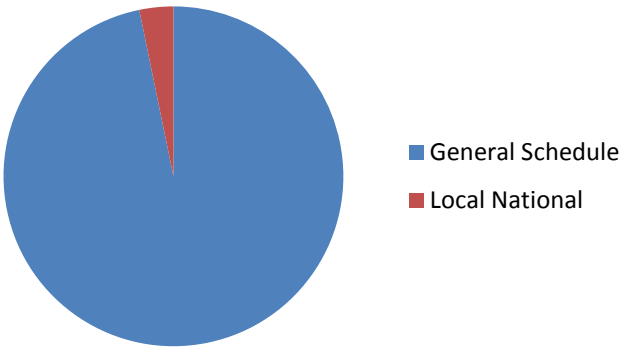
Hospital Housekeeping Management employees are assigned to the US Army Medical Command and the Defense Health Agency (DHA). The majority of employees are found in the US Army Medical Command as shown on the graphic below.

**0673 Hospital Housekeeping Management Distribution by Command**




Hospital Housekeeping Management employees are predominantly assigned to the General Schedule (GS) pay plan and are also compensated through Local National pay plans as depicted in the graphic below:

**0673 Hospital Housekeeping Management Distribution by Pay Plan**



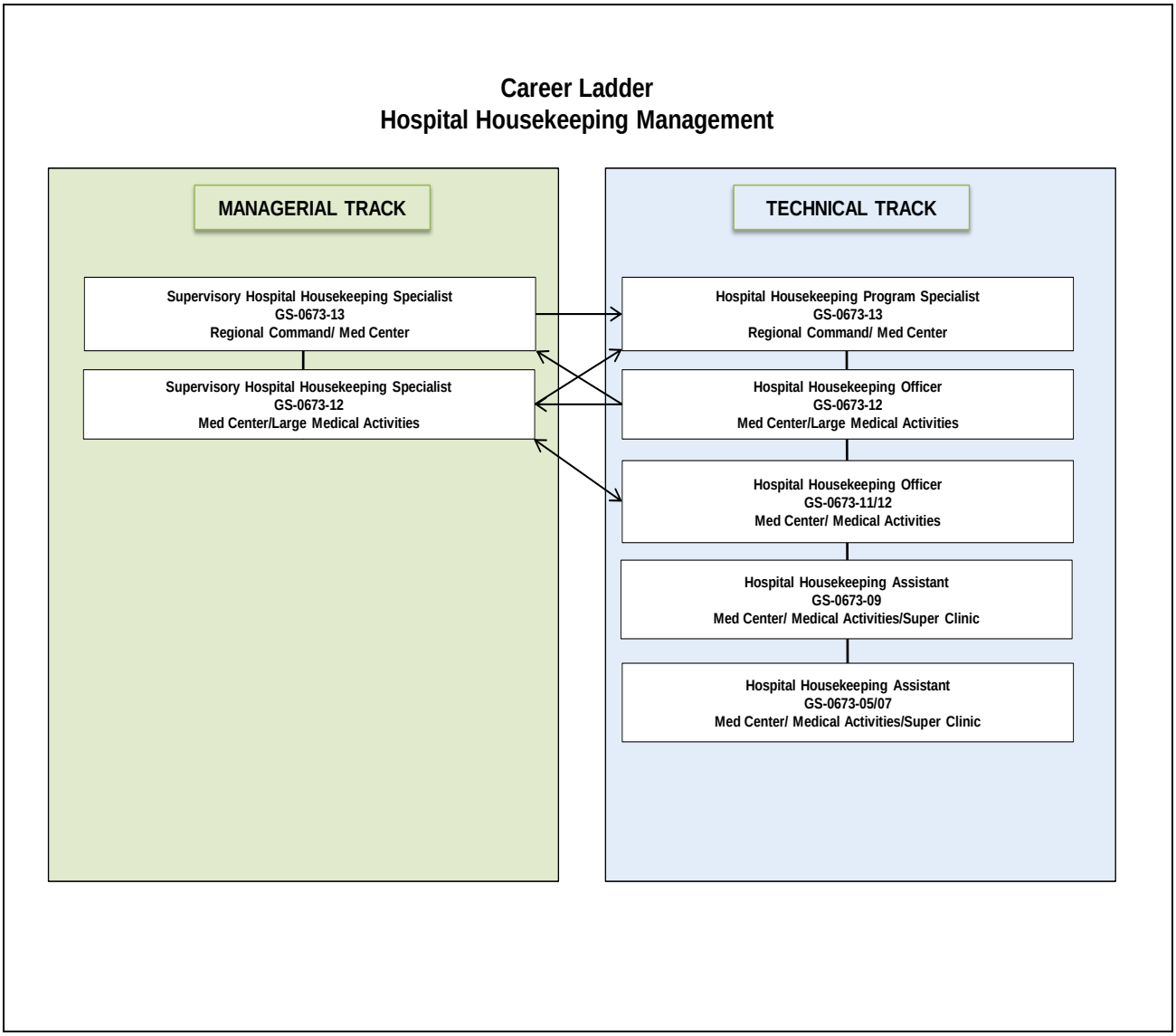
**Occupational Series Information.** Employees in the 0673, Hospital Housekeeping Management occupational series advise on, supervise or perform work involving the development, coordination, direction and management of hospital housekeeping programs. The major concern of such programs is the maintenance of environmental sanitation within acceptable levels of bacteriological, as well as visual, cleanliness. The series is limited to positions of managers and assistant managers of hospital housekeeping programs, trainees for such positions and program specialists at organizational echelons above the local hospital level. The work generally falls in the following functions:

- Hospital Housekeeping Assistant: These positions are normally established for training purposes to provide specialized knowledge and experience in organizing, operating, and making studies of various segments of a hospital housekeeping management program. They help the Hospital Housekeeping Officer in coordinating and monitoring housekeeping activities, and helping to ensure compliance with the provisions of housekeeping contracts; e.g., the linen contract. They may also perform related administrative support and office automation tasks.
- Assistant Hospital Housekeeping Officer: These positions serve as full assistants to the Hospital Housekeeping Officers in planning, managing, and conducting effective hospital housekeeping programs. Employees in these positions must have a good knowledge of virtually all aspects of hospital housekeeping management work. Typical responsibilities include monitoring housekeeping activities and performance by contract personnel, managing the linen and regulated medical waste programs, coordinating transportation, and supervising subordinate personnel.
- Hospital Housekeeping Program Specialist: Many of these positions are concerned with the formulation, organization, planning, evaluation, and overall management of regional programs such the Housekeeping Program, Hazardous Medical Waste Program, the Recycling Program and Linen Management Program for DA medical treatment facilities in an RMC and Defense Health Agency Region. Hospital Housekeeping Program Specialists coordinate with MEDCOM and other higher headquarters, commanders, professional housekeepers, contracting activities, and department chiefs to provide maximum housekeeping service with the least disruption to work centers, patient care, and treatment areas.

**Mission Critical Occupation**. Occupational Series 0673, Hospital Housekeeping Manager, has not been identified as an MCO.

**Career Ladder**. The career ladder illustrates the typical pattern of progression from entry level to an advanced level in the GS-0673 series. Grades are subject to the scope of responsibilities of the position and may vary by location or assignment. Individuals employed in the Hospital Housekeeping Management series should be guided by the qualification standards established

by OPM (**Qualifications Standards for Series 0673, Hospital Housekeeping Management**), and by relevant Army and MEDCOM policies or regulations for their specialty. The career ladder shown in this ACTEDS Plan assumes that individuals employed at various grade levels have met the minimum requisite qualification standards of this series.



**Draft Functional Competencies.** The following draft functional competencies apply to Hospital Housekeeping Management employees in the performance of assigned duties. Although employees are responsible for managing their careers, supervisors must ensure that employees under their supervision have or are provided opportunities to obtain the competencies required to perform their duties through formal and on-the-job training (OJT).

- **Housekeeping Leadership.** Includes:
  - Knowledge of personnel management policies and procedures in order to assign and review work; plan work to be accomplished by subordinates; hear and resolve minor complaints; set project completion dates; recommend promotions, awards, and disciplinary actions; schedule and approve leave; and approve job descriptions, etc.
  - Knowledge of the Army, AMEDD, and Civilian personnel systems in order to effectively initiate, follow-up, and execute actions relevant to housekeeping activities and employees.
  - Ability to analyze and initiate staffing recommendations and request changes to ensure staffing levels are maintained.
  - Knowledge of government, agency, and hospital rules and regulations in order to develop operating procedures for implementing programs relevant to the hospital housekeeping program; e.g., budget, personnel, transportation, and labor relations.
  - Ability to communicate effectively with a wide variety of people in order to justify program plans and goals to top hospital managers and to motivate hospital housekeeping employees.
  - Ability to develop information papers, specify goals, outline policies and standing operating procedures, and establish priorities and schedules for action in order to express technical concepts in a clear, comprehensive, effective manner.
  - Skill in presenting briefings to management, unions, workers, and outside agencies in order to effectively convey information.
- **Housekeeping Management.** Includes:
  - Ability to plan, organize, conduct, and manage an effective hospital housekeeping program in order to provide a safe environment for patients, staff, and visitors.
  - Knowledge of local, state, Army, and Federal regulations in order to maintain a safe and pleasing environment for patients, staff, and visitors.
  - Knowledge of Occupational Safety and Health Administration (OSHA)/Environmental Protection Agency (EPA) guidelines for using cleaning chemicals within a medical setting in order to maintain a clean and safe environment.
  - Knowledge of various training methods in order to ensure housekeeping staff are properly trained in Infection Control, Bloodborne Pathogens, Fire & Safety, etc., as they apply to hospital housekeeping techniques.

- Knowledge of the levels of disinfection in heathcare facilities in order to maintain a safe, clean environment in accordance with EPA, OSHA, CDC, and Joint Commission on Accreditation of Healthcare Organizations (JCAHO).
- Knowledge of hospital housekeeping methods and techniques in order to ensure proper use of, and recommend changes to, current cleaning agents, techniques, and equipment.
- Knowledge of furniture and various floor, wall, and ceiling covering materials and their properties in order to acquire and use appropriate cleaning agents, techniques, and equipment.
- Ability to oversee and manage the interior/exterior hospital decoration service in order to produce a pleasing environment conducive to patient care with a dignified setting for visitors and staff.
- Knowledge and ability to forecast present and future supply, equipment, and linen requirements in order to ensure proper and continuous cleanliness and patient care.
- Knowledge and ability to forecast, plan, prepare, provide, and defend input into the hospital environmental services budget in order to ensure funding requirements are met.
- Knowledge and ability to locate, schedule, and document all training activities in order to educate assigned housekeepers and demonstrate compliance with JCAHO standards and hospital training requirements.
- Ability to recognize, train, and facilitate the use of internal resources of the housekeeping training program in order to properly staff the housekeeping training effort.

• **Contracting.** Includes:
  - Knowledge and ability to administer contracts and to develop and review performance work statements in order to ensure optimal service and cost efficiency.
  - Ability to serve as Contracting Officer Representative (COR) for all service contracts in the hospital housekeeping program to include: housekeeping, laundry, regulated medical waste, transportation, and interior/exterior plant rental, in order to ensure their effective and efficient administration.
  - Knowledge and ability to implement a contract administration plan in order to ensure adequate assessment of contractor performance.
  - Knowledge of how to prepare Requests for Proposal (RFPs) and Invitation for Bids (IFBs) in order to understand the solicitation process for services contracts.
  - Knowledge and ability to write/draft/review Statements of Work (SOW) in order to prepare/implement and ensure contractor performance by establishing measurable performance objectives using a Performance Based Services Contract.
  - Knowledge and ability to recognize and adhere to the standards of conduct in the acquisition process in order to minimize risks, accomplish socio-economic goals, maximize competition, and maintain integrity.

- **Quality Assurance/Risk Assessment.** Includes:
  - Ability to establish quality assurance indicators for MTF program elements in order to ensure the highest regulatory standards are maintained.
  - Knowledge and ability to conduct an on-going assessment of contractor performance of providing hospital housekeeping services in order to ensure contract adherence.
- **Textiles.** Includes:
  - Knowledge of industry standards for laundry facilities and processing reusable textiles for use in healthcare facilities in order to ensure proper preparation of hygienically clean, reusable healthcare textile s for patient care laundry cleaning methods and techniques in order to ensure proper use of current laundry products, techniques, and equipment.
  - Knowledge of the hospital linen management program in order to ensure availability of supply, proper items for customer usage within the facility, and proper infection control guidelines are used in processing.
  - Knowledge of current cost, thread counts, colorfastness, etc., in order to provide the most cost-effective/longest life textiles.
  - Knowledge of inventory procedures in order to ensure accurate accountability for textiles.
  - Knowledge of textile accounting and recordkeeping in order to maintain accountability.
- **Infection Control.** Includes:
  - Knowledge of integrated infection control standards and practices in order to provide guidance and information to the various organizations throughout the MTF and ensure the compliance of the housekeeping, waste management, and linen management staffs with the hospital infection control policy.
  - Ability to establish and develop an effective training program for infection control in order to educate the housekeeping staff on the use of infection control procedures and techniques to ensure compliance with JCAHO requirements.
  - Knowledge of infection control standards in order to understand and manage environmental sanitation and choose and use proper cleaning agents and equipment.
- **Waste Management.** Includes:
  - Knowledge of waste programs, waste regulations, and the ability to identify and classify regulated medical waste, hazardous material waste, general waste and recycling into the appropriate waste stream; health effects and personal safety; packaging, labeling, handling, storage, and transportation procedures; contingency planning; and release response in order to oversee waste management responsibilities and protect the government from liability.

- Knowledge and ability to understand, practice, and increase awareness of basic concepts of ecology, environmental relationships, and pollution prevention; the Army Environmental Compliance Program; environmental laws, regulations, and policies, Army installation environmental considerations; required reports and administrative procedures in order to perform executive oversight of assigned responsibilities at both regional and major command management levels.
- Knowledge of proper invoicing and documentation on Regulated Medical Waste (RMW) in order to ensure generation to disposal responsibility.

- **Research/Evaluation.** Includes:
  - Ability to research information sources (i.e., Material Safety Data Sheets, Health Hazard Information Module (HHIM), regulations, standards, other agencies, and experts) for health effects data applicable to work operations in order to identify potentially dangerous cleaning agents or practices.
  - Ability to evaluate housekeeping management function's level of readiness in order to handle mobilization and emergencies.
- **Informatics.** Includes:
  - Knowledge of computer technology and office automation in order to keep efficient records and information.
  - Knowledge of office automation applications (i.e., spreadsheets, graphics, database management, and communication practices) in order to provide guidance in improving efficiency.

**Master Training Plan.** Employees enter this occupational series at various levels with varying degrees of preparation, capability, and potential for growth. For this reason, training identified for an employee should be based on what formal training and/or OJT the employee brings to the job in comparison to that required for advancement as outlined in this ACTEDS Plan. Consideration should be given to documenting prior experience and training. ACTEDS training is divided into two categories: Universal and Competitive.

**Universal Training.** Universal training requirements provide standardized competencies across the occupational series to all employees who have similar duties and responsibilities. Universal training requirements are prioritized to assist commanders in planning and programming for training funds. Universal training priorities are as follows:

- **Priority I (U1)** - 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: (a) employee must have for acceptable performance; (b) training is essential for mission accomplishment; (c) training is mandated by higher authority (law or DoD) or is required for health, certification, or safety reasons.

- **Priority II (U2)** - 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: (a) employee should have for maximum proficiency, and/or (b) training improves the quality of mission accomplishment.
- **Priority III (U3)** - Training that should be funded after Priority I and II requirements and should meet one or both of the following: (a) provides or enhances competencies needed on the job, or (b) leads to improved mission accomplishment.

NOTE: CP53 funding (tuition and/or per diem) may be available for courses listed in the MTP in accordance with guidance listed at Annex P, CP53 Policy on Training.

NOTE: A single asterisk (*) for a priority means "according to individual job requirement." A double asterisk (**) indicates a "recurring training requirement." A triple asterisk (***) means "by exception."

**Competitive Training**. This category includes developmental opportunities for which individuals are competitively selected. It covers Armywide competitive programs such as the Senior Service Colleges, Fellowship Programs (such as the Army Congressional Fellowship Program), and the CES courses conducted at the AMSC, that are centrally funded by the Deputy Chief of Staff, G-1. Competitive professional development opportunities include university study, development assignments, training-with-industry, and short-term training, which are funded by either the Army Commands (ACOMS), the Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), or the installations. The annual ACTEDS Training Catalog (http://www.cpol.army.mil/library/train/catalog/) contains specific information about competitive development opportunities, along with necessary procedural and application requirements.

The following chart is the Master Training Plan for Series 0673. It addresses the occupational and professional development training required by grade level. Specific information on these courses is listed in the corresponding Career Map for this series located at: https://actnow.army.mil or http://www.asamra.army.mil/cwt/careermaps_cp53.cfm.

NOTE: Much of the training identified in the MTP is centrally funded by HQDA or DoD or provided at no cost. Career Program 53 funds may be available for some courses subject to the requirements identified in Annex P, CP53 Policy on Training.

## Master Training Plan – Series 0673 Hospital Housekeeping Management

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | | |
|---|---|---|---|---|---|---|
| | | GS-05/07 | GS-09 | GS-11 | GS-12 | GS-13 |
| Organization and Functions of AMEDD (MD0004)<br>AMEDDC&S(www.cs.amedd.army.mil/AHS)/Supervisor | X | U1 | U1 | | | |

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | | |
|---|---|---|---|---|---|---|
| | | GS-05/07 | GS-09 | GS-11 | GS-12 | GS-13 |
| OJT/CC/OL | | | | | | |
| Basic Computer Courses (MS Word, Excel, PowerPoint, etc.)<br>Local Installation<br>FT/OL | **X** | **U1** | **U1** | **U1** | **U1** | |
| Public Speaking, Briefings, and Presentations<br>Local/Installation<br>FT | **CP53** | **U2** | **U2** | **U2** | **U2** | |
| General Orientation/Orientation to the Employing Office<br>Supervisor<br>OJT | **X** | **U1** | **U1** | **U1** | **U1** | |
| Infection Control for Hospital Housekeeping<br>Installation Infection Control Officer/Varies<br>FT | **CP53** | | **U3** | **U3** | **U3** | |
| Contracting Officer Rep Course<br>Army Logistics University, Course Code ALMC-CL<br>FT | **CP53** | **U3** | **U3** | | | |
| Secretary of the Army Research and Study Fellowship (SARSF)<br>ACTEDS<br>FT | **CP53/X** | | | | **U3** | **U3** |
| Army Congressional Fellowship Program (ACFP)<br>ACTEDS<br>FT | **CP53/X** | | | | | **U3** |
| Physical Environmental Essentials for MTF Personnel<br>USAPHC<br>FT | **CP53** | **U3** | **U3** | **U3** | **U3** | |
| Basic Waste Management for Healthcare Personnel<br>USAPHC<br>FT | **CP53** | **U3** | **U3** | | | |
| Medical Waste Transport (CHPPM-3715)<br>USAPHC<br>FT | **CP53** | **U3** | | | | |
| Advanced Waste Management Workshop for Healthcare<br>Facility Personnel<br>USAPHC | **CP53** | | **U3** | **U3** | **U3** | |
| Medical Waste Transport (Online Refresher)<br>USAPHC<br>DL | **X** | **U3** | **U3** | | | |
| Contracting Basics for Administrative Personnel<br>Graduate School USA<br>FT | **CP53** | **U3** | **U3** | | | |
| Various Textile Care, Linen Management, or Housekeeping<br>Courses<br>Association for Linen Management | **CP53** | **U3** | **U3** | **U3** | | |
| Effective Army Writing (553 T01)<br>ATRRS (www.ATRRS.army.mil)<br>DL | **X** | **U3** | **U3** | | | |
| Defense Hazardous Material/Waste Handling Course (ALMC-HA)<br>ATRRS<br>DL | **X** | | **U3** | **U3** | **U3** | |
| Defense Hazardous Waste Course – Refresher (ALMC-DM)<br>ATRRS<br>DL | **X** | | **U3** | **U3** | **U3** | |
| Contracting Officer Representative Course (ALMC-CL)<br>ATRRS | **X** | **U3** | **U3** | **U3** | **U3** | |

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | | |
|---|---|---|---|---|---|---|
| | | GS-05/07 | GS-09 | GS-11 | GS-12 | GS-13 |
| FT | | | | | | |
| Interior Design (335)<br>ATRRS<br>DL | **CP53** | **U3** | **U3** | **U3** | | |
| Briefing Techniques (COMM7002D)<br>Graduate School USA<br>FT | **CP53** | **U3** | **U3** | **U3** | **U3** | |
| Contracting Basics for COTRS (ACQ17503D)<br>Graduate School USA<br>FT | **CP53** | | **U3** | **U3** | | |
| Introduction to Government Contracting<br>Graduate School USA | **CP53** | | **U3** | **U3** | | |
| Basic Contract Administration Interior Design (GS-07)<br>Graduate School USA<br>FT | **CP53** | **U3** | | | | |
| Introduction to HR Management for Supervisors (SUPV7018N)<br>Graduate School USA<br>FT | **CP53** | | **U3** | **U3** | | |
| Position Classification for Non-Classifiers<br>Graduate School USA<br>FT | **CP53** | | **U3** | **U3** | **U3** | |
| Staffing and Placement for Supervisors<br>Graduate School USA<br>FT | **CP53** | | **U3** | **U3** | **U3** | |
| Introduction to Federal Budgeting<br>Graduate School USA<br>FT | **CP53** | | **U3** | **U3** | **U3** | **U3** |
| Federal Budget Process<br>Graduate School USA<br>DL/FT | **CP53** | | **U3** | **U3** | **U3** | **U3** |
| Budget Formulation<br>Graduate School USA<br>DL/FT | **CP53** | | **U3** | **U3** | **U3** | **U3** |
| Budget Execution<br>Graduate School USA<br>DL/FT | **CP53** | | **U3** | **U3** | **U3** | **U3** |
| Budget Justification & Presentation<br>Graduate School USA<br>DL/FT | **CP53** | | **U3** | **U3** | **U3** | **U3** |
| Performance Based Statements of Work<br>Graduate School USA<br>DL/FT | **CP53** | | **U3** | | | |
| Government-wide Commercial Purchase Card<br>Graduate School USA<br>DL/FT | **CP53** | | | **U3** | **U3** | **U3** |
| Contract Negotiations: Skills, Tools & Best Practices<br>Graduate School USA<br>DL/FT | **CP53** | | | | **U3** | **U3** |
| CES Courses (FC, BC, IC, AC)<br>AMSC<br>DL/FT | **X** | **U1** | **U1** | **U1** | **U1** | |
| Supervisor Development Course<br>AMSC<br>DL | **X** | **U1*** | **U1*** | **U1*** | **U1*** | |
| Certifications | **CP53** | **U3*** | **U3*** | **U3*** | **U3*** | |

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | | |
|---|---|---|---|---|---|---|
| | | GS-05/07 | GS-09 | GS-11 | GS-12 | GS-13 |
| Professional Organization<br>FT | | | | | | |

**Certification/Licensure.** Certification and/or licensure may be a requirement for employment in some positions. Regardless of position requirements, pursuing certification or licensure demonstrates the employee's commitment to life-long learning and the highest standards of the profession. The following are examples of the certification/licensure requirements for Series 0673 depending upon the duties of the position and the services provided by the employee.

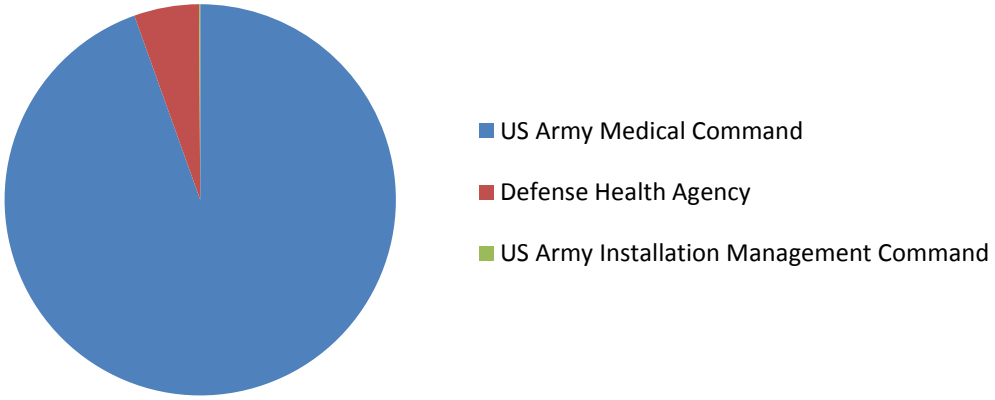
- Certified Healthcare Environmental Services Professional (CHESP).
- Certified Linen and Laundry Manager (CLLM).
- Certified Environmental Services Manager (CESM).
- Registered Executive Housekeeper (REH)
- Certified Executive Housekeeper (CEH).

## Annex F - Series 0675, Medical Records Technician

**Overview.** The Army has 1,214 (source: DCPDS, 5 June 2014) employees in the 0675-Medical Records Technician series. These employees are exclusively assigned to CP53.

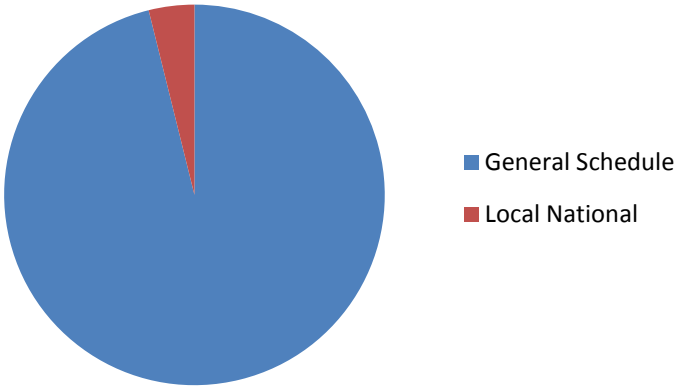
Medical Records Technician employees are assigned to the Defense Health Agency (DHA), US Army Installation Management Command, and the US Army Medical Command. The majority of employees are found in the US Army Medical Command as shown on the graphic below.

**0675 Medical Record Technician Distribution by Command**




Medical Records Technicians are predominantly assigned to the General Schedule (GS). They also can be found in the Local National pay plans as depicted in the graphic below:

**0675 Medical Record Technician Distribution by Pay Plan**




**Occupational Series Information.** Employees in the 0675-Medical Record Technician occupational series organize, analyze, and evaluate medical records. They assign a code to each

diagnosis and procedure. They compile medical care and census data for reports on types of diseases treated, surgery done, and rate of hospital bed use. The work generally falls in the following functions:

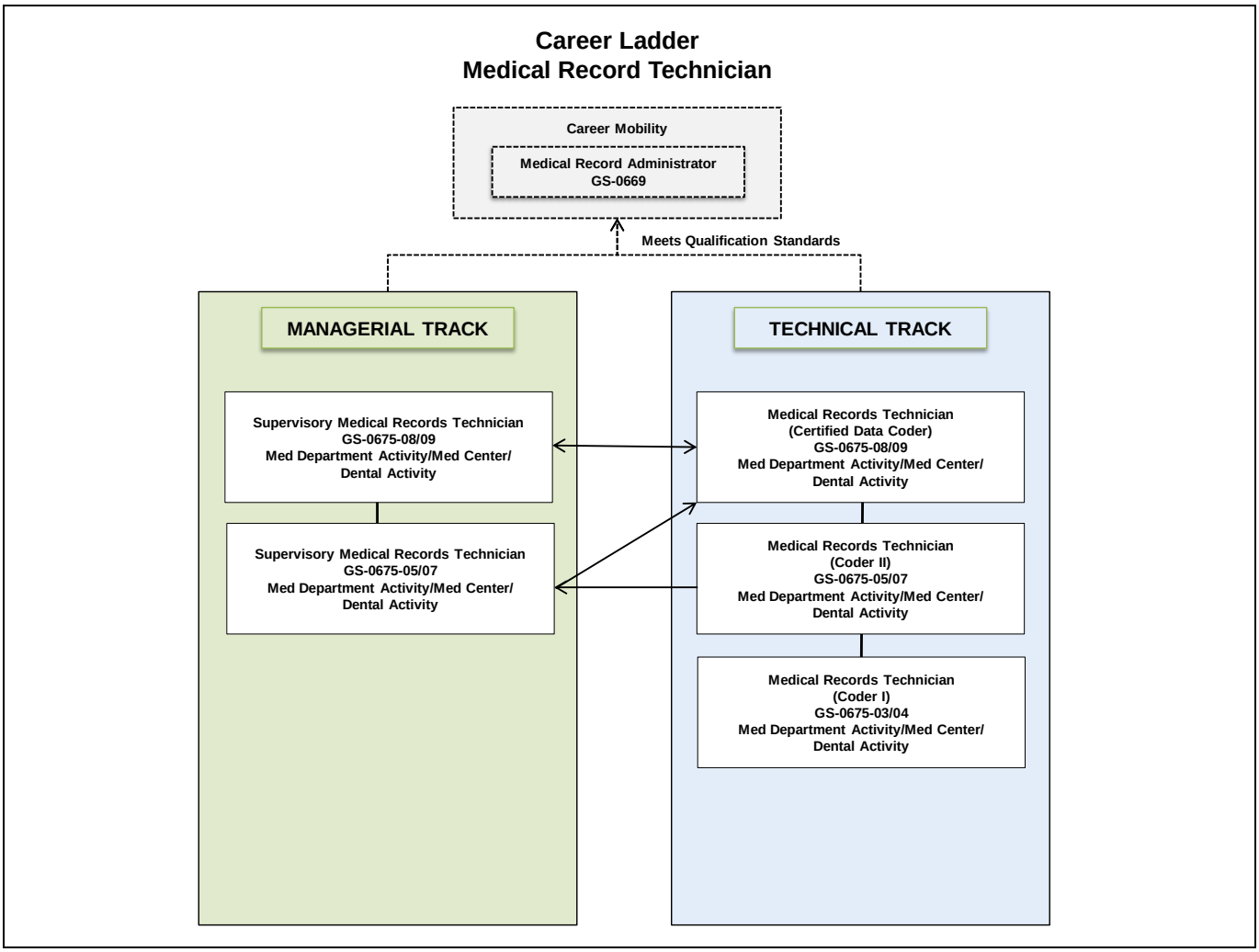
- Medical Records Technician (Coder I): Reviews automated and/or manual registration records of patients for completeness and accuracy of data required on each. Makes corrections as appropriate. Checks accuracy of admissions and dispositions registration events once the patient has been discharged from the hospital. Talks with patients and corrects the record based upon patient input and DEERS data. Utilizes the Composite Health Care Systems (CHCS), patient medical system, (AHLTA), and Defense Enrollment Eligibility Reporting System (DEERS) to print automated eligibility screens for use in determination of correct patient data. Researches discrepancies and resolves documentation problems. Utilizes paper or electronic records to transfer data into hospital systems. Assists records personnel with data input and filing as needed.
- Medical Records Technician (Office Automation): Maintains outpatient health and medical record files on all Civilian and military personnel assigned, Civilian dependents of active and retired armed forces personnel, and outpatient records of retired armed forces personnel. Receives telephone calls and patients for appointments and walk-in patients. Communicates effectively with patients using tact and diplomacy, ascertains the nature of call or visit, obtaining identifying information and determines the nature and urgency of the patient's request. Applies governing regulations concerning release of patient information. Reviews medical records for completeness and accuracy prior to and following treatment. Initiates medical records in accordance with current regulations and policies.
- Medical Records Technician (Coder II): As a Certified Data Coder, performs a variety of technically complex duties to review and analyze ambulatory medical data, code medical diagnoses and procedures, and provides assistance to the professional staff. The work requires an extensive knowledge of coding (as certified by a nationally accredited organization with a minimum of one year's experience), accreditation references and complex medical terminology, anatomy and physiology in addition to an overall knowledge of DoD and Army medical regulations.
- Lead Medical Records Technician: Distributes and balances the workload among employees led; keeps in touch with status and progress of work, and makes day-to- day adjustments as necessary to ensure timely accomplishment of assigned workload. Reviews the work of other technicians, assuring accuracy, completeness, and validity of work performed; adequacy and validity of records and files maintained in compliance with regulations and regulatory changes, work requirement; assures that newly assigned personnel are adequately trained. Maintains outpatient health and medical records files for all active duty Civilian and military personnel assigned, Civilian dependents of active and retired armed forces personnel, and outpatient records. At

higher grades by this title, individual may also be required to fulfill Lead Coder responsibilities.

- Supervisory Medical Records Technician: Directly manages Medical Records Technicians, as well as a Lead Medical Records Technicians. Assigns and distributes work to subordinates, establishes priorities, reviews work through spot checks for accuracy and quality. Establishes performance standards and completes employee performance appraisals. Maintains flow and quality of work to assure timely accomplishments of workload. Analyzes a wide range of outpatient medical records pertaining to injuries, diseases, and medical/surgical procedures for qualitative review to ensure internal consistency and completeness, and compliance with applicable Army Regulations and The Joint Commission (TJC) accreditation standards.

**Mission Critical Occupation**. Occupational Series 0675, Medical Records Technician, has not been identified as an MCO.

**Career Ladder**. The career ladder illustrates the typical pattern of progression from entry level to an advanced level in the GS-0675 series. Grades are subject to the scope of responsibilities of the position and may vary by location or assignment. Individuals employed in the Medical Record Technician series should be guided by the qualification standards established by OPM (**Qualifications Standards for Series 0675, Medical Record Technician**), and by relevant Army and MEDCOM policies or regulations for their specialty. The career ladder shown in this ACTEDS Plan assumes that individuals employed at various grade levels have met the minimum requisite qualification standards of this series.




**Draft Functional Competencies.** The following draft functional competencies apply to Medical Record Technician employees in the performance of assigned duties. Although employees are responsible for managing their careers, supervisors must ensure that employees under their supervision have or are provided opportunities to obtain the competencies required to perform their duties through formal and on-the-job training (OJT).

- **Medical Records.** Includes:
  - Knowledge of medical record procedures, methods, and requirements (United States Codes 5 and 10, United States Code 42 Code of Federal Regulations, Army Regulation (AR) 40-66 (Medical Record Administration and Healthcare Documentation Administration), and AR 25-400-2 (Army Records Information Management System) in order to operate within guidelines.

- Knowledge of a wide range of coding references including the International Classification of Diseases (ICD), Current Procedure Terminology (CPT), Center for Medicare and Medicaid Services (CMS) Healthcare Common Procedure Coding System (HCPCS), Physician's Desk Reference and DoD Unique Codes in order to ensure selection of the appropriate codes and modifiers.
- Knowledge and ability to accurately select and code diseases, injuries, manifestations, operations, and nonsurgical procedures in order to ensure proper financial reimbursement.
- Knowledge of JCAHO standards pertaining to patient-related data and information management of various types of facilities in order to accurately code data.
- Knowledge of statistical principles and hospital statistics formulae in order to evaluate data.
- Knowledge of major anatomical systems, physiology, and related disease processes in order to apply accurate codes.
- Knowledge of medical terminology and usage including general medical, surgical, pharmaceutical, hospital terms and abbreviations and abstraction techniques in order to read and comprehend the technical elements of a medical chart.
- Knowledge and skill in interpretation of medical record content and order of organization in order to accurately maintain records.
- Knowledge of functions related to medical records, utilization management, quality assurance, cancer registry, and related departments in order to assist in accurately coding records.

• **Ethics/Confidentiality.** Includes:
  - Ability to protect private patient information against unauthorized release, loss, or alteration, tampering, unauthorized deletion, or other unauthorized use in order to maintain patient confidentiality.
  - Knowledge of Health Insurance Portability and Accountability Act of 1996 (HIPAA), Privacy Act, and Freedom of Information Act requirements in order to facilitate the release of only pertinent information to attorneys, investigative agencies, military officials, etc.
  - Knowledge of legal terms and legal requirements involving subpoenas, claims against the US Government, military investigative agencies, District Attorney's office, medical care recovery claims and Civilian worker's compensation cases in order to ensure privacy of records.

• **Analysis/Quality Control.** Includes:
  - Knowledge of and skill in collection and compilation of vital statistics (i.e., state and federal regulations, and procedures for collection and reporting) in order to prepare medical or statistical reports.
  - Ability to analyze and evaluate facts relative to conditions and/or trends in order to understand the statistical principles associated with healthcare delivery systems.

- Knowledge of quality assurance regulations, policies, and practices of the medical treatment facility in order to compile, abstract, and analyze pertinent data from medical records in the performance of quality assurance studies and utilization review.

- **Informatics.** Includes:
  - Knowledge and ability to operate computer systems in order to process and finalize reports, report study results, and formulate methods criteria.
  - Knowledge of office automation applications (i.e., spreadsheets, graphics, database management, and electronic communications and systems such as the Composite Health Care System I and II (CHCS)) in order to create, process, and retrieve and evaluate data and create reports.
- **Communication/Coordination.** Includes:
  - Ability to prepare written documents such as abstracts for specific requests and replies to requests for medical information in order to ensure compliance with regulatory requirements.
  - Ability to communicate in person and on the telephone with various personnel such as patients, family members, hospital staff, physicians, clinics, attorneys, etc., in order to obtain information and gather pertinent data for legal cases and coordinate further work efforts.
  - Ability to coordinate and maintain liaison with healthcare providers and managers within the hospital, higher headquarters, other military hospitals, and Civilian elements in order to obtain, provide, and expedite information.
- **Education/Training.** Knowledge and ability to conduct coding training to a variety of staff to include credentialed providers, nursing staff, paraprofessional, and technical staff in order to keep them abreast of procedural changes in the medical records field.

**Master Training Plan**. Employees enter this occupational series at various levels with varying degrees of preparation, capability, and potential for growth. For this reason, training identified for an employee should be based on what formal training and/or OJT the employee brings to the job in comparison to that required for advancement as outlined in this ACTEDS Plan. Consideration should be given to documenting prior experience and training. ACTEDS training is divided into two categories: Universal and Competitive.

**Universal Training.** Universal training requirements provide standardized competencies across the occupational series to all employees who have similar duties and responsibilities. Universal training requirements are prioritized to assist commanders in planning and programming for training funds. Universal training priorities are as follows:

- **Priority I (U1)** - 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: (a) employee must have for acceptable performance; (b) training is essential for mission accomplishment; (c) training is mandated by higher authority (law or DoD) or is required for health, certification, or safety reasons.

- **Priority II (U2)** - 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: (a) employee should have for maximum proficiency, and/or (b) training improves the quality of mission accomplishment.
- **Priority III (U3)** - Training that should be funded after Priority I and II requirements and should meet one or both of the following: (a) provides or enhances competencies needed on the job, or (b) leads to improved mission accomplishment.

NOTE: CP53 funding (tuition and/or per diem) may be available for courses listed in the MTP in accordance with guidance listed at Annex P, CP53 Policy on Training.

NOTE: A single asterisk (*) for a priority means "according to individual job requirement." A double asterisk (**) indicates a "recurring training requirement." A triple asterisk (***) means "by exception."

**Competitive Training**. This category includes developmental opportunities for which individuals are competitively selected. It covers Armywide competitive programs such as the Senior Service Colleges, Fellowship Programs (such as the Army Congressional Fellowship Program), and the CES courses conducted at the AMSC, that are centrally funded by the Deputy Chief of Staff, G-1. Competitive professional development opportunities include university study, development assignments, training-with-industry, and short-term training, which are funded by either the Army Commands (ACOMS), the Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), or the installations. The annual ACTEDS Training Catalog (http://www.cpol.army.mil/library/train/catalog/) contains specific information about competitive development opportunities, along with necessary procedural and application requirements.

The following chart is the Master Training Plan for Series 0675. It addresses the occupational and professional development training required by grade level. Specific information on these courses is listed in the corresponding Career Map for this series located at: https://actnow.army.mil or http://www.asamra.army.mil/cwt/careermaps_cp53.cfm.

NOTE: Much of the training identified in the MTP is centrally funded by HQDA or DoD or provided at no cost. Career Program 53 funds may be available for some courses subject to the requirements identified in Annex P, CP53 Policy on Training.

# Master Training Plan – Series 0675 Medical Record Technician

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | |
|---|---|---|---|---|
| | | GS-03/04 | GS-05/07 | GS-08/09 |
| Organization and Functions of AMEDD (MD0004)<br>AMEDDC&S (www.cs.amedd.army.mil/AHS)/Supervisor<br>OJT/CC/OL | X | U1 | U1 | U1 |
| Health Insurance Portability and Accountability Act (HIPAA)<br>Local Installation/Swank Healthcare (www.swankhealth.com)<br>Formal Training (FT)/Distance Learning (DL) | CP53/X | U1 | U1 | U1 |
| Basic Computer Courses (MS Word, Excel, PowerPoint, etc.)<br>Local Installation<br>FT/OL | X | U1 | U1 | |
| Health Care Ethics I (MD0066)<br>AMEDDC&S<br>DL | X | U1 | U1 | U1 |
| Health Care Ethics II (MD0067)<br>AMEDDC&S<br>DL | X | U1 | U1 | U1 |
| Basic Medical Terminology (MD0010)<br>AMEDDC&S<br>DL | X | U1 | U1 | |
| Basic Human Physiology (MD0007)<br>AMEDDC&S<br>DL | X | U1 | U1 | |
| Introduction to Medical Records & the Patient Admin Division Course (MD0750)<br>AMEDDC&S<br>DL | X | U2 | U2 | U2 |
| Medical Records Administration Branch I (MD0753)<br>AMEDDC&S<br>DL | X | U2 | U2 | |
| Medical Records Administration Branch II (MD0754)<br>AMEDDC&S<br>DL | X | U2 | U2 | U2 |
| Basic Coding Course<br>AHIMA<br>FT/CC/OL | CP53 | U3 | U3 | |
| Diseases (Pathophysiology)<br>AHIMA<br>DL | CP53 | U3 | U3 | |
| Army Online Coder Training<br>AHIMA<br>DL | CP53 | U3 | U3 | U3 |
| Coding Seminars<br>AHIMA Audio Seminars and Webinars<br>DL | CP53 | U3 | U3 | U3 |
| AHIMA Annual Convention and Exhibit/Conference Memorandum of Approval May Be Required Prior to Registration<br>AHIMA | CP53 | | | U3 |
| Advanced HIPAA Compliance for Health Plans<br>AHIMA<br>College (Varies) | CP53 | | U3 | U3 |
| Regional and Local AHIMA Meetings/Conference Memorandum of Approval May Be Required Prior to Registration | CP53 | U3 | U3 | U3 |

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | |
|---|---|---|---|---|
| | | GS-03/04 | GS-05/07 | GS-08/09 |
| Briefing Techniques (COMM7002D)<br>Graduate School USA<br>FT | **CP53** | **U3** | **U3** | **U3** |
| Effective Army Writing (553 T01)<br>ATRRS (www.ATRRS.army.mil)<br>DL | **X** | **U1** | **U1** | **U1** |
| Essentials of Anatomy (MD0006)<br>ATRRS<br>FT | **CP53/X** | **U2** | **U2** | |
| Medical Records Administration Workshop/Conference Memorandum of Approval May Be Required Prior to Registration<br>PASBA | **CP53** | | **U2** | **U2** |
| Statistics<br>Private Organization<br>DL/FT | **CP53** | **U3** | **U3** | **U3** |
| Patient Affairs Branch Course (MD0755)<br>ATRRS<br>FT/DL | **X** | **U2** | **U2** | **U2** |
| Medical Billing and Insurance Course<br>College/Technical College (Varies)<br>FT | **CP53** | **U3** | **U3** | **U3** |
| Outpatient Medical Records Branch Course (MD0751)<br>ATRRS<br>FT/DL | **CP53/X** | **U2** | **U2** | **U2** |
| Coding Management<br>Private Organization<br>DL | **CP53** | | **U3** | **U3** |
| Monthly PABSA Coding Video Teleconference (VTC)<br>PABSA<br>FT | **X** | **U3** | **U3** | **U3** |
| The Joint Commission Seminars<br>The Joint Commission<br>FT | **X** | | **U3** | **U3** |
| Data Quality Regional Workshops/Conference Memorandum of Approval May Be Required Prior to Registration<br>MEDCOM<br>FT | **CP53** | | **U3** | **U3** |
| Records Administration Training<br>National Archives and Records Administration (NARA)<br>DL | **CP53** | **U3** | **U3** | **U3** |
| Patient Accountability Branch Course (MD0752)<br>ATRRS<br>FT/DL | **CP53/X** | **U2** | **U2** | **U2** |
| Listening and Memory Development<br>USA School<br>FT | **CP53** | **U3** | **U3** | **U3** |
| Defense Health Agency Management Activity (TMA) Data Quality Training Course<br>DHA<br>FT | **CP53** | | **U3** | **U3** |
| CES Courses (FC, BC, IC, AC)<br>AMSC<br>DL/FT | **X** | **U1** | **U1** | **U1** |
| Supervisor Development Course | **X** | **U1*** | **U1*** | **U1*** |

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | |
|---|---|---|---|---|
| | | GS-03/04 | GS-05/07 | GS-08/09 |
| AMSC<br>DL | | | | |
| Certifications<br>Professional Organization<br>FT | **CP53** | **U3*** | **U3*** | **U3*** |

**Certification/Licensure.** Certification and/or licensure may be a requirement for employment in some positions. Regardless of position requirements, pursuing certification or licensure demonstrates the employee's commitment to life-long learning and the highest standards of the profession. The following are examples of the certification/licensure requirements for Series 0675 depending upon the duties of the position and the services provided by the employee.

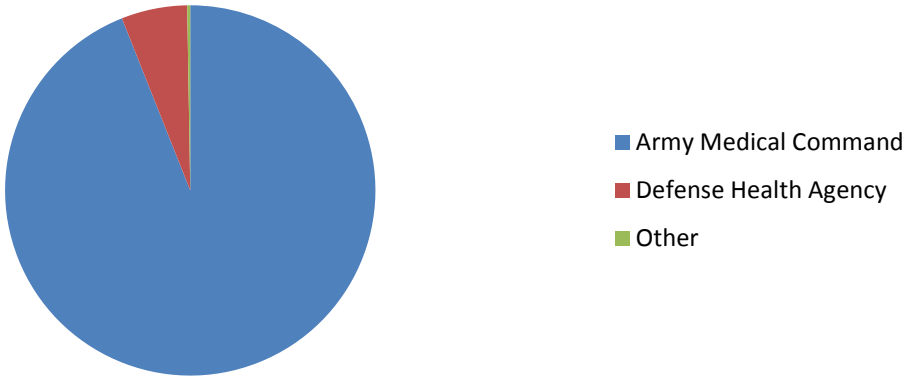
- Registered Health Information Technician
- Certified Coding Associate
- Certified in Healthcare Privacy and Security
- Certified Coding Specialist (Hospital Based)
- Certified Coding Specialist (Physician)
- Certified Professional Coder-Outpatient
- Certified Professional Coder-Hospital Based
- Registered Health Information Technician
- Registered Health Information Administrator
- Certified Professional Coder-Hospital
- Certified Professional Coder-Payer (AAPC)

## Annex G – Series 0679, Medical Support Assistant

**Overview.** The Army has 3,041 (source: DCPDS, 5 June 2014) employees in the 0679-Medical Support Assistant series. These employees are exclusively assigned to CP53.

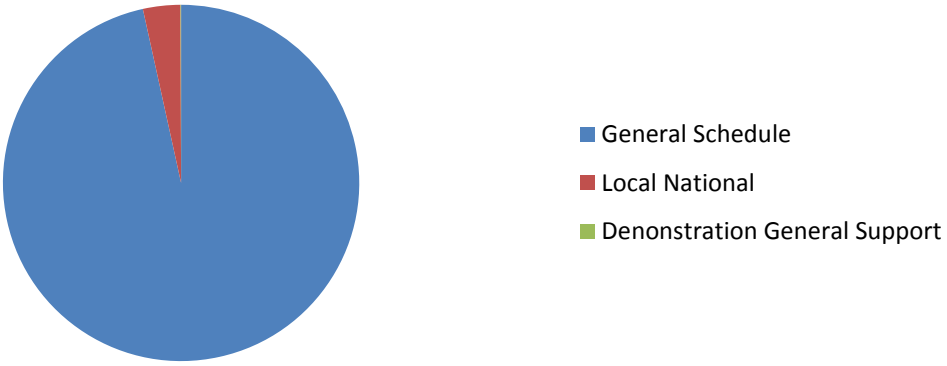
Medical Support Assistant employees are assigned to the Defense Health Agency (DHA), US Army Medical Command, and other Joint and Army Service Component Commands. The majority of employees are found in the US Army Medical Command as shown in the graphic below.

**0679 Medical Support Assistant Distribution by Command**




Medical Support Assistants are predominantly assigned to the General Schedule (GS) pay plan. They also are compensated under Local National and Demonstration General Support pay plans as depicted in the graphic below:

**0679 Medical Support Assistant Distribution by Pay Plan**



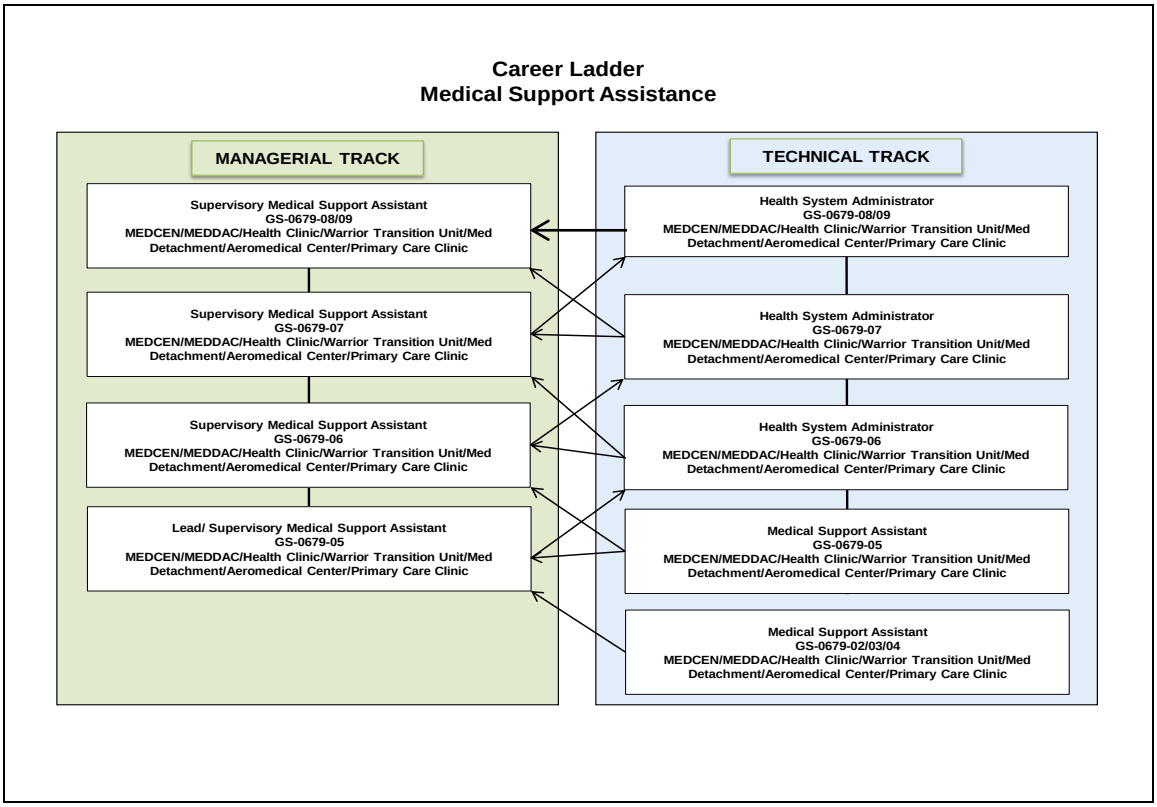
**Occupational Series Information.** Employees in the 0679-Medical Support Assistant occupational series supervise, lead, or perform support work in connection with the care and treatment given to patients in wards, clinics, or other such units of a medical facility. The work includes functions such as serving as a receptionist, performing recordkeeping duties, and providing miscellaneous support to the medical staff of the unit. This series includes work that requires a practical knowledge of computerized data entry and information processing systems, the medical facility's organization and services, basic rules and regulations governing visitors and patient treatment, and a practical knowledge of the standard procedures, medical records, and medical terminology of the unit supported. The work generally falls in the following functions:

- Medical Support Assistant: The Medical Support Assistant performs a variety of receptionist, clerical, administrative, and recordkeeping duties associated with patient care and treatment of a clinic/section/department. The purpose of the work is to initiate and follow through on all clerical and appointment procedures essential to the provision of patient care for the clinic/section/department.
- Medical Clerk: Position carries out a variety of receptionist, recordkeeping, and miscellaneous clerical duties in a clinic/section/department of a medical facility. Duties generally involve screening of patients' calls, scheduling patient appointments, instructing patients on preparation for tests and completing forms, and maintaining data for use in various reports and analyses that affects the efficiency of the clinic and the adequacy of patient treatment provided by it.
- Lead Medical Support Assistant: Responsible for performing a variety of receptionist, clerical, and recordkeeping duties as well as leading subordinate Civilian and/or contract medical clerks. Distributes and balances the workload among employees in accordance with established work flow or job specialization, and assures timely accomplishment of the assigned workload. Monitors the status and progress of work and makes day-to-day adjustments IAW established priorities. Assists in developing, updating, and reviewing training programs for new medical support assistants.
- Supervisory Medical Support Assistant: Assigns and reviews work daily, weekly, or monthly. Assures that quality, quantity, and accuracy requirements are met. Approves and/or disapproves leave. Evaluates work performance of subordinates and provides input to higher level supervisor for the development of performance standards. Provides advice and assistance to subordinates on work and administrative issues.
- Medical Support Assistant (FAP/OA): The Medical Support Assistant (MSA) serves the Family Advocacy Program (FAP) at an MTF. Provides direct assistance to the Chairperson, Case Review Committee (CRC) and the FAP staff in providing services to families and coordinating activities with a variety of medical, social service, and legal staff. Performs a variety of administrative, medical support, and clerical tasks related to sensitive and high-risk issues with patient care and treatment within the FAP. This

position requires knowledge of FAP policies and goals as they relate to the administration of the local program.

**Mission Critical Occupation**. Occupational Series 0679, Medical Support Assistant, has not been identified as an MCO.

**Career Ladder**. The career ladder illustrates the typical pattern of progression from entry level to an advanced level in the GS-0679 series. Grades are subject to the scope of responsibilities of the position and may vary by location or assignment. Individuals employed in the Medical Support Assistance series should be guided by the qualification standards established by OPM (**Qualifications Standards for Series 0679, Medical Support Assistance**), and by relevant Army and MEDCOM policies or regulations for their specialty. The career ladder shown in this ACTEDS Plan assumes that individuals employed at various grade levels have met the minimum requisite qualification standards of this series.



**Draft Functional Competencies.** The following draft functional competencies apply to Medical Support Assistant employees in the performance of assigned duties. Although employees are responsible for managing their careers, supervisors must ensure that employees under their supervision have or are provided opportunities to obtain the competencies required to perform their duties through formal and on-the-job training (OJT).

- **Ethics.** Includes:
  - Knowledge of ethical theories and principles in order to protect patient rights and confidentiality.
  - Knowledge of Freedom of Information Act/HIPPA/Privacy Act restrictions as related to medical records and documents for military service family members.
- **Medical Administrative Support.** Includes:
  - Knowledge of clinic procedures for scheduling patient appointments, assembling patient charts, and releasing patient information in order to relate the clerical functions of the clinic.
  - Knowledge of the various medical facility units and services and the medical terminology and procedures common to each unit.
  - Knowledge of, and skill in applying, an extensive body of rules, procedures, and operations, such as well-established records, procedures, regulations and principles sufficient to analyze medical records, perform quality assurance, compile statistical data, and release medical information; collect and organize data for statistical reports; extract data for statistical and other reports.
  - Knowledge of the Joint Commission of Accreditation of Healthcare Organizations (JCAHO) standards and requirements as they pertain to clinical appointments and patient confidentially and privacy.
  - Knowledge of regulations and policies related to patient identification requirements; establishment of patient eligibility, to include Defense Enrollment Eligibility Reporting System (DEERS); procedures to be followed if deficiencies are noted; and restrictions relative to the release of medical information.
  - Knowledge of automated databases, purging outdated templates, merging templates, inputting templates, creating schedules, and other medical-related processes.
  - Knowledge of customer service and ability to handle phone lines, to expedite patient calls, resolve patient problems with scheduling, explain services, and interview patients to expedite patient care.
  - Knowledge of automation systems to use several software applications for various office needs. Skill in the use of computerized data entry and retrieval systems to plan, organize, maintain registries, and manage medical records.
  - Knowledge of Defense Health Agency benefits, policies, and procedures.
  - Skill of a qualified typist.

- Family Advocacy Program (FAP). Includes:
  - Knowledge of FAP policies and goals as they relate to the administration of the local program.
  - Knowledge of the forms, documents, and records required by the procedures related to their preparation and handling.
  - Knowledge of the clinic procedures for scheduling patient appointments, assembling patient charts, and releasing patient information in order to relate the clerical functions of the clinic.

**Master Training Plan**. Employees enter this occupational series at various levels with varying degrees of preparation, capability, and potential for growth. For this reason, training identified for an employee should be based on what formal training and/or OJT the employee brings to the job in comparison to that required for advancement as outlined in this ACTEDS Plan. Consideration should be given to documenting prior experience and training. ACTEDS training is divided into two categories: Universal and Competitive.

**Universal Training.** Universal training requirements provide standardized competencies across the occupational series to all employees who have similar duties and responsibilities. Universal training requirements are prioritized to assist commanders in planning and programming for training funds. Universal training priorities are as follows:

- **Priority I (U1)** - 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: (a) employee must have for acceptable performance; (b) training is essential for mission accomplishment; (c) training is mandated by higher authority (law or DoD) or is required for health, certification, or safety reasons.
- **Priority II (U2)** - 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: (a) employee should have for maximum proficiency, and/or (b) training improves the quality of mission accomplishment.
- **Priority III (U3)** - Training that should be funded after Priority I and II requirements and should meet one or both of the following: (a) provides or enhances competencies needed on the job, or (b) leads to improved mission accomplishment.

NOTE: CP53 funding (tuition and/or per diem) may be available for courses listed in the MTP in accordance with guidance listed at Annex P, CP53 Policy on Training.

NOTE: A single asterisk (*) for a priority means “according to individual job requirement.” A double asterisk (**) indicates a “recurring training requirement.” A triple asterisk (***) means “by exception.”

**Competitive Training**. This category includes developmental opportunities for which individuals are competitively selected. It covers Armywide competitive programs such as the Senior Service Colleges, Fellowship Programs (such as the Army Congressional Fellowship Program), and the CES courses conducted at the AMSC, that are centrally funded by the Deputy Chief of Staff, G-1. Competitive professional development opportunities include university study, development assignments, training-with-industry, and short-term training, which are funded by either the Army Commands (ACOMS), the Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), or the installations. The annual ACTEDS Training Catalog http://www.cpol.army.mil/library/train/catalog/ contains specific information about competitive development opportunities, along with necessary procedural and application requirements.

The following chart is the Master Training Plan for Series 0679. It addresses the occupational and professional development training required by grade level. Specific information on these courses is listed in the corresponding Career Map for this series located at: https://actnow.army.mil or http://www.asamra.army.mil/cwt/careermaps_cp53.cfm.

NOTE: Much of the training identified in the MTP is centrally funded by HQDA or DoD or provided at no cost. Career Program 53 funds may be available for some courses subject to the requirements identified in Annex P, CP53 Policy on Training.

## Master Training Plan – Series 0679 Medical Support Assistant

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | | | |
|---|---|---|---|---|---|---|---|
| | | GS-02/03 | GS-04 | GS-05 | GS-06 | GS-07 | GS-08/09 |
| Organization and Functions of AMEDD (MD0004)<br>AMEDDC&S (www.cs.amedd.army.mil/AHS)/Supervisor<br>OJT/CC/OL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Health Insurance Portability and Accountability Act (HIPAA)<br>Local Installation/Swank Healthcare (www.swankhealth.com)<br>FT | CP53/X | U1 | U1 | U1 | U1 | U1 | U1 |
| Orientation to Employing Office/AMEDD Organization<br>Onboarding<br>OJT/Supervisor | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Basic Computer Courses (MS Word, Excel, PowerPoint, etc.)<br>Local Installation<br>FT/DL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Basic Medical Terminology (MD0010)<br>AMEDDC&S<br>DL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Introduction to Medical Records & the Patient Admin Division Course (MD0750)<br>AMEDDC&S<br>DL | CP53/X | U2 | U2 | U2 | U2 | U2 | U2 |
| Health Care Ethics I (MD0066)<br>AMEDDC&S<br>DL | CP53/X | U1 | U1 | U1 | U1 | U1 | U1 |

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | | | |
|---|---|---|---|---|---|---|---|
| | | GS-02/03 | GS-04 | GS-05 | GS-06 | GS-07 | GS-08/09 |
| Health Care Ethics II (MD0067)<br>AMEDDC&S<br>DL | **CP53/X** | **U1** | **U1** | **U1** | **U1** | **U1** | **U1** |
| Effective Army Writing (553 T01)<br>ATRRS (www.ATRRS.army.mil)<br>DL | **X** | **U1** | **U1** | **U1** | **U1** | **U1** | **U1** |
| Patient Administration (01-68G)<br>ATRRS<br>DL | **CP53/X** | **U1** | **U1** | **U1** | **U1** | **U1** | **U1** |
| Quality Care and Patient Relations (081-MD0520)<br>ATRRS<br>DL | **CP53/X** | **U2** | **U2** | **U2** | **U2** | **U2** | **U2** |
| Patient Rights<br>Local (Varies)<br>FT/DL | **CP53** | **U3** | **U3** | **U3** | **U3** | **U3** | **U3** |
| Medical Billing and Insurance Procedures<br>College/Local University<br>DL/FT | **CP53** | **U2** | **U2** | **U2** | **U2** | **U2** | **U2** |
| Briefing Techniques (COMM7002D)<br>Graduate School USA<br>FT | **CP53** | **U3** | **U3** | **U3** | **U3** | **U3** | **U3** |
| Legal Aspects of Healthcare<br>College/University<br>DL/FT | **CP53** | **U3** | **U3** | **U3** | **U3** | **U3** | **U3** |
| CES Courses (FC, BC, IC, AC)<br>AMSC<br>DL/FT | **X** | **U1** | **U1** | **U1** | **U1** | | |
| Supervisor Development Course<br>AMSC<br>DL | **X** | **U1*** | **U1*** | **U1*** | **U1*** | | |
| Certifications<br>Professional Organization<br>FT | **CP53** | **U3*** | **U3*** | **U3*** | **U3*** | | |

**Certification/Licensure.** Certification and/or licensure may be a requirement for employment in some positions. Regardless of position requirements, pursuing certification or licensure demonstrates the employee's commitment to life-long learning and the highest standards of the profession. The following are examples of the certification/licensure requirements for Series 0679 depending upon the duties of the position and the services provided by the employee.

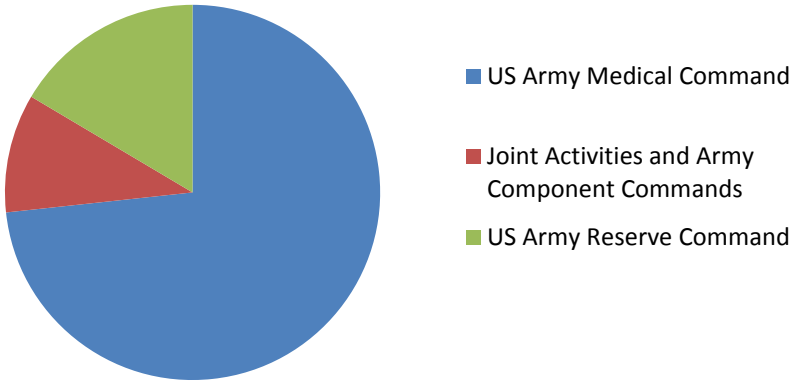
- Basic Life Support
- Certified Medical Administrative Assistant (CMAA)
- National Certified Medical Office Assistant (NCMOA)
- Registered Medical Assistant (RMA)
- Certified Medical Assistant (CMA)

## Annex H – Series 0301, Miscellaneous Administration and Program

**Overview.** The Army has 12,920 (source: DCPDS, 5 June 2014) employees in the 0301-Miscellaneous Administration and Program series. Of these, about 240 are working in medical specialty positions and are assigned to CP53.

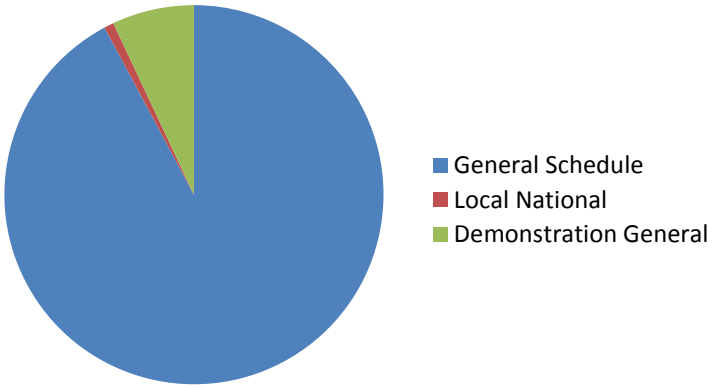
The Miscellaneous Administration and Program employees assigned to CP53 are assigned to various activities and commands. They are as follows: Joint Activities (ARJA), Headquarters AMC (ARX2), US Army Acquisition Support Center (ARAE), US Army Central (AR3A), US Army Forces Command (ARFC), US Army Installation Management Command (ARBA), US Army Medical Command (MEDCOM), US Army Reserve Command (ARHR), US Army South (ARSO), US Army Training and Doctrine Command (TRADOC), US Army Pacific Command (ARP1), and the US Special Operations Command (ARSP). The majority of employees are found in the US Army Medical Command as shown on the graphic below.

**0301 Miscellaneous Admininstration and Program Distribution by Command**




Miscellaneous Administration and Program employees are predominantly assigned to the General Schedule pay plan (GS). They also can be found in the Local National and Demonstration General pay plans as depicted in the graphic below:

**0301 Miscellaneous Administration and Program Distribution by Pay Plan**




**Occupational Series Information.** Employees in the 0301-Miscellaneous Administration and Program Occupational series perform, supervise, or manage nonprofessional, two-grade interval work for which no other series is appropriate. The work requires analytical ability, judgment, discretion, and knowledge of a substantial body of administrative or program principles, concepts, policies, and objectives. The work generally falls in the following functions:

- Administrative Specialist: Manages the office administrative operations and assists in establishing policy for the organization and operation. Assists in comprehensive plans and strategies for the internal and external integration of daily and long-range projects, actions, and activities. Researches, analyzes, and provides recommendations on a wide variety of administrative and technical subject areas. Prepares statistical summaries in response to requests. Answers inquiries and makes referrals when necessary. Deals with classified materials and/or matters of sensitivity and confidentiality.
- Administrative Support Specialist: Performs a wide range of administrative, logistical, budgetary, and related duties in support of the overall work of the organization. Develops, implements, and maintains various administrative programs for the assigned activity. Provides staff assistance to operating and management officials by analyzing current or projected management programs and evaluates their actual and projected potential effectiveness in achieving their objectives.
- Clinical Research Protocol Officer: Manages the administrative operations of the clinical research program. Provides for the orderly approval, coordination and administrative management of the research mission of the medical center, by ensuring that research efforts meet applicable guidelines, policies, and regulations relative to human investigation.
- Credentials Coordinator (OA): Organizes, manages, analyzes, evaluates, advises, and coordinates all credentials activities. Enters information on all privileged providers into the Composite Health Care System and ensures accuracy and completeness of all data

entries related to credentials files and automated credentials databases. Maintains accurate and complete Centralized Credentials/Quality Assurance System (CCQAS) files. Maintains the security, integrity, and confidentiality of all related credentials files.

- Data Quality Specialist: Implements programs and techniques to improve data quality business practices. Concentrates on business practices that result in improving data reliability, validity, and timeliness from all levels of the organization. Conducts statistical analyses and studies on the trends and impact of changes in clinical and workload data. Prepares reports based on studies and analysis. Provides metrics and other information to the executive committee, higher headquarters, and external auditors and agencies. Performs analysis and interpretation of healthcare data.
- Executive Assistant: Performs duties to relieve an executive of as much administrative detail as possible. In general, duties include: managing the executive's personal and organizational calendars with complete commitment authority for scheduling; makes travel arrangements and may serve as approving official for the entire organization; prepares itineraries and assures the executive has the necessary information for trips; receives and personally handles official, personal, and semi-official correspondence often of a sensitive and confidential nature; composes and prepares responses for signature; provides personnel management guidance and assistance to the organization; receives, reviews, analyzes, and manages special project and program assignments; performs administrative functions in implementing the organization's budget.
- Executive Officer: Functions as the key staff assistant and senior policy advisor for an executive. Supports the executive in developing and managing policy, strategic planning, contracting, fiscal management, budget planning, and personnel. Supports and assists with coordination and communication with functional components and, as appropriate, the integration of policy and procedure with other military Services, Department of Defense, Department of the Army, and federal civil agencies. As directed, represents and acts on behalf of the executive at meetings.
- HIPAA Compliance Specialist: Monitors privacy compliance and provides consultation regarding HIPAA privacy issues. Establishes and administers a process for receiving, documenting, reporting, tracking, investigating, and acting on all privacy-related complaints. Performs analysis and reporting of HIPAA privacy compliance to identify trends and problem areas. Oversees, directs, and ensures delivery of privacy training and orientation to all employees, volunteers, clinical staff, business associates, and other appropriate third parties, including annual refresher training. Advises leadership of recurring complaints, trends, and matters of substantial importance involving HIPAA compliance.
- Ombudsman: Serves as the liaison between the patient, the hospital staff, and the community for issues pertaining to the Soldier's treatment and advocacy. Uses a variety of interpersonal, communication, problem solving and negotiation skills to identify, validate, and resolve patient's concerns. Assists patients in understanding their rights

and their responsibilities. Initiates actions or changes necessary to correct deficiencies or problem situations, and reports on corrective measures taken to the patient or the patient's representative. Provides report detailing factors significant to the results of the investigation. Conducts quantitative and qualitative analyses to identify existing and potential problem areas, recommending solutions or alternatives to existing procedures which contribute to those problems. Acts on behalf of the Commander to resolve problems, expedite services, and implement necessary corrective measures. Monitors progress and evaluates corrective measures.

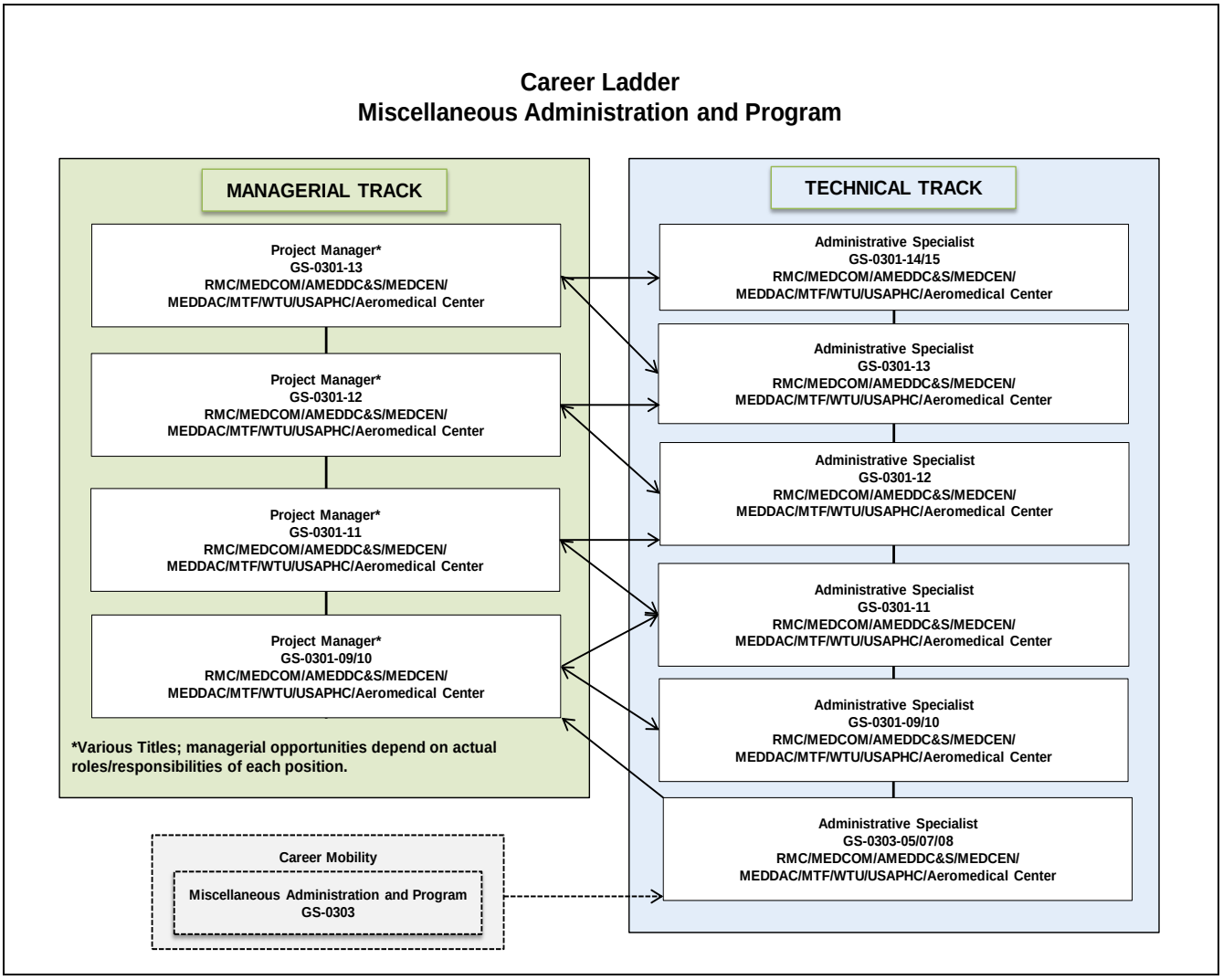
- Operations Specialist: Performs a wide range of administrative and analytical duties in the formulation, presentation, and execution of the Army Medical Action Plan (AMAP). Plans, trains, coordinates, integrates, and implements programs in support of the AMAP. Synchronizes, resources, schedules, and publishes operational and training initiatives/guidance. Attends conferences and meetings to synchronize critical elements of medical operations and training. Advises the Operations Officer on operational matters, training, tasks, schools, and requirements. Develops and prepares Operations Orders, FRAGOs, Memorandums of Instruction, staffing papers, point papers, briefings, reports on decisions, and comprehensive standing operating procedures (SOPs) that execute systems and local procedures IAW AMAP. Provides technical advice and guidance to staff sections and subordinate units on plans and programs.
- Patient Advocate/Representative: Serves as an advocate for patients providing a channel through which patients can seek solutions to problems, concerns, and unmet needs. Uses the organization structure to make appropriate contacts and coordinate matters. Works with healthcare providers, nursing and administrative support staff throughout the military health system and, if necessary, makes contact outside the hospital to prevent and resolve patient complaints.
- Process Improvement Specialist: Provides project leadership and technical support for the creation, management, and sustainment of a methodical approach to increasing quality and performance. Facilitates significant quality and process improvement activities using Lean Six Sigma (LSS) and various process/continuous improvement strategies. Employee has strategic and operational management responsibilities and technical oversight of LSS deployment activities throughout the organization, leads project team(s) in defining customer 'critical to quality' factors, defines and implements process improvements on key initiatives that result in significant improvements in service delivery, reduced operational unit costs, increased quality, and effective and efficient use of resources.
- Program Advisory Specialist (Human Resources): Provides personnel management advice and assistance, interpreting and clarifying personnel management policies, standards, and procedures to all levels of management and employees. Provides advice and administrative assistance on processing personnel actions. Analyzes, interprets, and clarifies personnel management policies, standards, and procedures for all levels of

management and employees, to include policies, directives, and other regulatory guidance.

- Project Manager: Assures the overall management, control, coordination, and execution of assigned projects. Controls and manages project milestones and budgets from planning through implementation or construction and initial operations.
- Protocol Officer/Protocol Specialist: Develops policies to oversee and implement protocol and associated public relations activities. Responsible for providing the proper level of protocol courtesies and decorum for distinguished visitors. Establishes and maintains effective working relationships with civic organizations, national and international organizations associated with Civilian and military dignitaries. Monitors expenditures and maintains financial records. Assures costs of supported social events do not exceed the approved funding limitations.
- Soldier Family Management Specialist (Liaison): Supports the Wounded Warrior Program's Soldier/Family Management Monitoring Team. Provides advanced, independent level of skilled social work services to monitor and track military, retired military, and family services in support of their rehabilitation and transition to Civilian life. Monitors the implementation of multiple administrative and medical/clinical standards and procedures. Identifies, coordinates, and obtains resources and services for Soldiers/families that have physical, emotional, developmental, or intellectual handicaps. Provides information, referral, and placement activities.
- Staff Operations and Training Specialist: Performs necessary administrative work in support of the operations and training activities. Provides advice and guidance to staff sections regarding setting up operational plans and programs. Monitors unit budget continually for proper execution of funds received. Performs a wide range of tasks associated with operations. Conducts necessary liaison with higher headquarters and other commands, and other Government or Civilian agencies, to ensure proper understanding of training requirements and provides mutual support. Manages the automated systems for school quotas and assignment of school spaces.
- Transition Coordinator: Provides services and assistance to Warriors in Transition and their family members. Implements procedural, administrative, regulatory and policy guidance of the Warrior Care and Transition Program. Integrates employment, education, and internship support elements found on and off the installation to enable a successful transition plan. Responsible for the quality and quantity of transition and job assistance services. Serves as the unit's representative at meetings with federal, state, and local representatives to discuss marketing strategies, program status, and problem areas and to coordinate and negotiate transition/employment assistance.

**Mission Critical Occupation**. Occupational Series 0301, Miscellaneous Administration and Program (Medical), has not been identified as an MCO.

**Career Ladder**. The career ladder illustrates the typical pattern of progression from entry level to an advanced level in the GS-0301 series. Grades are subject to the scope of responsibilities of the position and may vary by location or assignment. Individuals employed in the Miscellaneous Administration and Program series should be guided by the qualification standards established by OPM (**Qualifications Standards for Series 0301, Miscellaneous Administration and Program**), and by relevant Army and MEDCOM policies or regulations for their specialty. The career ladder shown in this ACTEDS Plan assumes that individuals employed at various grade levels have met the minimum requisite qualification standards of this series.



**Draft Functional Competencies.** The following draft functional competencies apply to Miscellaneous Administration and Program employees in the performance of assigned duties. Although employees are responsible for managing their careers, supervisors must ensure that employees under their supervision have or are provided opportunities to obtain the competencies required to perform their duties through formal and on-the-job training (OJT).

- **Tool Use.** Ability to use occupational tools.
- **Technology Use.** Ability to use analytical or scientific software appropriate to the occupation.
- **Chemistry.** Knowledge of the chemical composition, structure, and properties of substances and of the chemical processes and transformations that they undergo. This includes uses of chemicals and their interactions, danger signs, production techniques, and disposal methods.
- **Mathematics.** Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.
- **Education and Training.** Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.
- **Medicine and Dentistry.** Knowledge of the information and techniques needed to diagnose and treat human injuries, diseases, and deformities. This includes symptoms, treatment alternatives, drug properties and interactions, and preventive healthcare measures.
- **Computers and Electronics.** Knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.
- **Science**. Using scientific rules and methods to solve problems.
- **Critical Thinking.** Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.
- **Judgment and Decision Making.** Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- **Learning Strategies.** Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.
- **Inductive Reasoning.** The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).
- **Category Flexibility.** The ability to generate or use different sets of rules for combining or grouping things in different ways.
- **Deductive Reasoning.** The ability to apply general rules to specific problems to produce answers that make sense.

- **Information Ordering.** The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules; e.g., patterns of numbers, letters, words, pictures, mathematical operations.
- **Problem Sensitivity.** The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
- **Flexibility of Closure.** The ability to identify or detect a known pattern (a figure, object, word, or sound) that is hidden in other distracting material.
- **Instructing.** Includes:
  - Teaching others how to do something.
  - Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.
- **Administration and Program Management.** Includes:
  - Practical knowledge of the missions, organizations, programs, and requirements of the medical and dental activities, healthcare delivery systems, quality assurance, patient safety, risk management, and customer service programs with the ability to apply this knowledge to solve problems.
  - Knowledge of management principles, organizational theory, practices, methods, and techniques.
  - Knowledge of regulations, policies, and procedures appropriate to the duties of the position and the assigned activity.
  - Knowledge of organizational missions and functions along with knowledge of investigative, analytical, and evaluative techniques in order to identify, analyze, and recommend solutions to problems.
  - Knowledge of a substantial body of administrative or program principles, concepts, policies, and objectives is required.
  - Ability to communicate effectively both orally and in writing in order to gather data, present information, provide advice, and make recommendations.
  - Ability to communicate with tact and diplomacy to individuals at all levels in providing advice, assistance, and information in functional areas of responsibility.
  - Skill in writing, sufficient to prepare responses for supervisor's signature.
  - Knowledge of grammar, spelling, punctuation, required correspondence procedures and formats, and preferred style and tone of the organization.
  - Skill in conducting interviews with supervisors and employees to obtain information.
  - Skill in applying fact-finding, analytical, and problem-solving methods and techniques.
  - Knowledge of briefing techniques, statistical methods, procedures, and techniques to prepare briefing charts, conduct meetings and briefings.
  - Knowledge of quality/performance improvement principles and measurement techniques to analyze problems, identify sources, formulate corrective strategies, and recommend monitoring activities.

- Skill to organize, plan, coordinate, and direct teamwork.
- Knowledge of, and skill in using, office automation hardware and various word processing, spreadsheet, graphics, and database software to create briefings, charts, graphs, and documents.
- Knowledge of planning, programming, and budgeting regulations and processes.
- Knowledge of patient privacy issues and compliance to regulations in accordance with Health Information Portability and Accountability Act (HIPAA).

**Master Training Plan**. Employees enter this occupational series at various levels with varying degrees of preparation, capability, and potential for growth. For this reason, training identified for an employee should be based on what formal training and/or OJT the employee brings to the job in comparison to that required for advancement as outlined in this ACTEDS Plan. Consideration should be given to documenting prior experience and training. ACTEDS training is divided into two categories: Universal and Competitive.

**Universal Training.** Universal training requirements provide standardized competencies across the occupational series to all employees who have similar duties and responsibilities. Universal training requirements are prioritized to assist commanders in planning and programming for training funds. Universal training priorities are as follows:

- **Priority I (U1)** - 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: (a) employee must have for acceptable performance; (b) training is essential for mission accomplishment; (c) training is mandated by higher authority (law or DoD) or is required for health, certification, or safety reasons.
- **Priority II (U2)** - 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: (a) employee should have for maximum proficiency, and/or (b) training improves the quality of mission accomplishment.
- **Priority III (U3)** - Training that should be funded after Priority I and II requirements and should meet one or both of the following: (a) provides or enhances competencies needed on the job, or (b) leads to improved mission accomplishment.

NOTE: CP53 funding (tuition and/or per diem) may be available for courses listed in the MTP in accordance with guidance listed at Annex P, CP53 Policy on Training.

NOTE: A single asterisk (*) for a priority means “according to individual job requirement.” A double asterisk (**) indicates a “recurring training requirement.” A triple asterisk (***) means “by exception.”

**Competitive Training**. This category includes developmental opportunities for which individuals are competitively selected. It covers Armywide competitive programs such as the Senior Service Colleges, Fellowship Programs (such as the Army Congressional Fellowship Program), and the CES courses conducted at the AMSC, that are centrally funded by the Deputy Chief of Staff, G-1. Competitive professional development opportunities include university study, development assignments, training-with-industry, and short-term training, which are funded by either the Army Commands (ACOMS), the Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), or the installations. The annual ACTEDS Training Catalog (http://www.cpol.army.mil/library/train/catalog/) contains specific information about competitive development opportunities, along with necessary procedural and application requirements.

The following chart is the Master Training Plan for Series 0301. It addresses the occupational and professional development training required by grade level. Specific information on these courses is listed in the corresponding Career Map for this series located at: https://actnow.army.mil/ or http://www.asamra.army.mil/cwt/careermaps_cp53.cfm.

NOTE: Much of the training identified in the MTP is centrally funded by HQDA or DoD or provided at no cost. Career Program 53 funds may be available for some courses subject to the requirements identified in Annex P, CP53 Policy on Training.

## Master Training Plan – Series 0301 Miscellaneous Administration and Program

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | | | | |
|---|---|---|---|---|---|---|---|
| | | GS-05/07 | GS-09/10 | GS-11 | GS-12 | GS-13 | GS-14/15 |
| Organization and Functions of AMEDD (MD0004)<br>AMEDDC&S (www.cs.amedd.army.mil/AHS)/Supervisor<br>OJT/CC/OL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Orientation to Employing Office<br>AMEDDC&S/Supervisor<br>OJT/CC/OL | | U1 | U1 | U1 | U1 | U1 | U1 |
| Health Care Ethics I (MD0066)<br>AMEDDC&S<br>Distance Learning (DL) | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Health Care Ethics II (MD0067)<br>AMEDDC&S<br>DL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Basic Medical Terminology (MD0010)<br>AMEDDC&S<br>DL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Intro to Medical Records and the Patient Admin Division Course (MD0750)<br>AMEDDC&S<br>DL | CP53/X | U2 | U2 | U2 | U2 | U2 | U2 |

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | | | | |
|---|---|---|---|---|---|---|---|
| | | GS-05/07 | GS-09/10 | GS-11 | GS-12 | GS-13 | GS-14/15 |
| Basic Life Support<br>Local Installation<br>FT | **CP53/X** | **U1** | **U1** | **U1** | **U1** | **U1** | **U1** |
| Basic Computer Courses (MS Word, Excel, PowerPoint, etc.)<br>Local Installation<br>Formal Training (FT)/OL | **X** | **U1** | **U1** | **U1** | **U1** | **U1** | **U1** |
| Health Insurance Portability and Accountability Act (HIPAA)<br>Local Installation/Swank Healthcare<br>(www.swankhealth.com) | **CP53/X** | **U1** | **U1** | **U1** | **U1** | **U1** | **U1** |
| AMEDD Behavioral Science (6H-A0435)<br>ATRRS (www.ATRRS.army.mil)<br>FT | **CP53/X** | **U2** | **U2** | **U2** | **U2** | **U2** | **U2** |
| Effective Army Writing (553 T01)<br>ATRRS<br>DL | **X** | **U1** | **U1** | **U1** | **U1** | **U1** | **U1** |
| Patient Administration Specialist (081-68G)<br>ATRRS<br>DL | **X** | **U2** | **U2** | **U2** | **U2** | **U2** | **U2** |
| Briefing Techniques (COMM7002D)<br>Graduate School USA<br>FT | **CP53** | **U3** | **U3** | **U3** | **U3** | **U3** | **U3** |
| Introduction to Federal Budgeting<br>Graduate School USA<br>DL | **CP53** | **U3** | **U3** | **U3** | **U3** | **U3** | **U3** |
| Budget Formulation<br>Graduate School USA<br>DL | **CP53** | **U3** | **U3** | **U3** | **U3** | **U3** | **U3** |
| Budget Execution (BUDG7100D)<br>Graduate School USA<br>DL | **CP53** | **U3** | **U3** | **U3** | **U3** | **U3** | **U3** |
| Budget Justification and Presentation<br>Graduate School USA<br>DL | **CP53** | **U3** | **U3** | **U3** | **U3** | **U3** | **U3** |
| Medical Billing and Insurance Procedures<br>Local/College/University<br>DL/FT | **CP53** | **U3** | **U3** | **U3** | **U3** | **U3** | **U3** |
| Contracting Officer Representative (ALMC-CL)<br>ALU<br>FT | **CP53** | **U3** | **U3** | **U3** | **U3** | **U3** | **U3** |
| Secretary of the Army Research and Study Fellowship (SARSF)<br>ACTEDS<br>FT | **CP53/X** | | | | **U3** | **U3** | **U3** |
| Instructors Training Course (5K-F3/520-F3)<br>ATRRS<br>FT | **X** | | | **U3** | **U3** | **U3** | **U3** |
| CES Courses (FC, BC, IC, AC)<br>AMSC<br>DL/FT | **X** | **U1** | **U1** | **U1** | **U1** | **U1** | **U1** |
| Supervisor Development Course<br>AMSC<br>DL | **X** | **U1*** | **U1*** | **U1*** | **U1*** | **U1*** | **U1*** |
| Certifications<br>Professional Organization | **CP53** | **U3*** | **U3*** | **U3*** | **U3*** | **U3*** | **U3*** |

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | | | | |
|---|---|---|---|---|---|---|---|
| | | GS-05/07 | GS-09/10 | GS-11 | GS-12 | GS-13 | GS-14/15 |
| FT | | | | | | | |

**Certification/Licensure.** Certification and/or licensure may be a requirement for employment in some positions. Regardless of position requirements, pursuing certification or licensure demonstrates the employee's commitment to life-long learning and the highest standards of the profession. The following are examples of the certification/licensure requirements for Series 0301 depending upon the duties of the position and the services provided by the employee.

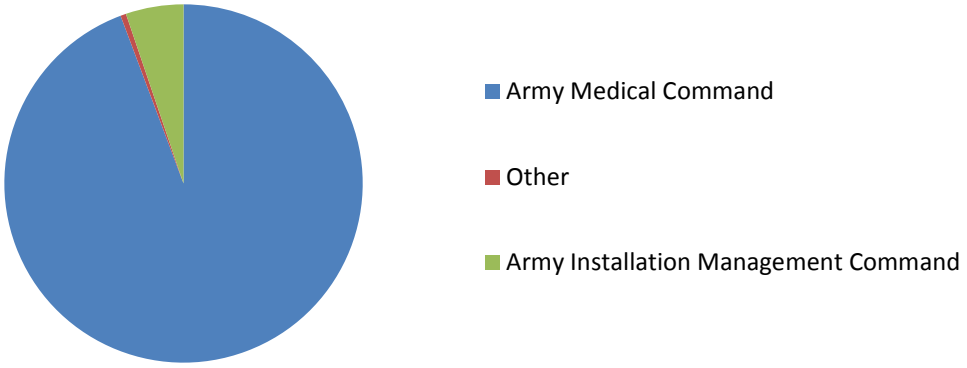
- Certified Administrative Professional
- Project Management Institute Certification
- Certified Clinical Research Professional

## Annex I –Series 0303, Miscellaneous Clerk and Assistant

**Overview.** The Army has 12,081 employees in the 0303-Miscellaneous Clerk and Assistant series (source: DCPDS, 5 June 2014). Of these employees about 595 are working in medical specialty positions and are assigned to CP53.

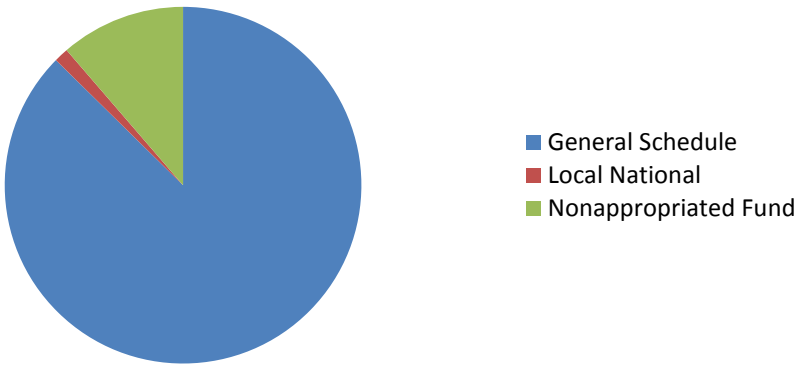
Miscellaneous Clerk and Assistant employees are assigned to various activities and commands to include the Army Installation Management Command, US Army Medical Command, and the US Army Test and Evaluation Command. The majority of employees are found in the US Army Medical Command as shown on the graphic below.

**0303 Miscellaneous Clerk and Assistant Distribution by Command**




Miscellaneous Clerk and Assistant employees are predominantly assigned to the General Schedule (GS) pay plan. They also can be found in the Local National and Nonappropriated Fund pay plans as depicted in the graphic below:

**0303 Miscellaneous Clerk and Assistant Distribution by Pay Plan**



**Occupational Series Information.** Employees in the 0303-Miscellaneous Clerk and Assistant 0ccupational series perform or supervise clerical, assistant, or technician work for which no other series is appropriate. The work requires knowledge of the procedures and technique involved in carrying out the work of an organization and involves application of procedures and practices within the framework of established guidelines. The work generally falls in the following functions:

- Administrative Assistant: Performs a variety of administrative duties to include records management, personnel services, office automation, report preparation and composing correspondence associated with duties. Work involves principal administrative and clerical support. Plans and carries out administrative workload on a daily basis in accordance with established policies and procedures. Employees in Office Automation (OA) positions require knowledge of personal computer operations and office automation applications; e.g., spreadsheet, word processing, graphics, database management, communication packages.
- Administrative Assistant (MEB): Serves as an Administrative Assistant for the military medical center with responsibility for the clerical administrative processing of forms, reports, and other materials to support events of healthcare treatment/services provided to service members undergoing Physical Disability Evaluation System (PDES) processing. The assignment primarily involves assurance that the service member is eligible for treatment/medical evaluation in accordance with DA regulations and established guidelines. Coordinates with administrative personnel in Civilian and military units or higher headquarters, and with federal and Civilian healthcare service personnel and administrators to elicit, provide, and discuss details associated with healthcare benefits and follow-up medical treatment required.
- Admissions and Dispositions (OA): Performs clerical work required to accomplish the functions of Admissions and Dispositions. Establishes patient eligibility; selects and completes all records and forms associated with admission; processes discharges; maintains patient accountability records and compiles reports; initiates and coordinates actions for medical evacuation of patients; and performs other tasks to provide coverage for other patient administration functions. The work affects the accuracy, reliability, or acceptability of further processes and services.
- Case Management Assistant (OA): Assists the nurse case manager with the management of all patients assigned to the case management section and to provide administrative support to the nurse case managers.
- Central Appointment Clerk (OA): Performs appointment booking duties and other miscellaneous clerical duties. Implements and uses knowledge of booking protocols and Defense Health Agency access standards for various patient categories, as well as independent judgment when converting appointment types.

- Clerk: Provides general office support and assistance. Performs one or more of the following: receives and delivers telephone messages; date stamps incoming mail; performs simple filing duties; maintains office supplies; updates any type of manual log; types labels, envelopes, and simple forms; operates fax machines and copy machines; assists higher-level employees with special projects such as running errands inside and outside office unit. Employees in Office Automation (OA) positions require skill in personal computer operations and office automation applications; e.g., spreadsheet, word processing, graphics, database management, communication packages.
- Credentials Coordinator (OA): Responsible for managing administrative aspects of the credentialing program. Reviews existing data and inputs new data regarding credentialing and privileging actions in the Centralized Credentials Quality Assurance System (CCQAS). Independently plans and carries out work, resolving procedural issues and coordinating actions with others. Uses knowledge of credential program to ensure licenses and other required credentials documents and Continuing Dental Education (CEU) credits are current and valid. Ensures documents are renewed in accordance with AR 40-68, Clinical Quality Management.
- Credentials Technician (OA): Works under the supervision of the Credentials Coordinator. Researches, develops, and manages the clinic's credentials files as part of the Credentials Office, in accordance with various DoD level requirements and the Joint Commission (JC). Performs a variety of clerical and administrative duties in support of the credentialing program for physicians and nonphysician healthcare providers (HCPs). Maintains strict confidentiality of provider information.
- Comprehensive Transition Plan (CTP) Program Technician: Serves as the Warrior Transition Unit's (WTU) program technician for the CTP. Assists the Commander in the implementation of goals, policies, and objectives for the WTU's CTP Program. Implements management policies, principles, procedures and resolves problems affecting the CTP's operations. Plans and organizes, estimates costs, coordinates with staff and line management personnel, and conducts phases of projects. In the Commander's absence, serves as his representative on issues related to the CTP.
- Dental Purchased Care Coordinator: Supports the Active Duty Dental Plan (ADDP). Coordinates with beneficiaries to schedule initial and/or recurring appointments with Civilian dental care providers. Accurately completes ADDP referral documents, maintains program metrics, and verifies completion of dental care. Exercises specialized knowledge of dental readiness requirements, deployment criteria, and dental records to create referral vouchers and update the Corporate Dental Application (CDA). Workload involves entering a high volume of transactions into automated systems.
- Healthcare Referral Coordinator (OA): Serves as a central point to provide authoritative information concerning entitlements to healthcare benefits. Performs referral management and claims management duties. Serves as health benefits advisor.

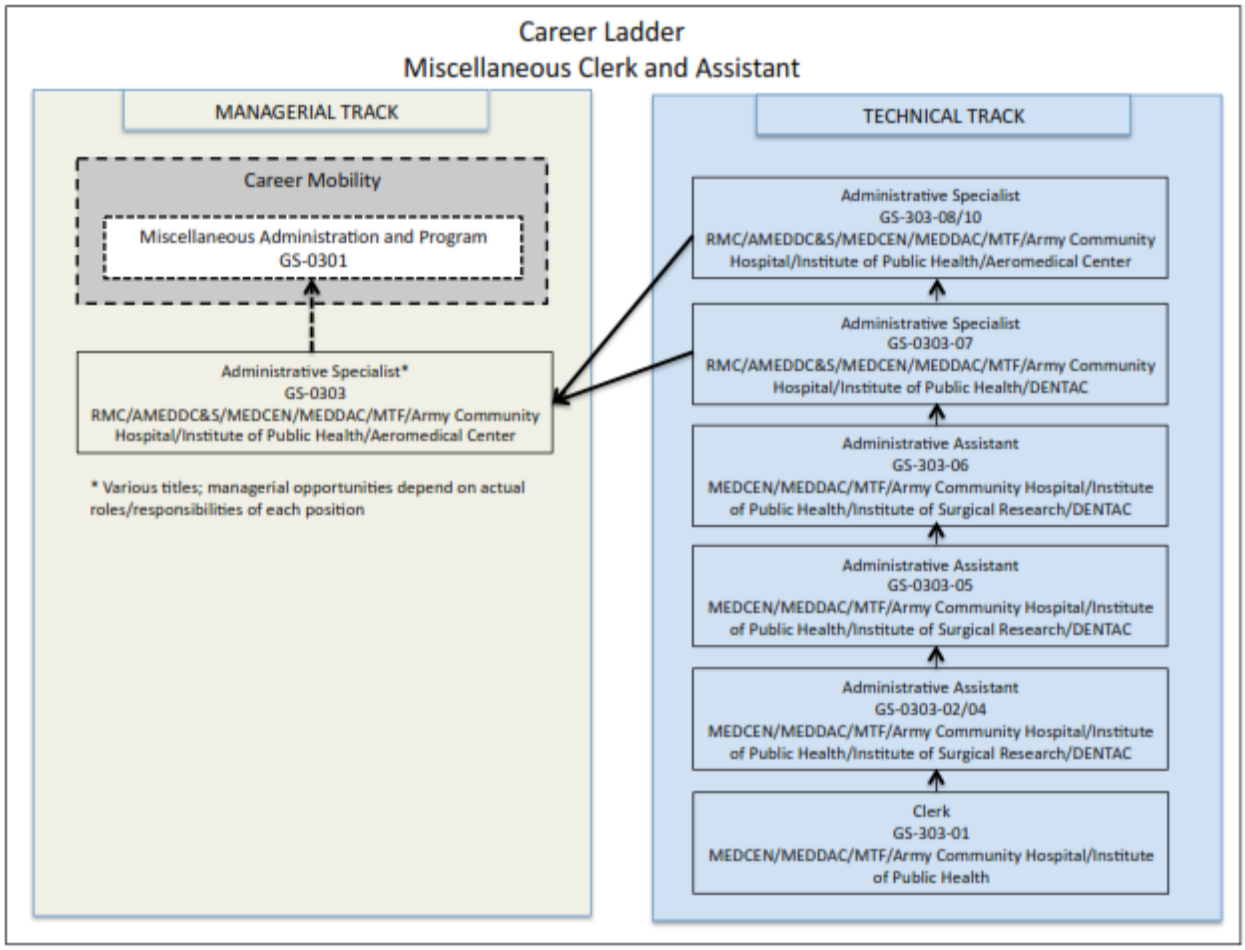
- Health System Assistant; Health System Assistant (OA): Performs work in support of clinic and department administrative functions. Specific duties depend upon the assigned clinic, office, or department. A qualified typist is required in the OA-designated positions.
- Master Scheduler (OA): Coordinates, prepares, and monitors master schedules for healthcare providers and operates a computer in support of the Patient Appointment Service (PAS). The position requires a qualified typist.
- Medical Consults Processing Assistant: Tracks electronic medical referral consultations that require core competency knowledge of medical referral processing and use of the Composite Health Care System software. Manages the medical specialty consultations/ referrals process IAW the Managed Care Support Contract (MCSC). Provides surveillance of the electronic consultation process as defined by the Medical Treatment Facility (MTF). Provides feedback on the effectiveness of the electronic consultation process to responsible supervisor as defined by the MTF. Acts as a liaison/initial point of contact between MTF and the DHA contractor and the DHA network physicians, nurses, and their office managers to ensure the proper coordination of the military and Civilian consultation components. Performs miscellaneous general clerical duties.
- Medical Education Assistant (OA): Performs a variety of specialized clerical assistance duties to accomplish processing, scheduling, reporting, and recordkeeping functions associated with medical education programs. Provides daily administrative support for medical technical training and educational development programs, including formal training, informal training, and in-service training for professional and technical personnel.
- Office Clerk: Provides clerical support to the organization served. Receives and refers callers and visitors. Files documents in alphabetical and chronological order according to the office file plan. Receives and distributes incoming mail, documents, papers, and other material to the appropriate office(s). Operates reproduction equipment (copiers, facsimile machines, etc.). Maintains office supply area in a neat and orderly condition.
- Office Support Assistant; Office Support Assistant (OA): Performs a variety of technical and nontechnical duties in support of management initiatives and functions associated with the organization, coordination, and execution of technical and administrative functions.
- Patient Appointment Assistant (OA): Operates the patient appointment system (PAS). Performs duties related to the clinic operation functions and activities comprising the PAS to include preparing reports, ensuring overall appointment scheduling activities, communication and automated data processing equipment related to patient scheduling, and serving as the clinic primary point of contact for customers and staff using the PAS.
- Patient Representative Assistant (OA): Serves as liaison between Medical Department Activity patients, hospital staff, and the community it serves for issues pertaining to

patients' rights, customer service, and advocacy. Duties consist of administrative, analytical, evaluative, oral and graphic public presentation work related to the planning and execution of the functions and programs.

- Program Support Assistant (OA): Assists specialists or analysts by performing segments of their work or producing a stream of products or continuing processes based on direct application of a body of rules, regulations, and procedures in a subject area. Applies knowledge of the procedural and substantive nature of the rules, regulations, and procedures which is usually attained through extensive, increasingly difficult, and practical experience in the field.
- Referral Management Assistant: Tracks and closes all specialty referrals. Contacts patients, providers, and other staff to obtain referral reports/results and/or status of request for referral. Assists the administration in evaluating the program and any other duties necessary to complete the referral process and continuum of care for the patient in a timely manner. Ensures all specialty referrals are appropriately closed with either completed results or appropriate administrative closure. Applies knowledge of medical specialties and services to determine which referral results are to be documented. Resolves through research unknown or questionable areas. Advises staff on referral tracking procedures.
- Warrior Transition Unit (WTU) Assistant (OA): Provides a variety of administrative, technical, and clerical support functions to the WTU staff. Assists the staff in integrating four key processes of the CTP automated system inclusive of in-processing, risk assessment, warrior in transition (WT) self-assessment and goal setting, and scrimmage. Normally performs the initial in-processing phase of the CTP. Provides guidance and assistance to the management staff on the operational intricacies of the automated system.

**Mission Critical Occupation**. Occupational Series 0303, Miscellaneous Clerk/Assistant (Medical), has not been identified as an MCO.

**Career Ladder**. The career ladder illustrates the typical pattern of progression from entry level to an advanced level in the GS-0303 series. Grades are subject to the scope of responsibilities of the position and may vary by location or assignment. Individuals employed in the Miscellaneous Clerk and Assistant series should be guided by the qualification standards established by OPM (**Qualifications Standards for Series 0303, Miscellaneous Clerk and Assistant**), and by relevant Army and MEDCOM policies or regulations for their specialty. The career ladder shown in this ACTEDS Plan assumes that individuals employed at various grade levels have met the minimum requisite qualification standards of this series.




**Draft Functional Competencies.** The following draft functional competencies apply to Miscellaneous Clerk and Assistant employees in the performance of assigned duties. Although employees are responsible for managing their careers, supervisors must ensure that employees under their supervision have or are provided opportunities to obtain the competencies required to perform their duties through formal and on-the-job training (OJT).

- **Tool Use.** Ability to use occupational tools.
- **Technology Use.** Ability to use analytical or scientific software appropriate to the occupation.
- **Chemistry.** Knowledge of the chemical composition, structure, and properties of substances and of the chemical processes and transformations that they undergo. This includes uses of chemicals and their interactions, danger signs, production techniques, and disposal methods.
- **Mathematics.** Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

- **Education and Training.** Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.
- **Medicine and Dentistry.** Knowledge of the information and techniques needed to diagnose and treat human injuries, diseases, and deformities. This includes symptoms, treatment alternatives, drug properties and interactions, and preventive healthcare measures.
- **Computers and Electronics.** Knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.
- **Science**. Using scientific rules and methods to solve problems.
- **Critical Thinking.** Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.
- **Judgment and Decision Making.** Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- **Learning Strategies.** Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.
- **Inductive Reasoning.** The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).
- **Category Flexibility.** The ability to generate or use different sets of rules for combining or grouping things in different ways.
- **Deductive Reasoning.** The ability to apply general rules to specific problems to produce answers that make sense.
- **Information Ordering.** The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules; e.g., patterns of numbers, letters, words, pictures, mathematical operations.
- **Problem Sensitivity.** The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
- **Flexibility of Closure.** The ability to identify or detect a known pattern (a figure, object, word, or sound) that is hidden in other distracting material.
- **Instructing.** Includes:
  - Teaching others how to do something.
  - Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.
- **Office Administration.** Includes:
  - Knowledge of specialized and common medical, organizational, and administrative terminology to conduct the work.
  - Knowledge of spelling, grammar, punctuation, capitalization and the variety of forms used by the organization served.

- Knowledge of procedures and rules for establishing and maintaining office files and records.
- Knowledge of administrative and clerical rules, practices, and procedures applicable to processing forms and requests used in various office support tasks, such as time and attendance, travel, and office supply requisitioning.
- Knowledge of regulations, policies, and procedures for preparing documents, records, and reports.
- Knowledge of patient privacy issues and compliance to regulations in accordance with Health Information Portability and Accountability Act (HIPAA).
- Knowledge of the policies and regulations regarding release of medical information.
- Knowledge of and skill in using office automation hardware and various word processing, spreadsheet, graphics, and database software to create briefings, charts, graphs, and documents.
- Knowledge of the automated medical information systems appropriate to the duties of the clerical position and the assigned activity.
- Knowledge of processing procedures for performing a substantial range of functions to perform such operations as: organizing rows and columns; adding, deleting, and modifying numerical records; manipulating or calculating data to meet multiple report formats.
- Knowledge of the records management sufficient to establish, maintain, research, and dispose of all necessary files according to policies and regulations.
- Knowledge of the organizational functions and procedures to perform such duties as distributing and controlling mail, referring phone calls and visitors, and providing general technical information.
- Ability to communicate with tact and diplomacy to individuals at all levels in providing advice, assistance, and information in functional areas of responsibility.
- Ability to be courteous and display integrity at all times.

**Master Training Plan**. Employees enter this occupational series at various levels with varying degrees of preparation, capability, and potential for growth. For this reason, training identified for an employee should be based on what formal training and/or OJT the employee brings to the job in comparison to that required for advancement as outlined in this ACTEDS Plan. Consideration should be given to documenting prior experience and training. ACTEDS training is divided into two categories: Universal and Competitive.

**Universal Training.** Universal training requirements provide standardized competencies across the occupational series to all employees who have similar duties and responsibilities. Universal training requirements are prioritized to assist commanders in planning and programming for training funds. Universal training priorities are as follows:

- **Priority I (U1)** - 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: (a) employee must have for acceptable performance; (b) training is essential for mission accomplishment; (c) training is mandated by higher authority (law or DoD) or is required for health, certification, or safety reasons.
- **Priority II (U2)** - 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: (a) employee should have for maximum proficiency, and/or (b) training improves the quality of mission accomplishment.
- **Priority III (U3)** - Training that should be funded after Priority I and II requirements and should meet one or both of the following: (a) provides or enhances competencies needed on the job, or (b) leads to improved mission accomplishment.

NOTE: CP53 funding (tuition and/or per diem) may be available for courses listed in the MTP in accordance with guidance listed at Annex P, CP53 Policy on Training.

NOTE: A single asterisk (*) for a priority means "according to individual job requirement." A double asterisk (**) indicates a "recurring training requirement." A triple asterisk (***) means "by exception."

**Competitive Training**. This category includes developmental opportunities for which individuals are competitively selected. It covers Armywide competitive programs such as the Senior Service Colleges, Fellowship Programs (such as the Army Congressional Fellowship Program), and the CES courses conducted at the AMSC, that are centrally funded by the Deputy Chief of Staff, G-1. Competitive professional development opportunities include university study, development assignments, training-with-industry, and short-term training, which are funded by either the Army Commands (ACOMS), the Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), or the installations. The annual ACTEDS Training Catalog (http://www.cpol.army.mil/library/train/catalog/) contains specific information about competitive development opportunities, along with necessary procedural and application requirements.

The following chart is the Master Training Plan for Series 0303. It addresses the occupational and professional development training required by grade level. Specific information on these courses is listed in the corresponding Career Map for this series located at: https://actnow.army.mil/ or http://www.asamra.army.mil/cwt/careermaps_cp53.cfm.

NOTE: Much of the training identified in the MTP is centrally funded by HQDA or DoD or provided at no cost. Career Program 53 funds may be available for some courses subject to the requirements identified in Annex P, CP53 Policy on Training.

# Master Training Plan – Series 0303 Miscellaneous Clerk and Assistant

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | | | |
|---|---|---|---|---|---|---|---|
| | | GS-01 | GS-02/04 | GS-05 | GS-06 | GS-07 | GS-08/10 |
| Organization and Functions of AMEDD (MD0004)<br>AMEDDC&S (www.cs.amedd.army.mil/AHS)/<br>Supervisor<br>OJT/CC/OL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Orientation to Employing Office<br>AMEDDC&S/Supervisor<br>OJT/CC/OL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Health Insurance Portability and Accountability Act (HIPAA) (www.swankhealth.com)<br>Local Installation/Swank Healthcare<br>FT | CP53/X | U1 | U1 | U1 | U1 | U1 | U1 |
| Basic Computer Courses (MS Word, Excel, PowerPoint, etc.)<br>Local Installation<br>Formal Training (FT)/OL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Health Care Ethics I (MD0066)<br>AMEDDC&S<br>Distance Learning (DL) | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Health Care Ethics II (MD0067)<br>AMEDDC&S<br>DL | X | | U1 | U1 | U1 | U1 | U1 |
| Basic Medical Terminology (MD0010)<br>AMEDDC&S<br>DL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Introduction to Medical Records & the Patient Admin Division Course (MD0750)<br>AMEDDC&S<br>DL | X | | U2 | U2 | U2 | U2 | U2 |
| AMEDD Behavioral Science (6H-A0435)<br>ATRRS (www.ATRRS.army.mil)<br>FT | CP53/X | U2 | U2 | U2 | U2 | U2 | U2 |
| Effective Army Writing (553 T01)<br>ATRRS<br>DL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Patient Administration Specialist (081-68G)<br>ATRRS<br>DL | CP53/X | | U2 | U2 | U2 | U2 | U2 |
| Briefing Techniques (COMM7002D)<br>Graduate School USA<br>FT | CP53 | U3 | U3 | U3 | U3 | U3 | U3 |
| Introduction to Federal Budgeting<br>Graduate School USA<br>DL | CP53 | | | U3 | U3 | U3 | U3 |
| Listening and Memory Development<br>Graduate School USA<br>FT | CP53 | U3 | U3 | U3 | U3 | U3 | U3 |
| Instructors Training Course (5K-F3/520-F3)<br>ATRRS<br>DL | CP53 | | | U3 | U3 | U3 | U3 |
| Medical Billing and Insurance Procedures<br>Local/College/University<br>FT/DL | CP53 | | U3 | U3 | U3 | U3 | U3 |

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | | | |
|---|---|---|---|---|---|---|---|
| | | GS-01 | GS-02/04 | GS-05 | GS-06 | GS-07 | GS-08/10 |
| Contracting Officer Representative (ALMC-CL)<br>ALU<br>FT/DL | **CP53** | | **U3** | **U3** | **U3** | **U3** | **U3** |
| CES Courses (FC, BC, IC, AC)<br>AMSC<br>DL/FT | **X** | **U1** | **U1** | **U1** | **U1** | | |
| Supervisor Development Course<br>AMSC<br>DL | **X** | **U1*** | **U1*** | **U1*** | **U1*** | | |
| Certifications<br>Professional Organization<br>FT | **CP53** | **U3*** | **U3*** | **U3*** | **U3*** | | |

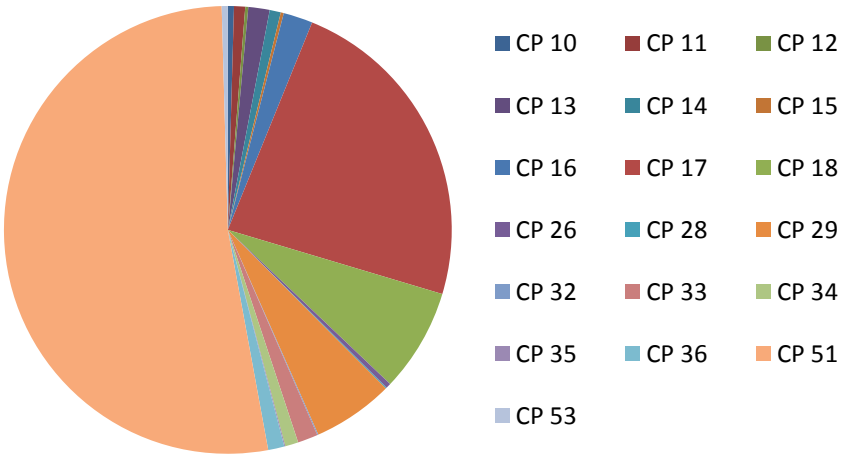
**Certification/Licensure.** Certification and/or licensure may be a requirement for employment in some positions. Regardless of position requirements, pursuing certification or licensure demonstrates the employee's commitment to life-long learning and the highest standards of the profession. The following are examples of the certification/licensure requirements for Series 0301 depending upon the duties of the position and the services provided by the employee.

- Certified Medical Administrative Assistant
- National Certified Medical Office Assistant
- Certified Administrative Professional

## Annex J – Series 0340, Program Management

**Overview.** There are approximately 1,754 (source: DCPDS, 5 June 2014) Army employees in the 0340-Program Management series. Of these there are about 5 working in medical specialty positions and assigned to CP53. The majority of employees in this series are in CP17 and CP51. The Armywide distribution of the 0340 workforce is depicted in the graphic below.

**0340 Program Management Distribution by Career Program**




Program Management employees within CP53 are exclusively assigned to the US Army Medical Command.

Program Management employees are assigned to the General Schedule (GS) pay plan.

**Occupational Series Information.** Employees in the 0340-Program Management series perform duties of which are to manage or direct, or to assist in a line capacity in managing or directing, one or more programs, including appropriate supporting service organizations, when the paramount qualification requirement of the positions is management and executive knowledge and ability and when the positions do not require competence in a specialized subject-matter or functional area. The work generally falls into the following functions:

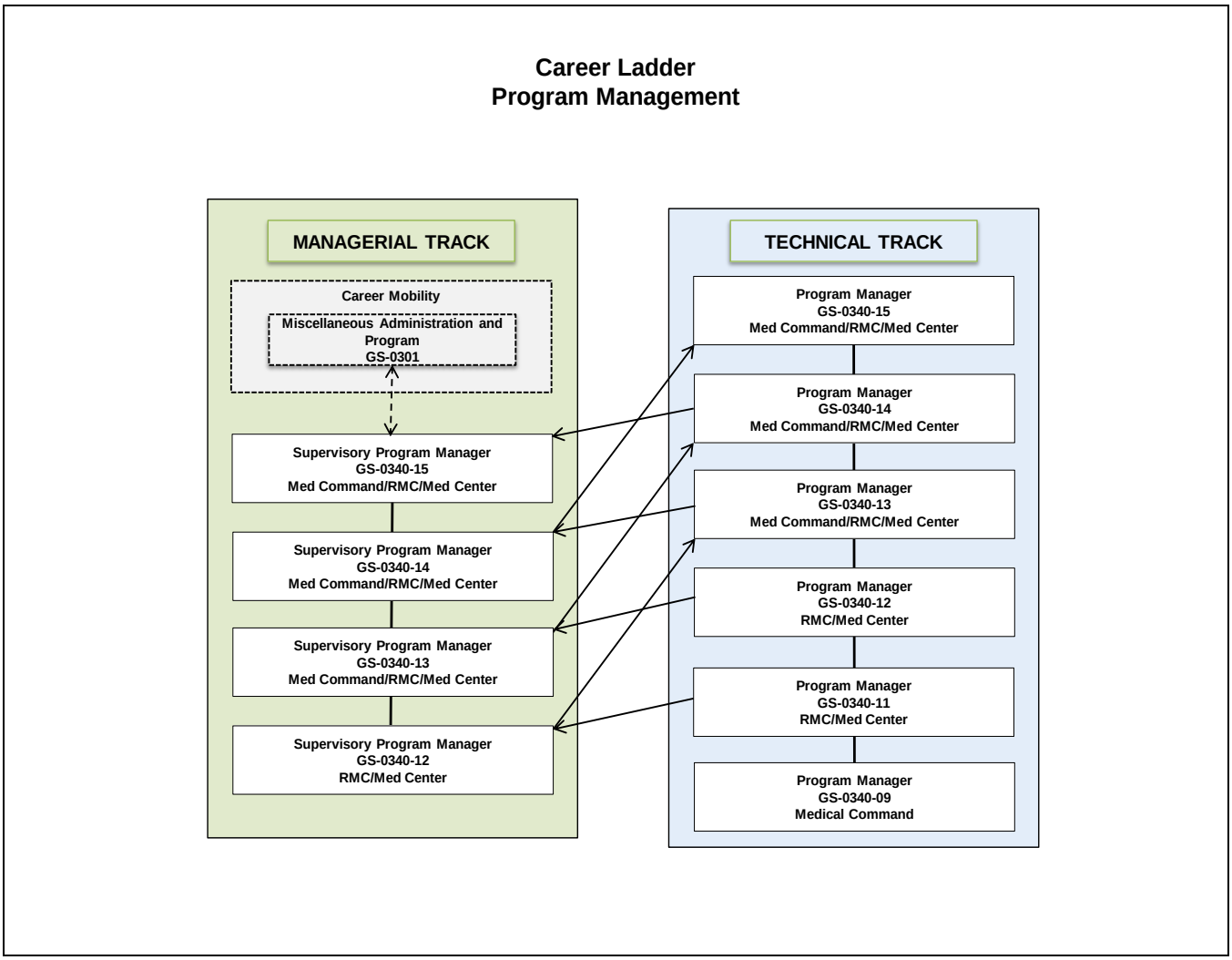
- Assistant Program Manager: Exercises program responsibility for formulating, developing, preparing, presenting and administering program objectives, policies, plans, and evaluations on programs/projects.
- Program Manager: Assists with planning, monitoring, and coordinating programs for MEDCOM. Provides advice and guidance to the Chief of Staff and Assistant Chief of Staff, MEDCOM. Formulates corporate policies utilizing the full OTSG/MEDCOM staffing

processes. Addresses education, questions and tasks related to medical issues within the Army and MEDCOM.

- Chief, Lab Support Division: Work involves the development of RDT&E programs, policies, assessments, and impact analyses necessary to achieve efficiency and effectiveness of Command and/or Agency missions and assigned programs. The employee must meet DoD 5000.52-M requirements applicable to the duties of the position. Skills and knowledge must comply with acquisition level III certification requirements (in accordance with DoDD 5000.1, DoDI 5000.58.1, and/or other DA and DoD policy).
- Health Systems Information Manager: Exercises operational control and management over a variety of initiatives ranging in scope from Public Health to Army Medical Department (AMEDD)-wide impact. Serves as the subject- matter-expert in Organizational Project Management providing technical guidance, and direction to senior leaders in Portfolio, Program and Project Management standardization and implementation.
- Supervisory Program Manager: Plans, organizes, and strategically directs the policy guidance for the development of the department goals within budget priorities. Develops and proposes changes for the OTSG/MEDCOM Chief Information Officer.

**Mission Critical Occupation**. Occupational Series 0340, Program Management (Medical), has not been identified as an MCO.

**Career Ladder**. The career ladder illustrates the typical pattern of progression from entry level to an advanced level in the GS-0340 series. Grades are subject to the scope of responsibilities of the position and may vary by location or assignment. Individuals employed in the Program Management series should be guided by the qualification standards established by OPM (**Qualifications Standards for Series 0340, Program Management**), and by relevant Army and MEDCOM policies or regulations for their specialty. The career ladder shown in this ACTEDS Plan assumes that individuals employed at various grade levels have met the minimum requisite qualification standards of this series.




**Draft Functional Competencies.** The following draft functional competencies apply to Program Management employees in the performance of assigned duties. Although employees are responsible for managing their careers, supervisors must ensure that employees under their supervision have or are provided opportunities to obtain the competencies required to perform their duties through formal and on-the-job training (OJT).

- **Tool Use.** Ability to use occupational tools.
- **Technology Use:** Includes:
  - Ability to use analytical or scientific software appropriate to the occupation.
  - Ability to use database user interface and query software used in the occupation.
  - Spreadsheet software — Microsoft Excel
  - Word processing software — Microsoft Word

- **Chemistry:** Knowledge of the chemical composition, structure, and properties of substances and of the chemical processes and transformations that they undergo. This includes uses of chemicals and their interactions, danger signs, production techniques, and disposal methods.
- **Mathematics:** Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.
- **Medicine and Dentistry:** Knowledge of the information and techniques needed to diagnose and treat human injuries, diseases, and deformities. This includes symptoms, treatment alternatives, drug properties and interactions, and preventive healthcare measures.
- **Computers and Electronics:** Knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.
- **Science:** Using scientific rules and methods to solve problems.
- **Critical Thinking:** Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- **Judgment and Decision Making:** Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- **Inductive Reasoning:** The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).
- **Category Flexibility:** The ability to generate or use different sets of rules for combining or grouping things in different ways.
- **Deductive Reasoning:** The ability to apply general rules to specific problems to produce answers that make sense.
- **Information Ordering:** The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules; e.g., patterns of numbers, letters, words, pictures, mathematical operations.
- **Problem Sensitivity:** The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
- **Flexibility of Closure:** The ability to identify or detect a known pattern (a figure, object, word, or sound) that is hidden in other distracting material.

**Master Training Plan**. Employees enter this occupational series at various levels with varying degrees of preparation, capability, and potential for growth. For this reason, training identified for an employee should be based on what formal training and/or OJT the employee brings to the job in comparison to that required for advancement as outlined in this ACTEDS Plan. Consideration should be given to documenting prior experience and training. ACTEDS training is divided into two categories: Universal and Competitive.

**Universal Training.** Universal training requirements provide standardized competencies across the occupational series to all employees who have similar duties and responsibilities. Universal training requirements are prioritized to assist commanders in planning and programming for training funds. Universal training priorities are as follows:

- **Priority I (U1)** - 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: (a) employee must have for acceptable performance; (b) training is essential for mission accomplishment; (c) training is mandated by higher authority (law or DoD) or is required for health, certification, or safety reasons.
- **Priority II (U2)** - 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: (a) employee should have for maximum proficiency, and/or (b) training improves the quality of mission accomplishment.
- **Priority III (U3)** - Training that should be funded after Priority I and II requirements and should meet one or both of the following: (a) provides or enhances competencies needed on the job, or (b) leads to improved mission accomplishment.

NOTE: CP53 funding (tuition and/or per diem) may be available for courses listed in the MTP in accordance with guidance listed at Annex P, CP53 Policy on Training.

NOTE: A single asterisk (*) for a priority means "according to individual job requirement." A double asterisk (**) indicates a "recurring training requirement." A triple asterisk (***) means "by exception."

**Competitive Training**. This category includes developmental opportunities for which individuals are competitively selected. It covers Armywide competitive programs such as the Senior Service Colleges, Fellowship Programs (such as the Army Congressional Fellowship Program), and the CES courses conducted at the AMSC, that are centrally funded by the Deputy Chief of Staff, G-1. Competitive professional development opportunities include university study, development assignments, training-with-industry, and short-term training, which are funded by either the Army Commands (ACOMS), the Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), or the installations. The annual ACTEDS Training Catalog (http://www.cpol.army.mil/library/train/catalog/) contains specific information about competitive development opportunities, along with necessary procedural and application requirements.

The following chart is the Master Training Plan for Series 0340. It addresses the occupational and professional development training required by grade level. Specific information on these courses is listed in the corresponding Career Map for this series located at: https://actnow.army.mil/ or http://www.asamra.army.mil/cwt/careermaps_cp53.cfm.

NOTE: Much of the training identified in the MTP is centrally funded by HQDA or DoD or provided at no cost. Career Program 53 funds may be available for some courses subject to the requirements identified in Annex P, CP53 Policy on Training.

## Master Training Plan – Series 0340 Program Management

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | | | |
|---|---|---|---|---|---|---|---|
| | | GS-09 | GS-11 | GS-12 | GS-13 | GS-14 | GS-15 |
| Organization and Functions of AMEDD (MD0004)<br>AMEDDC&S (www.cs.amedd.army.mil/AHS)/Supervisor<br>OJT/CC/OL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Health Insurance Portability and Accountability Act (HIPAA)<br>(www.swankhealth.com)<br>Local Installation/Swank Healthcare<br>FT | CP53/X | U1 | U1 | U1 | U1 | U1 | U1 |
| Orientation to Employing Office<br>Local Offices<br>OJT/Supervisor | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Basic Computer Courses (MS Word, Excel, PowerPoint, etc.)<br>Local Installation<br>Formal Training (FT)/OL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Health Care Ethics I (MD0066)<br>AMEDDC&S<br>Distance Learning (DL) | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Health Care Ethics II (MD0067)<br>AMEDDC&S<br>DL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| AMEDD Behavioral Science (6H-A0435)<br>ATRRS (www.ATRRS.army.mil)<br>DL | CP53/X | U3 | U3 | U3 | U3 | U1 | U1 |
| Effective Army Writing (553 T01)<br>ATRRS<br>DL | X | U1 | U1 | U1 | U1 | U1 | U1 |
| Basic Life Support<br>American Heart Association<br>Local Installation | CP53 | U2 | U2 | U2 | U2 | U2 | U2 |
| Briefing Techniques (COMM7002D)<br>Graduate School USA<br>FT | CP53 | U3 | U3 | U3 | U3 | U3 | U3 |
| Budget Formulation<br>Graduate School USA<br>FT | CP53 | U3 | U3 | U3 | U3 | U3 | U3 |
| Budget Execution<br>Graduate School USA<br>FT | CP53 | U3 | U3 | U3 | U3 | U3 | U3 |
| Budget Justification & Presentation<br>Graduate School USA<br>FT | CP53 | U3 | U3 | U3 | U3 | U3 | U3 |
| Contracting Officer Rep Course<br>Army Logistics University, Course Code ALMC-CL<br>FT | CP53 | U3 | U3 | U3 | U3 | U3 | U3 |

| Course<br>Source<br>Type of Training | Centrally Funded/No Cost | Intended Audience | | | | | |
|---|---|---|---|---|---|---|---|
| | | GS-09 | GS-11 | GS-12 | GS-13 | GS-14 | GS-15 |
| Secretary of the Army Research and Study Fellowship (SARSF)<br>ACTEDS<br>FT | **CP53/X** | | | | **U3** | **U3** | **U3** |
| CES Courses (FC, BC, IC, AC)<br>AMSC<br>DL/FT | **X** | **U1** | **U1** | **U1** | **U1** | | |
| Supervisor Development Course<br>AMSC<br>DL | **X** | **U1*** | **U1*** | **U1*** | **U1*** | | |
| Certifications<br>Professional Organization<br>FT | **CP53** | **U3*** | **U3*** | **U3*** | **U3*** | | |

**Certification/Licensure.** Certification and/or licensure may be a requirement for employment in some positions. Regardless of position requirements, pursuing certification or licensure demonstrates the employee's commitment to life-long learning and the highest standards of the profession. The following are examples of the certification/licensure requirements for Series 0340 depending upon the duties of the position and the services provided by the employee.

- Project Management Institute Certification

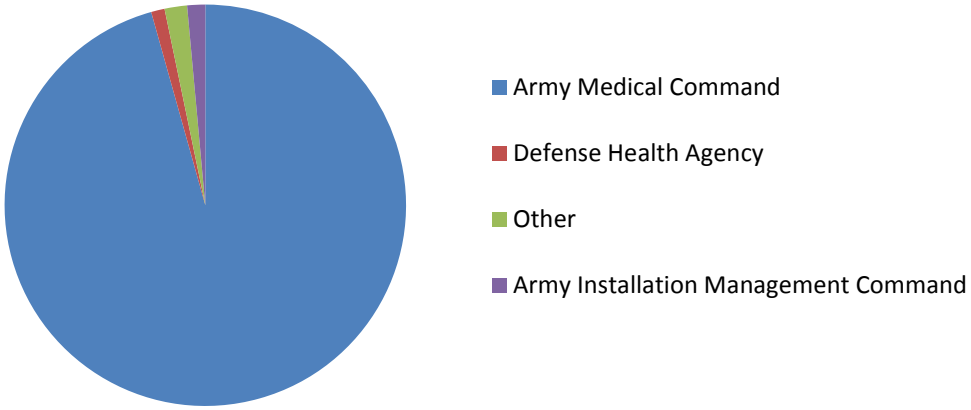
## Annex K – Series 0962, Contact Representative

**Overview.** The Army has 552 (source: DCPDS, 5 June 2014) employees in the 0962-Contact Representative series. These employees are to CPs 51, 53, and 56.

Contact Representative employees are assigned to various activities and commands.

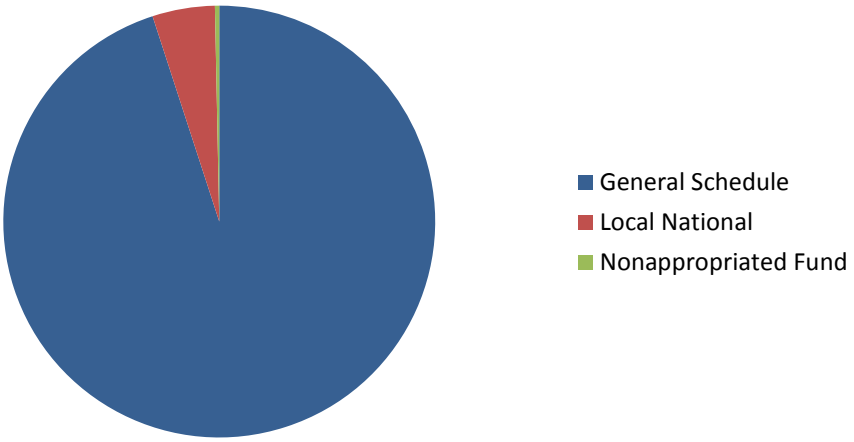
The distribution of command assignments for CP53 assigned Contact Representatives are shown in the graphic below. Contact Representatives are primarily assigned to the Defense Health Agency (DHA), US Army Installation Management Command, and US Army Medical Command. They are predominantly assigned to the US Army Medical Command as shown in the graphic below:

**0962 Contact Representative Distribution by Command**




Contact Representative employees are predominantly assigned to the General Schedule (GS) pay plan. However they also are found in the Local National and Nonappropriated Fund pay plans as depicted in the graphic below:

## 0962 Contact Representative Distribution by Pay Plan




**Occupational Series Information.** Employees in the 0962-Contact Representative series supervise, lead, or perform support and related work in connection with:

- dispersing information to the public on rights, benefits, privileges, or obligations under a body of law;
- explaining pertinent legal provisions, regulations, and related administrative practices, and their application to specific cases; and
- assisting individuals in developing needed evidence and preparing required documents, or in resolving errors, delays, or other problems in obtaining benefits or fulfilling obligations.

**Mission Critical Occupation**. Occupational Series 0962, Contact Representative (Medical), has not been identified as an MCO.

**Career Ladder**. The career ladder illustrates the typical pattern of progression from entry level to an advanced level in the GS-0962 series. Grades are subject to the scope of responsibilities of the position and may vary by location or assignment. Individuals employed in the Contact Representative series should be guided by the qualification standards established by OPM (**Qualifications Standards for Series 0962, Contact Representative**), and by relevant Army and MEDCOM policies or regulations for their specialty. The career ladder shown in this ACTEDS Plan assumes that individuals employed at various grade levels have met the minimum requisite qualification standards of this series.

**Draft Functional Competencies.** The following draft functional competencies apply to Contact Representative employees in the performance of assigned duties. Although employees are responsible for managing their careers, supervisors must ensure that employees under their supervision have or are provided opportunities to obtain the competencies required to perform their duties through formal and on-the-job training (OJT).

- **Comprehension:** The ability to read and understand information and ideas presented in writing.
- **Problem Sensitivity:** The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
- **Deductive Reasoning:** The ability to apply general rules to specific problems to produce answers that make sense.
- **Speech Recognition:** The ability to identify and understand the speech of another person.
- **Inductive Reasoning:** The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).
- **Judgment and Decision Making:** Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- **Coordination:** Adjusting actions in relation to others' actions.
- **Service Orientation:** Actively looking for ways to help people.
- **Social Perceptiveness:** Being aware of others' reactions and understanding why they react as they do.
- **Law and Government:** Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.

**Master Training Plan**. Employees enter this occupational series at various levels with varying degrees of preparation, capability, and potential for growth. For this reason, training identified for an employee should be based on what formal training and/or OJT the employee brings to the job in comparison to that required for advancement as outlined in this ACTEDS Plan. Consideration should be given to documenting prior experience and training. ACTEDS training is divided into two categories: Universal and Competitive.

**Universal Training.** Universal training requirements provide standardized competencies across the occupational series to all employees who have similar duties and responsibilities. Universal training requirements are prioritized to assist commanders in planning and programming for training funds. Universal training priorities are as follows:

- **Priority I (U1)** - 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: (a) employee must have for acceptable performance; (b) training is

essential for mission accomplishment; (c) training is mandated by higher authority (law or DoD) or is required for health, certification, or safety reasons.

- **Priority II (U2)** - 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: (a) employee should have for maximum proficiency, and/or (b) training improves the quality of mission accomplishment.
- **Priority III (U3)** - Training that should be funded after Priority I and II requirements and should meet one or both of the following: (a) provides or enhances competencies needed on the job, or (b) leads to improved mission accomplishment.

NOTE: CP53 funding (tuition and/or per diem) may be available for courses listed in the MTP in accordance with guidance listed at Annex P, CP53 Policy on Training.

NOTE: A single asterisk (*) for a priority means "according to individual job requirement." A double asterisk (**) indicates a "recurring training requirement." A triple asterisk (***) means "by exception."

**Competitive Training**. This category includes developmental opportunities for which individuals are competitively selected. It covers Armywide competitive programs such as the Senior Service Colleges, Fellowship Programs (such as the Army Congressional Fellowship Program), and the CES courses conducted at the AMSC, that are centrally funded by the Deputy Chief of Staff, G-1. Competitive professional development opportunities include university study, development assignments, training-with-industry, and short-term training, which are funded by either the Army Commands (ACOMS), the Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), or the installations. The annual ACTEDS Training Catalog (http://www.cpol.army.mil/library/train/catalog/) contains specific information about competitive development opportunities, along with necessary procedural and application requirements.

The following chart is the Master Training Plan for Series 0962. It addresses the occupational and professional development training required by grade level. Specific information on these courses is listed in the corresponding Career Map for this series located at: https://actnow.army.mil or http://www.asamra.army.mil/cwt/careermaps_cp53.cfm.

NOTE: Much of the training identified in the MTP is centrally funded by HQDA or DoD or provided at no cost. Career Program 53 funds may be available for some courses subject to the requirements identified in Annex P, CP53 Policy on Training.

# Master Training Plan – Series 0962 Contact Representative

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | |
|---|---|---|---|---|
| | | GS-04/05 | GS-06 | GS-07/08 |
| Organization and Functions of AMEDD (MD0004)<br>AMEDDC&S (www.cs.amedd.army.mil/AHS)/Supervisor<br>OJT/CC/OL | X | U1 | U1 | |
| Health Insurance Portability and Accountability Act (HIPAA)<br>Local Installation/Swank Healthcare (www.swankhealth.com)<br>FT | CP53/X | U1 | U1 | U1 |
| Basic Computer Courses (MS Word, Excel, PowerPoint, etc.)<br>Local Installation<br>FT/DL | X | U1 | U1 | U1 |
| Health Care Ethics I (MD0066)<br>AMEDDC&S<br>DL | X | U1 | U1 | U1 |
| Health Care Ethics II (MD0067)<br>AMEDDC&S<br>DL | X | U1 | U1 | U1 |
| Basic Medical Terminology (MD0010)<br>AMEDDC&S<br>DL | X | U1 | U1 | |
| Basic Human Physiology (MD0007)<br>AMEDDC&S<br>DL | CP53/X | U1 | U1 | |
| Basic Human Physiology (MD0007)<br>AMEDDC&S<br>DL | CP53/X | U1 | U1 | |
| Introd to Medical Records and the Patient Admin Division Course (MD0750)<br>AMEDDC&S<br>DL | CP53 | U2 | U2 | |
| Medical Records Administration Branch I (MD0753)<br>AMEDDC&S<br>DL | CP53 | U2 | U2 | U2 |
| Medical Records Administration Branch II (MD0754)<br>AMEDDC&S<br>DL | CP53 | U2 | U2 | U2 |
| Medical Records Practicum<br>AMEDDC&S<br>OJT | | | U2 | U2 |
| Tort Law and Geneva Conventions (MED033)<br>AMEDDC&S<br>DL | X | | U3 | U3 |
| Basic Coding Course<br>AHIMA<br>FT/CC/OL | CP53 | U3 | U3 | U3 |
| Diseases (Pathophysiology)<br>AHIMA<br>DL | CP53 | U3 | U3 | |
| AHIMA Privacy and Security Program<br>AHIMA<br>DL | CP53 | U3 | U3 | |
| Coding Seminars<br>AHIMA Audio Seminars and Webinars<br>DL | CP53 | U3 | U3 | U3 |

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | |
|---|---|---|---|---|
| | | GS-04/05 | GS-06 | GS-07/08 |
| AHIMA Annual Convention and Exhibit<br>AHIMA (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | **U3** | **U3** |
| Regional and Local AHIMA Meetings<br>AHIMA (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | **U3** | **U3** |
| Briefing Techniques (COMM7002D)<br>Graduate School USA<br>FT | **CP53** | **U3** | **U3** | **U3** |
| Effective Army Writing (553 T01)<br>ATRRS (www.ATRRS.army.mil)<br>DL | **X** | **U1** | **U1** | **U1** |
| Management Development Seminar I: Leading from the Middle<br>OPM (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | | **U3** |
| Management Development Seminar II: Leading Organizations<br>OPM (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | | **U3** |
| Records Administration Training<br>National Archives<br>DL | **CP53** | **U3** | **U3** | **U3** |
| Statistics<br>Private Organization<br>FT/DL | **CP53** | | **U3** | **U3** |
| Contracting Officer Rep Course<br>Army Logistics University, Course Code ALMC-CL<br>FT | **CP53** | | **U2** | **U2** |
| Coding Management<br>Private Organization<br>FT/DL | **CP53** | **U3** | **U3** | **U3** |
| Monthly PABSA Coding Video Teleconference (VTC)<br>PASBA<br>FT | | **U3** | | |
| The Joint Commission Seminars<br>Joint Commission (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | **U3** | **U3** |
| Healthcare Info and Mgmt System Society (HIMSS) Seminars and Courses<br>HIMSS (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | **U3** | **U3** |
| American Hospital Association Annual Meeting<br>AHA (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | **U3** | **U3** |
| Action Officer Development Course<br>ASMC<br>DL | **CP53** | **U2** | **U2** | **U2** |
| Action Officer Integration Course<br>AFMS<br>FT | **CP53** | | **U3** | **U3** |
| Listening and Memory Development<br>USDA School<br>DL | **CP53** | | **U3** | **U3** |
| National Association for Healthcare Quality Courses<br>NAHQ | **CP53** | | **U3** | **U3** |

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | |
|---|---|---|---|---|
| | | GS-04/05 | GS-06 | GS-07/08 |
| DL | | | | |
| Medical Records Administration Workshop<br>Private Org (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | **U3** | **U3** |
| OJT Rotations and MEDCOM/OTSG/PABSA<br>MEDCOM/OTSG/PABSA<br>OJT/DL | **CP53** | | | **U3** |
| Secretary of the Army Research and Study Fellowship (SARSF)<br>ACTEDS<br>FT | **CP53/X** | | | **U3** |
| Instructors Training Course (5K-F3/520-F3)<br>ATRRS<br>FT | **CP53** | | | **U3** |
| Capitol Hill Workshop<br>PublicPolicySeminar.com<br>FT | **CP53/X** | | | **U3** |
| White House Workshop<br>PublicPolicySeminar.com<br>FT | **CP53/X** | | | **U3** |
| Army Congressional Fellowship Program<br>ACTEDS<br>FT/OJT | **CP53/X** | | | |
| CES Courses (FC, BC, IC, AC)<br>AMSC<br>DL/FT | **X** | **U1** | **U1** | **U1** |
| Supervisor Development Course<br>AMSC<br>DL | **X** | **U1*** | **U1*** | **U1*** |
| Certifications<br>Professional Organization<br>FT | **CP53** | **U3*** | **U3*** | **U3*** |

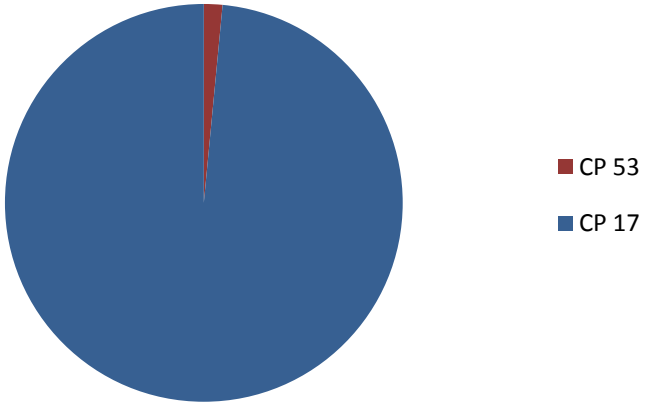
**Certification/Licensure.** Certification and/or licensure may be a requirement for employment in some positions. Regardless of position requirements, pursuing certification or licensure demonstrates the employee's commitment to life-long learning and the highest standards of the profession. The following are examples of the certification/licensure requirements for Series 0962 depending upon the duties of the position and the services provided by the employee.

- Physical Evaluation Board Liaison Officer
- Defense Health Agency Fundamentals Course

## Annex L – Series 1083, Technical Writer

**Overview.** The Army has 340 (source: DCPDS, 5 June 2014) employees in the 1083-Technical Writer series. These employees are predominantly assigned to CP17, however some positions also may be found in CP17 and CP53 as depicted below. Approximately 22 employees are working in medical specific positions and are assigned to CP53

**1083 Technical Writer Distribution by Career Program**




Technical Writers are assigned to various activities and commands. Within CP53 they are employed by the Army Medical Command.

Technical Writers are compensated through the General Schedule (GS) pay plan.

**Occupational Series Information.** Employees in the 1083-Technical Writer series perform duties which involve writing or editing technical materials, such as reports of research findings; scientific or technical articles, news releases, and periodicals; regulations in technical areas; technical manuals, specifications, brochures, and pamphlets; or speeches or scripts on scientific or technical subjects. Technical writers and technical editors draw on a substantial knowledge of a particular subject-matter area, such as the natural or social sciences, engineering, law, or other fields. The work involves the development of information and analysis to select and present information on the specialized subject in a form and at a level suitable for the intended audience. The work generally falls into the following functions:

- Technical Writer: Writes policy relating to medical professional standards and practices for the delivery of healthcare throughout the US Army and the US Army Medical Command (MEDCOM). Policy may be disseminated in the form of directives, regulations, pamphlets, etc. Incumbent ensures consistency of policy with existing Army regulations, Joint Commission on the Accreditation of Hospital Standards (JCAHO), and Department of Defense (DoD) policy. Surveys current literature for guidance relating to

medical professional standards and practices and ensures consistency of Army Command Publications. Works with subject matter experts (SMEs) to ensure accuracy of subject material. Ensures multidisciplinary, cross-functional input to policy. Promotes timely production and dissemination.

- Technical Writer-Editor: Creates and maintains SharePoint sites for division and USAMITC projects, services, and initiatives. Maintains and troubleshoots automated document tracking system written in Visual Basic. Tasks include configuring and adjusting workflows, troubleshooting digital signatures, creating digital staffing forms, sending e-notifications, setting version control, and writing scripts for document statistical reports, etc. Develops a variety of DoD Acquisition lifecycle documents such as Project Management Plan, Risk Management Plan, Quality Management Plan, Configuration Management Plan, Test and Evaluation Master Plan, Continuity of Operations, Deployment Plan, etc.
- Supervisory Technical Editor: Serves as Senior Production Editor for the Textbook of Military Medicine (TMM), in all matters relating to the editing, clearing, and publishing of multi-volume textbook series; for coordinating such activities with medical and administrative personnel of the Borden Institute; and for all matters relating to the operation of the editorial section of the Institute. Responsible for the thorough and careful editing of textbook manuscripts on military medical subjects prepared by physicians and other experts in a variety of fields related to military medicine. Edits entire manuscripts, including text, references, and all illustrations for organization, accuracy, and internal consistency of content (including statistics and the interpretation thereof), literary quality, effectiveness of presentation, clarity of expressions, approved abbreviations, grammar, syntax, spelling, and conformity to format of the American Medical Association Manual of Style and the Textbook of Military Medicine Copyeditor Guide/Style Manual.

**Mission Critical Occupation**. Occupational Series 1083, Technical Writer (Medical), has not been identified as an MCO.

**Career Ladder**. The career ladder illustrates the typical pattern of progression from entry level to an advanced level in the GS-1083 series. Grades are subject to the scope of responsibilities of the position and may vary by location or assignment. Individuals employed in the Technical Writer series should be guided by the qualification standards established by OPM (**Qualifications Standards for Series 1083, Technical Writer**), and by relevant Army and MEDCOM policies or regulations for their specialty. The career ladder shown in this ACTEDS Plan assumes that individuals employed at various grade levels have met the minimum requisite qualification standards of this series.

**Draft Functional Competencies.** The following draft functional competencies apply to Technical Writer employees in the performance of assigned duties. Although employees are

responsible for managing their careers, supervisors must ensure that employees under their supervision have or are provided opportunities to obtain the competencies required to perform their duties through formal and on-the-job training (OJT).

- **Message Development and Delivery:** Uses writing skills and editorial judgment to strategically develop messages for various audiences; and delivers them by evaluating the most appropriate media channel(s) for the particular needs of the target audience.
- **Communications:** Delivers clear, effective communication and takes responsibility for understanding others.
- **Attention to Detail:** Ensures information is complete and accurate; follows up with others to ensure that agreements and commitments have been fulfilled.
- **Collaboration:** Works cooperatively with others, inside and outside the organization, to accomplish objectives to build and maintain mutually-beneficial partnerships, leverage information, and achieve results.
- **Data Gathering and Analysis:** Seeks or collects and synthesizes information from a variety of stakeholders and sources in an objective, unbiased manner to reach a conclusion, goal, or judgment.
- **Planning and Prioritizations:** Plans and organizes work activities; manages several tasks at once.
- **Scientific Knowledge for Administrative Staff:** Maintains basic level of biomedical/scientific knowledge and understanding of areas of research conducted and/or supported by the organization.
- **Technical Writing:** Prepares written documentation to transfer technical information about concepts, situations, products, services, or results to audiences with varying levels of technical knowledge.
- **Leveraging Technology:** Seeks out ways to employ technology to optimize organizational and individual performance.

**Master Training Plan**. Employees enter this occupational series at various levels with varying degrees of preparation, capability, and potential for growth. For this reason, training identified for an employee should be based on what formal training and/or OJT the employee brings to the job in comparison to that required for advancement as outlined in this ACTEDS Plan. Consideration should be given to documenting prior experience and training. ACTEDS training is divided into two categories: Universal and Competitive.

**Universal Training.** Universal training requirements provide standardized competencies across the occupational series to all employees who have similar duties and responsibilities. Universal training requirements are prioritized to assist commanders in planning and programming for training funds. Universal training priorities are as follows:

- **Priority I (U1)** - 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: (a) employee must have for acceptable performance; (b) training is essential for mission accomplishment; (c) training is mandated by higher authority (law or DoD) or is required for health, certification, or safety reasons.
- **Priority II (U2)** - 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: (a) employee should have for maximum proficiency, and/or (b) training improves the quality of mission accomplishment.
- **Priority III (U3)** - Training that should be funded after Priority I and II requirements and should meet one or both of the following: (a) provides or enhances competencies needed on the job, or (b) leads to improved mission accomplishment.

NOTE: CP53 funding (tuition and/or per diem) may be available for courses listed in the MTP in accordance with guidance listed at Annex P, CP53 Policy on Training.

NOTE: A single asterisk (*) for a priority means "according to individual job requirement." A double asterisk (**) indicates a "recurring training requirement." A triple asterisk (***) means "by exception."

**Competitive Training**. This category includes developmental opportunities for which individuals are competitively selected. It covers Armywide competitive programs such as the Senior Service Colleges, Fellowship Programs (such as the Army Congressional Fellowship Program), and the CES courses conducted at the AMSC, that are centrally funded by the Deputy Chief of Staff, G-1. Competitive professional development opportunities include university study, development assignments, training-with-industry, and short-term training, which are funded by either the Army Commands (ACOMS), the Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), or the installations. The annual ACTEDS Training Catalog (http://www.cpol.army.mil/library/train/catalog/) contains specific information about competitive development opportunities, along with necessary procedural and application requirements.

The following chart is the Master Training Plan for Series 1083. It addresses the occupational and professional development training required by grade level. Specific information on these courses is listed in the corresponding Career Map for this series located at: https://actnow.army.mil/ or http://www.asamra.army.mil/cwt/careermaps_cp53.cfm.

NOTE: Much of the training identified in the MTP is centrally funded by HQDA or DoD or provided at no cost. Career Program 53 funds may be available for some courses subject to the requirements identified in Annex P, CP53 Policy on Training.

# Master Training Plan – Series 1083 Technical Writer

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | |
|---|---|---|---|---|
| | | GS-04/05 | GS-06 | GS-07/08 |
| Organization and Functions of AMEDD (MD0004)<br>AMEDDC&S (www.cs.amedd.army.mil/AHS)/Supervisor<br>OJT/CC/OL | X | U1 | U1 | |
| Health Insurance Portability and Accountability Act (HIPAA)<br>Local Installation/Swank Healthcare (www.swankhealth.com)<br>FT/DL | X | U1 | U1 | U1 |
| Basic Computer Courses (MS Word, Excel, PowerPoint, etc.)<br>Local Installation<br>FT/DL | X | U1 | U1 | U1 |
| Health Care Ethics I (MD0066)<br>AMEDDC&S<br>DL | X | U1 | U1 | U1 |
| Health Care Ethics II (MD0067)<br>AMEDDC&S<br>DL | X | U1 | U1 | U1 |
| Basic Medical Terminology (MD0010)<br>AMEDDC&S<br>DL | X | U1 | U1 | |
| Basic Human Physiology (MD0007)<br>AMEDDC&S<br>DL | X | U1 | U1 | |
| Intro to Medical Records and the Patient Admin Division Course (MD0750)<br>AMEDDC&S<br>DL | X | U2 | U2 | |
| Medical Records Administration Branch I (MD0753)<br>AMEDDC&S<br>DL | X | U2 | U2 | U2 |
| Medical Records Administration Branch II (MD0754)<br>AMEDDC&S<br>DL | X | U2 | U2 | U2 |
| Medical Records Practicum<br>AMEDDC&S<br>OJT | X | | U2 | U2 |
| Tort Law and Geneva Conventions (MED033)<br>AMEDDC&S<br>DL | X | | U3 | U3 |
| Basic Coding Course<br>AHIMA<br>FT/CC/DL | CP53 | U3 | U3 | U3 |
| Diseases (Pathophysiology)<br>AHIMA<br>DL | CP53 | U3 | U3 | |
| AHIMA Privacy and Security Program<br>AHIMA<br>DL | CP53 | U3 | U3 | |
| Coding Seminars<br>AHIMA Audio Seminars and Webinars<br>DL | CP53 | U3 | U3 | U3 |
| AHIMA Annual Convention and Exhibit<br>AHIMA (Conference Memo Approval May Be Required Prior to Registration)<br>FT | CP53 | | U3 | U3 |

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | |
|---|---|---|---|---|
| | | GS-04/05 | GS-06 | GS-07/08 |
| Briefing Techniques (COMM7002D)<br>Graduate School USA<br>FT | **CP53** | **U3** | **U3** | **U3** |
| Effective Army Writing (553 T01)<br>ATRRS (www.ATRRS.army.mil)<br>DL | **X** | **U1** | **U1** | **U1** |
| Management Development Seminar I: Leading from the Middle<br>OPM (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | | **U3** |
| Management Development Seminar II: Leading Organizations<br>OPM (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | | **U3** |
| Records Administration Training<br>National Archives<br>DL | **CP53** | **U3** | **U3** | **U3** |
| Statistics<br>Private Organization<br>FT/DL | **CP53** | | **U3** | **U3** |
| Contracting Officer Rep Course<br>Army Logistics University, Course Code ALMC-CL<br>FT | **CP53** | | **U2** | **U2** |
| Coding Management<br>Private Organization<br>FT/DL | **CP53** | **U3** | **U3** | **U3** |
| Monthly PABSA Coding Video Teleconference (VTC)<br>PASBA<br>FT | | **U3** | | |
| The Joint Commission Seminars<br>Joint Commission (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | **U3** | **U3** |
| Regional and Local AHIMA Meetings<br>AHIMA (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | **U3** | **U3** |
| Healthcare Info and Mgmt System Society (HIMSS) Seminars and Courses<br>HIMSS (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | **U3** | **U3** |
| American Hospital Association Annual Meeting<br>AHA (Conference Memo of Approval May Be Required Prior to Registration)<br>FT | **CP53** | | **U3** | **U3** |
| Listening and Memory Development<br>USA School<br>DL | **CP53** | | **U3** | **U3** |
| National Association for Healthcare Quality Courses<br>NAHQ<br>DL | **CP53** | | **U3** | **U3** |
| Medical Records Administration Workshop<br>AMEDDC&S<br>FT | **CP53** | | **U3** | **U3** |
| OJT Rotations and MEDCOM/OTSG/PABSA<br>MEDCOM/OTSG/PABSA<br>FT | **CP53** | | | **U3** |
| Secretary of the Army Research and Study Fellowship (SARSF)<br>ACTEDS | **CP53/X** | | | **U3** |

| Course<br>Source<br>Type of Training | Centrally Funded/ No Cost | Intended Audience | | |
|---|---|---|---|---|
| | | GS-04/05 | GS-06 | GS-07/08 |
| FT | | | | |
| Instructors Training Course (5K-F3/520-F3)<br>ATRRS<br>FT | **CP53** | | | **U3** |
| Capitol Hill Workshop<br>PublicPolicySeminar.com<br>FT | **CP53/X** | | | **U3** |
| White House Workshop<br>PublicPolicySeminar.com<br>FT | **CP53/X** | | | **U3** |
| Army Congressional Fellowship Program<br>ACTEDS<br>FT/OJT | **CP53/X** | | | |
| Action Officer Development Course<br>AMSC<br>DL | **CP53** | **U2** | **U2** | **U2** |
| Action Officer Integration Course<br>AMSC<br>DL | **CP53** | | **U3** | **U3** |
| CES Courses (FC, BC, IC, AC)<br>AMSC<br>DL/FT | **X** | **U1** | **U1** | **U1** |
| Supervisor Development Course<br>AMSC<br>DL | **X** | **U1*** | **U1*** | **U1*** |
| Certifications<br>Professional Organization<br>FT | **CP53** | **U3*** | **U3*** | **U3*** |

**Certification/Licensure.** Certification and/or licensure may be a requirement for employment in some positions. Regardless of position requirements, pursuing certification or licensure demonstrates the employee's commitment to life-long learning and the highest standards of the profession.

## Annex M – Series 1801, General Inspection, Investigation, and Compliance

This annex is currently under development. It will address the training and utilization plan for Emergency Management Specialists within CP53.

## Annex N – Series 1802, Compliance Inspection and Support (Medical and Veterinary)

This annex is currently under development. It will address the training and utilization plan for Emergency Management Specialists within CP53.

## Annex O – Master Training Plan for Interns

The Master Intern Training Plan (MITP) describes the standard requirements for training and developing Department of Army (DA) Interns in CP53 (Medical). Included in this plan is general guidance for a 24-month training program, which includes orientation, general skills training, leadership development, rotational assignments and functional competency training. This program is the baseline for intern training, however, each work center can tailor this program to meet mission requirements by adding to the MITP.

**PHASE 1: ORIENTATION**

The first training phase introduces the Intern to federal employment, the Army's mission and structure, and safety and security. It provides an introduction to foundation skills, such as Project Management and Interpersonal Skills/Team Building, as well as Army Leadership Development.

**PHASE 2: FOUNDATION SKILLS**

During the second phase, the recommended foundation skills could include education and training courses related to the employee's occupational series, and any specialized training identified by the Intern's Supervisor. The Intern may also begin a 60- to 90-day (maximum 120-day) rotational assignment during this phase.

**PHASE 3: ADVANCED SKILLS**

The third phase focuses on building breadth and depth in the Intern's work experience through the introduction of higher level work assignments and a greater focus on leadership development. Rotational assignments must be completed in this phase. Rotations can be both internal and external to the organization. It is recommended that rotations be across levels of the Army Medical Department. This will expose the Intern to other areas of the organization and provide a better understanding of the Intern's organization, Command and the Army enterprise.

**PHASE 4: PREPARATION FOR PLACEMENT**

The fourth phase prepares the Intern for final placement. The Intern's Supervisor evaluates the remaining training needs of the individual based on his/her background, prior education and training, and performance.

| PART A: ORIENTATION | | | | | | | |
|---|---|---|---|---|---|---|---|
| Training Description | Type | Source | Length | Knowledge, Skill or Ability to be Achieved | Individual Dates | Training Location | Planning Supervisor |
| 1. Employee Orientation | OJT | Assigned work center | 40 hrs | Upon completion the Intern/Recent Graduate will be able to: | 1st Year 1st Quarter | TBD | Assigned Supervisor or Training Manager |
| Federal employment, civil service, employee benefits, standards of conduct, security requirements, etc. | | | | Demonstrate an understanding of the provisions, benefits, and responsibilities of Federal employment and the provisions and structure of the Army Career Management System | | | |
| Benefits Orientation for New Employees | | | | Identify the key components of the Federal benefits package. Learn appropriate resources to assist in developing and maintaining a financial plan | | | |
| Army Career Management Programs | | | | Describe the organization of the Government, Department of Defense, Department of the Army, Army Commands, and the unit of assignment | | | |
| 2. Organization of DoD and DA | OJT | Assigned work center | 40 hrs | Describe the mission, organization, and functions of the DoD organization | 1st Year 1st Quarter | TBD | Assigned Supervisor or Training Manager |
| Overall Organization of DoD and DA | OJT | Assigned work center | Varied | Describe the basic functions of the organization , the functions it encompasses, and the list of services each provides | 1st Year 1st Quarter | TBD | Assigned Supervisor or Training Manager |
| Organization and mission of assigned MEDCOM/RMC/MTF | OJT | Assigned work center | Varied | Demonstrate knowledge of the Army's vision, objectives and goals to accomplish its mission in defense | 1st Year 1st Quarter | TBD | Assigned Supervisor or Training Manager |
| 3. Orientation of the CP53 Proponent Office | OJT | Assigned work center | 40 hrs | Identify the responsibilities of the Proponent Office | 1st Year 1st Quarter | | CP53 Program Office |

| PART B: GENERAL SKILLS TRAINING | | | | | | | |
|---|---|---|---|---|---|---|---|
| Training Description | Type | Source | Length | Knowledge, Skill or Ability to be Achieved | Individual Dates | Training Location | Planning Supervisor |
| 1. Empowering Yourself for Success | | EEO | 5 hrs | Improvement of Communications Skills | 1st Year 1st Quarter | TBD | Assigned Supervisor or Training Manager |
| 2. Business Writing: How to Write Clearly and Concisely | DL | Skill Port | 1.0 hrs | Write attention-getting, logical memos, reports & other documents | 1st Year 1st Quarter | TBD | Assigned Supervisor or Training Manager |
| 3. Basic Presentation Skills | DL | SkillPort | 24 hrs | Skills in presenting information to commanders, staffs, or other audiences using one of the four briefing types (information, decision, mission, or staff) | 1st Year 1st Quarter | TBD | Assigned Supervisor or Training Manager |
| 4. Army Records Information Management System (ARIMS) | DL | www.Arims.army.mil | Varies | Helps to ensure that long-term and permanent Army records are kept in compliance with the law, are securely stored, and are retrievable only by authorized personnel. Organize and present a concise briefing | 1st Year 2nd Quarter | TBD | Assigned Supervisor or Training Manager |
| 5. Military Correspondence | DL | Soldier Support Institute | Varies | Fundamentals of military correspondence | Complete prior to internship graduation | Via Internet | Assigned Supervisor or Training Manager |
| 6. Freedom of Information and Privacy Act | DL | SkillPort | 6 hrs | Explain and understand the responsibilities of the privacy and freedom of information acts | Complete prior to internship graduation | Via Internet | Assigned Supervisor or Training Manager |
| 7. The Health Insurance Portability and Accountability Act (HIPAA) Training | DL | MHSLEARN | Varies | The HIPAA Security Rule is designed to provide protection for all individually identifiable health information that is maintained, transmitted or received in electronic form—not just the information in standard transactions | Complete prior to internship graduation | TBD | Assigned Supervisor or Training Manager |
| 8. SharePoint Training | DL | Knowledge Management | Varies | Learn assorted SharePoint skills to work on projects, conduct meetings, share information etc | Complete prior to internship graduation | TBD | Assigned Supervisor or Training Manager |
| 9. Army Civilian Mandatory Training | DL/Res | Army Civilian Training & Leader Development | Varies | Mandatory training consists of senior leader selected general training requirements considered essential to individual or unit readiness for all Soldiers and Army Civilians | Complete prior to internship graduation | TBD | Assigned Supervisor or Training Manager |
| 10. HQ MEDCOM Signature Courses | Res | TBD | Varies | MEDCOM staff functions and activities | | TBD | Assigned Supervisor or Training Manager |

| PART C: LEADER DEVELOPMENT TRAINING | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Training Description** | **Type** | **Source** | **Length** | **Knowledge, Skill or Ability to be Achieved** | **Individual Dates** | **Training Location** | **Planning Supervisor** |
| 1. Civilian Education System (CES) Foundation Course | DL | Army Management Staff College | 57 hrs | Get an understanding of the Army in daily behaviors, operate as an effective Army team member and manage Department of the Army administrative and career progression elements | 1st Year 2nd Quarter | Via Internet | Assigned Supervisor or Training Manager |
| | | | | Know the operational concept and structure of the Army | | | |
| 2. Action Officer Development Course | DL | Army Management Staff College | 39 hrs | To prepare participants for roles, duties, and responsibilities as action officer. Learn requirements for staff work | Complete prior to internship graduation | Via Internet | Assigned Supervisor or Training Manager |
| 3. Supervisor Development Course (SDC) | DL | Army Management Staff College | Self-paced not to exceed 6 months | The SDC is available to all Army employees as a self-development tool. Topics include: Workforce Planning, On boarding, Performance Management, Training and Development, Leading Change, etc. | Professional Development | Via Internet | Assigned Supervisor or Training Manager |
| 4. Basic Course (BC) | DL & Resident | Army Management Staff College | Self-paced not to exceed 6 months and 2 week residence | The BC is available to all Army employees as a self-development tool. Topics include: Workforce Planning, On boarding, Performance Management, Training and Development, Leading Change, etc. Resident for GS-1 to GS-10 | Professional Development | Via Internet and AMSC | Assigned Supervisor or Training Manager |
| **PART D: POTENTIAL ROTATIONAL ASSIGNMENTS** | | | | | | | |
| **Training Description** | **Type** | **Source** | **Length** | **Knowledge, Skill or Ability to be Achieved** | **Individual Dates** | **Training Location** | **Planning Supervisor** |
| 1. HQ MEDCOM Staff Sections | OJT | Assigned work center | TBD | Develop solutions to complex problems by applying multidisciplinary methods. Perform work pertaining to and requiring a knowledge of their respective fields | Complete prior to internship graduation | TBD | Assigned Supervisor or Training Manager |
| 2. RMC/RDC/RVC/MSC/ MEDCEN/MEDDAC/OTSG | OJT | Assigned work center | TBD | Develop solutions to complex problems by applying multidisciplinary methods. Perform work pertaining to and requiring a knowledge of their respective fields | Complete prior to internship graduation | TBD | Assigned Supervisor or Training Manager |

## Annex P- CP53 Policy on Training

**General.** Training opportunities are designed to provide a progressive competency growth in developing CP53 personnel, both professionally and technically. Programs identified in this document align with the DoD and Army Human Capital Strategic Plans and are substantiated in our ACTEDS Plans (as available).

CP53 funded training is open to all CP53 employees, regardless of grade, assigned to permanent positions, unless otherwise stated. In addition, employees must have 3 years of Civilian Service. All opportunities are competitive and selections will be determined by the CP53 FCR.

NOTE: Updated CP53 funding information is available at the CP53 landing page on Army Career Tracker https://actnow.army.mil.

**Identification of Requirements.** Requirements for all ACTEDS resources will be submitted annually to the CP53 Proponent Office, when requested, by suspense action. Requirements will be routed through the chain of command to the RMCs for review, consolidation, and prioritization. Requirements will be submitted to MEDCOM G-3 for forwarding to the CP53 Proponent Office and subsequent submission to HQDA G-3/5/7 TRV.

**Funding Competitive Selection Considerations.** Selection of employees for training will be made without regard to political preference, race, color, religion, national origin, sex, marital status, disability, age, or sexual orientation. Applicants will be rated against the following factors:

- Prior participation and/or advanced degrees
- Program cost/length
- Proximity of training to home workstation
- ACOM, ASCC, DRU, or installation endorsement
- Supervisor's Assessment of Need for Training
- Post Training Utilization Plan
- Functional (CP Manager) assessment of need
- Performance appraisals and awards
- Employee's motivation for attendance
- Relevance of training program to mission of the Army Medical Department

Requirements for Approval of Funding. All training requested must be identified in employee's Individual Development Plan (IDP). IDP must be completed in ACT at https://actnow.army.mil. In addition, justification for training must indicate how the training supports the Command's Balanced Score Card Objectives. Applicant will use GoArmyEd at https://www.goarmyed.com/ to apply for training.

In general, applicants should be sure to have the following requirements for CP53 funding approval:

- All applicants must provide proof of completion of the appropriate CES courses for their positions. Certificates from non-CES leadership development programs will not be acceptable unless accompanied by certification of equivalency from CES.
- IDP must be completed in ACT at https://actnow.army.mil
- Applicant must be registered as a student in GoArmyEd at https://www.goarmyed.com
- SF 182 must be completed in GoArmyEd
- Ensure training requested is listed on IDP and approved by supervisor
- Applicant must have at least 3 years Civil service
- Applicant must be a permanent employee

Commands will not be reimbursed for salaries and personal benefits for training participants or costs incurred through temporary backfill of the vacated position.

ACTEDS funding is provided IAW ACTEDS Funding Strategy and funds are always subject to availability set forth by Headquarters (HQDA) G-3/5/7 TRV.

For application or program information, contact the CP53 Medical Proponency Office point of contact listed at the end of this section.

**Short-Term Training (STT)**

**Training of 120 calendar days or less**. Programs include training and courses conducted at Army, other DoD activities, and Federal agencies, symposiums, workshops, and seminars providing professional training for medical personnel, leadership and management development programs, and other training opportunities and courses identified. Attendance at seminars and workshops must have a demonstrated training purpose and must be documented.

The applicant must be accepted for the training, or be otherwise eligible to attend the course, prior to submission of the application. The applicant must include the description of the training, the training outline, and what benefits (competencies) will be received from the training.

**Forms Required**. Supervisory and Command Endorsements, CES completion as detailed above, and a copy of the employee's IDP. In addition, the following forms are required: *Application for ACTEDS Training Opportunities*; *Nominee's Statement of Interest*; SF 181, *Ethnicity and Race Identification* – this form is optional, not required; and *Agreement to Continue in Service* (for

training in excess of 80). These forms are available at http://cpol.army.mil/library/train/catalog/form_ndx.html.

**Less than full-time training**. Less than full-time training may be supported when the training is particularly meritorious and timely with significant benefit to the individual and the organization. This opportunity for training is intended to broaden employees' experience, knowledge, and perspective in management and operational techniques. This training is primarily university training that will not result in a degree.

**Forms Required**. Supervisory and Command Endorsements, CES completion as detailed above, and a copy of the employee's IDP. In addition, the following forms are required: *Application for ACTEDS Training Opportunities*; *Nominee's Statement of Interest*; SF 181, *Ethnicity and Race Identification* – this form is optional, not required; and *Agreement to Continue in Service* (for nongovernment training in excess of 80 hours or any government/nongovernment training in excess of 120 days). These forms are available at http://cpol.army.mil/library/train/catalog/form_ndx.html.

**University Training**

**Academic Degree Training (ADT)** NOTE: CP53 is not currently funding ADT**.** Employees may request Command funding for their ADT. Academic Degree Training is training or education with the stated objective of obtaining an academic degree from a college, university, or other accredited institution.

ADT for undergraduate and graduate degrees may be funded by HQDA or by individual Commands. All requests require Assistant Secretary of the Army [Manpower & Reserve Affairs) (ASA M&RA)] approval, regardless of the funding source. Listed below are the criteria to participate in ADT. Specific application instructions are available in the ACTEDS Catalog located at http://cpol.army.mil/library/train/catalog/pkt_adt.htm.

- The ADT program is open to all Civilian employees (not in probation status) assigned to a CP53 permanent position, unless otherwise stated.
- Must be part of a planned, systematic, and coordinated program of professional development endorsed by Army that supports organizational objectives.
- Academic degree to be pursued must be related to the performance of the employee's official duties.
- All requests require supervisory approval and must be routed through Command channels.
- Employees must sign an Agreement to Continue in Service for three times the length of the training--to begin upon successful completion of the program.
- Course of study must be from an accredited institution.
- Participants must satisfactorily complete all courses of study. Undergraduate students must maintain a "C" average or better; graduate students must maintain a "B" average or better for all courses completed. Failure to do so may result in repayment to the government of all costs associated with the training/course/program; i.e., tuition, books, equipment, tools, fees, etc.
- Submission of application packages for university training does not guarantee approval for the program. The availability of ADT funds will determine how many application packages are accepted and approved.
- Funding for specific courses is on a case-by-case basis. ACTEDS funds cover tuition and books both for full-time and part-time study. Funding is not authorized for per diem or travel.
- Applicants must plan for at least a three-semester lead-time due to the lengthy approval process of the application package and the training requests.
- Funding, under an approved "Degree Program" cannot exceed 3 years.

Graduate level. This opportunity has been extended to those wishing to continue with graduate studies.

- Funding will be provided for tuition and books for both full-time and part-time study.
- Funding is not authorized for per diem or travel.
- Supervisory approval is required prior to any program start.
- Applicants must have met admissions criteria as determined by the university.
- Funding will be programmed within a 2-year period from start to completion.

**Baylor University Master of Health Administration and Master of Business Administration Program**. The Baylor Program was created to ensure a steady pipeline of Civilians who are properly training and have the appropriate skill sets to become Healthcare Administrators. This rigorous graduate level program is centrally funded by MEDCOM and is open to current MEDCOM employees. This program targets employees at the intermediate or journeyman GS-11 or 12 levels. Waivers will be granted to highly qualified candidates. The 2-year program consists of a 12-month didactic phase at Fort Sam Houston, Texas. Army-Baylor students complete 60 hours of graduate coursework toward a Master of Health Administration (MHA) degree awarded by the Baylor University Graduate School, or alternatively, 71 hours to be applied to a joint MHA/Master of Business Administration (MBA) degree from the Baylor University Graduate School and Baylor University School of Business. The resident phase is 1 year (subject to modification based on mission or student requirements). Minimum prerequisites/requirements include:
Baccalaureate degree from an accredited college or university.

- Composite Verbal and Quantitative Graduate Record Examination (GRE) score of 1050 or a score of 525 on the Graduate Management Admission Test (GMAT) within the past 5 years.
- Cumulative 2.9 undergraduate grade point average (GPA) on a 4.0 scale or a GPA of 3.0 on a 4.0 scale, based on the last 60 hours of undergraduate work.
- Candidates must have less than 15 years of Federal service.
- Applicants must have met admissions criteria as determined by the university.
- Employees will be required to sign a mobility agreement and incur a 3-year obligation for continued Federal service.
- The annual deadline for applications is 31 October. Selection board will select students in November-December time frame. Program begins in June of each year.
- Candidates must submit last three performance appraisals, a 500-word essay on the topic “Why I Want to be a Healthcare Administrator,” and an endorsement from the employee’s current Commander. Supervisory approval is required prior to any program start.
- Funding will be programmed within a 2-year period from start to completion. Funding will be provided for tuition and books. Permanent change of station moves will be allowed. Funding is not authorized for per diem or travel.

**Fayetteville State University Master of Social Work Program.** (This program has been placed on strategic pause until further notice.) This 38-month graduate level program was developed to ensure a steady inventory of trained Civilian GS-0185 Social Workers. The target group is MEDCOM Civilian employees working in GS-5 through 9 grade level positions. This is a MEDCOM-funded program and permanent change of station (PCS) is authorized. Minimum prerequisites/requirements include:

- Baccalaureate degree in a liberal arts field from an accredited college or university with an overall undergraduate GPA of 3.0 on a 4.0 scale. Candidates must submit a copy of all undergraduate transcripts that were used toward degree completion.
- Composite verbal and quantitative Graduate Record Examination (GRE) score that is in the 53 percentile of the maximum score, and the examination must be within 5 years of program start date. GRE will not be waivered.
- Candidates must submit a three- to five-page personal statement, resume, recent SF-50 reflecting current permanent position within MEDCOM, and three signed letters of recommendation from professionals who can attest to the applicant's capabilities for performing in a graduate level program and becoming a social worker. One of the references must be from the applicant's supervisor.
- Board recommended selectees and their supervisors will be interviewed by the program director, or designee, as part of the selection process.
- Civilian employees will incur a 3-year, 2-month service obligation for continued Federal service.
- Employees with a Bachelor of Social Work (BSW) degree (acquired within the last 5 years) will be considered advanced students, and their Phase 1 training will be reduced to 9 months.
- Salary will be funded at employees' applicable grade.
- Phase 1 is a 14-month didactic phase that culminates with students taking their licensing examination to practice as Master Social Work practitioners and the receipt of the Master's degree. In Phase 2, employees are placed in a permanent GS-0185-9 position for 24 months of structured supervision within MEDCOM, where needed. Employees will receive prescribed professional development training locally, and centrally funded training offered by MEDCOM. Employees have the potential to be promoted to GS-0185-11 after they have met their independent licensure supervision requirements and have passed the Licensed Clinical Social Worker (LCSW) exam.

**Completion of Training.** CP53 individuals awarded ACTEDS funds must provide completed copies of the SF 182, grade reports, or other evidence of successful completion of training for each funded course. Individuals will be responsible for maintaining records of all funds received for ACTEDS training.

**Other Requirements**. Students must ensure training is approved/signed by an HQDA G-3 Budget Analyst prior to attending training. Failure to follow identified procedures may result in the employee incurring liability for all training costs. Employees must ensure there is sufficient lead time for the processing of training documents prior to the proposed training start date.

**Point of Contact.** The Career Program Representatives are available at usarmy.jbsa.medcom-ameddcs.other.CP53Medical@mail.mil , DSN 471-2486 or 210-221-2486; FAX DSN 471-9927 or 210-221-9927.

**Civilian Education System (CES)**

CES is composed of seven leader development courses: Foundation Course (FC), Basic Course (BC), Intermediate Course (IC), Advanced Course (AC), Action Officer Development Course (AODC), Supervisor Development Course (SDC), and the Manager Development Course (MDC). Qualified Army Civilians also may be eligible to attend Senior Service College (SSC). Detailed descriptions of these courses can be found in Chapter 1 of the ACTEDS Training Catalog (www.cpol.army.mil/library/train/catalog/).

CES applications are processed through the Civilian Human Resources Training Application System (CHRTAS). CHRTAS is an automated management system that allows you to develop and record completed training and apply for Civilian Human Resources and CES courses. Your CES leader development experience starts at https://www.atrrs.army.mil/channels/chrtas. Begin by preparing/updating your profile, which contains critical information needed to process your application. Once this is complete, you can search for courses and apply for training. Applications will be electronically routed through your supervisor for concurrence, then to the appropriate Quota Manager for approval.

Additional information on CES and available courses may be found on the AMSC web site at http://www.amsc.belvoir.army.mil/academic/ces/. Refer to this web site for information about course dates, locations, and prerequisites.

**More Information.**

- ADT Checklist. Employees requesting HQDA ACTEDS funds to obtain an academic degree (training or education with the stated objective of getting an academic degree) must provide the information found in the "ADT Checklist" at Appendix 1.
- Course Checklist. Employees requesting ACTEDS funds for short-term training opportunities (120 days or less) and nonacademic degree programs must provide the information found in the "Course Checklist" at Appendix 2.

## Appendix 1 - Academic Degree Training (ADT) Checklist

NOTE: CP53 is not currently funding ADT. Employees may request Command funding for their ADT.

NOTE: Use this checklist as a guide for completing and assembling the nomination package. The applicant is responsible for obtaining and assembling all documents. Make a checkmark by each item that is attached and assemble documents in the order listed. Incomplete packages will be returned to the career program office for action.

Employees who work for an Army Staff Principal, HQDA, the Army Staff, or a Program Executive Office must obtain endorsement from the Administrative Assistant to the Secretary of the Army (AASA).

All Academic Degree Training request applications, regardless of funding source, must provide the following information:

- Academic Degree Training Application Form - For HQDA Centrally Funded
- Academic Degree Training Application Form - For Command Funded
- Academic Degree Training Applicant Statement (500 words or less) - Online
- Letter of Acceptance from Accredited institution
- Continued Service Agreement - Online
- Resume (includes list of government-sponsored training and individual courses funded by ACTEDS)
- Academic Degree Plan Form - Online
- Validation of Requirement/Utilization Plan from the Employee's Supervisor (NTE 500 words) - Online
- Ethnicity and Race Identification Form (SF 181) NOTE: Completion/submission of the SF-181 is strictly voluntary. It will be used for statistical purposes only, not for purposes of determining eligibility for participation in any training opportunity.
- Career Program Functional Review Form - Online
- Request for Central Resource Support Form - Online
- Other Career Program unique documents

**If Command funded, in addition to the above, include**:

- Endorsement from the Commander or designated representative of the appropriate Army Command (FORSCOM, TRADOC, AMC), Service Component Command, or Direct Reporting Unit.
- Other Command unique documents.

## Appendix 2 - Course Checklist

(Print this checklist for your use in completing your application package. Do not send this form with your package.) This Training Checklist will help ensure you obtain funding and reimbursement as quickly as possible.

- ☐ Go into Army Career Tracker **https://actnow.army.mil** and ensure the course is listed on your Individual Development Plan (IDP) and that your first-line supervisor is listed and correct.
- ☐ Register as a student in GoArmyEd **https://www.goarmyed.com** and complete your profile.
- ☐ Create a training application. The system will route through your supervisor and the CP53 Office to DA G-3/5/7 TRV for approval.
- ☐ Once the training application is approved, complete the process by creating your SF182 in GoArmyEd.
- ☐ If travel is required, once your GoArmyEd SF182 has been approved, create Defense Travel System (DTS) orders using CP53-Medical FY14 Training and Travel Guidance. *(Please read this part carefully because if you don't create the order correctly, the Line of Accounting (LOA) will not be added and you will have to cancel your training.)*
- ☐ DA G-3/5/7 TRV needs your SSN in order to add the LOA to your DTS order. Send your SSN in an *encrypted* email to the CP53 organizational mailbox **usarmy.jbsa.medcom-ameddcs.mbx.cp53-medical@mail.mil**.
- ☐ Once the LOA is added to your DTS order, you can complete your travel reservations in DTS. Scan and attach your approved SF182 to your DTS order under "Substantiating Records." Ensure you follow local and command guidance in DTS if you need to add further documentation.
- ☐ Attend training.
- ☐ Once training is completed and you return to home station, file your voucher within 5 business days and send a copy of your completed voucher to the CP53 organizational email **usarmy.jbsa.medcom-ameddcs.mbx.cp53-medical@mail.mil**.

**For University programs (part-time or full-time)**.

__ Letter of acceptance from the university – (must be attached)
__ Academic Plan - Online

## Annex Q – Glossary

**Academic Degree Training (ADT):** Training or education with the stated objective of obtaining a degree from a college or university that is accredited by a regional, national, or international accrediting body recognized by the U.S. Department of Education, and listed in its Database of Accredited Post-Secondary Institutions and Programs. The academic degree must be related to the performance of the employee's official duties; part of a planned, systematic and coordinated program of professional development; endorsed by the Army; and support organizational goals with results that are measurable in terms of individual and organizational performance. (AR 350-1). The Assistant Secretary of the Army (M&RA) has sole authority for approving ADT, regardless of the funding source. (Memorandum, HQDA G-3/5/7, 17 Sep 09, Subject: Academic Degree Training (ADT))

**Accreditation:** A disciplined approach to ensuring standardization across the Army in assuring that training institutions meet accepted standards, and are in accordance with higher headquarters guidance. It is the result of an evaluative process that certifies an institution meets the required percentage of TRADOC Accreditation standards with a focus on quality current and relevant training and education that meets the needs of the Army. (AR 350-1). It is also the voluntary process of evaluating institutions or programs to guarantee acceptable levels of quality, including recognition by the U.S. Secretary of Education. (DRAFT DoDI 1400.25-V410)

**Army Career Tracker** (**ACT):** The Army's leader development tool that integrates training, education and experiential learning into one personalized and easy-to-use interface. ACT provides users with a more efficient and effective way to monitor their career development while allowing leaders to track and advise subordinates on personalized leadership development. (ADCS G-3/5/7, Training and Leader Development)

**Career Map:** Information that provides employees general professional guidance on career progression. (AG-1(CP)).

**Career Ladder:** A graphic depiction of the levels of grade progression within the Career Program. The Career Ladders describe the grade levels, by position titles and organizational level, within each function and across functions where applicable. (AG-1(CP))

**Career Program (CP):** Occupational series aligned into consolidated groupings, based on common technical functions, associated command missions, position knowledge, skills, and abilities. (Army Policy Memorandum: SAMR-CQ, SUBJECT: Civilian Career Program Management Guidance, 21 April 2011)

**Career Program Proponency Office (CPPO):** Staff office to support and assist the FCR with career management responsibilities. Personnel proponents also are responsible for developing, monitoring, and assessing equal opportunity and affirmative actions of their respective career fields. (SAMR-CQ Memo, SUBJECT: Civilian Career Program Management Guidance, 21 April 2011)

**Certification:** A formal written confirmation by a proponent organization or certifying agency that an individual or team can perform assigned critical tasks to a prescribed standard. The team or individual must demonstrate its ability to perform the critical tasks to the prescribed standard before certification is issued. It is also the recognition or credential given to individuals who have met predetermined qualifications set by an agency of government, industry, or a profession. (DRAFT DoDI 1400.25-V410 and AR 350-1)

**Civilian Education System (CES):** The foundation of the Army's leader development program for all Army Civilians, providing progressive and sequential education course opportunities that employees can take throughout their careers. It is centrally funded by HQDA G-37/Training Directorate for most permanent Army Civilians, including but not limited to general schedule (GS), Nonappropriated fund (NAF), local national (LN), and wage grade (WG) employees. CES leadership courses, or designated equivalent courses, are required for all Army Civilians. Employees should include attendance at the CES course for which they are eligible in their Individual Development Plans (IDP). More information on CES courses, as well as instructions on how to enroll can be found on the Civilian Training and Leader Development website at http://www.t3ac.army.mil/Pages/Homepage.aspx.

**Civilian Expeditionary Workforce (CEW):** A subset of the DoD Civilian workforce that is organized, trained, cleared, and ready in a manner that facilitates the use of their capabilities either in a temporary reassignment and/or duty status or to stay in place overseas to support the DoD mission. The CEW is composed of the existing category of Emergency-Essential (E-E) positions and new categories of positions, Noncombat Essential (NCE), Capability-Based Volunteers (CBVs), and former Army employee volunteers. (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Civilian Workforce Transformation (CWT):** Established by the ASA (M&RA), CWT is chartered to look at existing Civilian workforce programs and offer recommendations and modifications to realize the Army's vision of a Civilian workforce management program able to attract and retain top talent and prepare the Civilian workforce to succeed in leadership positions throughout the Army. All of CWT's efforts are focused on ensuring the Civilian cohort is a trained and ready professional workforce with increased capabilities to execute the Army's current and future missions. (http://www.asamra.army.mil/cwt/about.cfm)

**Competency:** An (observable) measurable pattern of knowledge, abilities, skills, and other characteristics that individuals need in order to successfully perform their work. (DoDI 1400.25, Volume 250)

**Competency Gap:** The difference between the projected or actual availability of mission-critical competencies and the projected or actual demand for such competencies. Identification of current or future gaps typically addresses the size, composition, and competency proficiency levels of the workforce. (http://www.opm.gov/policy-data-oversight/human-capital-management/reference-materials/#url=Glossary)

**Competency-based Management System (CMS):** A system that is administratively managed by the AG-1(CP), and is the central repository of position and employee competencies. CMS supports Army career management workforce planning and Defense Enterprise Civilian Competency Management Framework implementation, in accordance with NDAA 2010 requirements. The CMS tool is assessable at: https://cms.cpol.army.mil. (Source: AG-1(CP))

**Competitive Professional Development (CPD):** Competitive, functionally tailored, significant developmental opportunities that occur in academic (university) programs, Training-With-Industry (TWI), Short-Term Training, and/or planned developmental assignments that have been documented in the respective ACTEDS plans. (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Component Functional Career Manager (CFCM) and Component Functional Community Manager Representative (CFCMR**): Senior functional leader, responsible for supporting the execution of DoDI 1400.25, Volume 250 in his or her respective DoD Component career field by working with the Office of the Secretary of Defense (OSD) and command leadership, manpower representatives, senior function leaders at the OSD level, and HR consultants. (DoDI 1400.25-V250, November 18, 2008)

**Continued Service Agreement:** A contract between the employee and Army/DoD Component, signed prior to the commencement of training, education, and professional development activities, requiring the employee to either continue Federal service as determined by the DoD Component or repay training expenses incurred. (DRAFT DoDI 1400.25-V410). In accordance with Title 5 U.S.C, Section 4108, 5 C.F.R, Section 410.309(c), and AR 690-400, Chapter 410, before assignment to training, Civilian employees, regardless of grade and category (e.g., APF, NAF, Wage Grade, LN), selected for nongovernment training in excess of 80 hours, or long-term training or developmental programs in excess of 120 calendar days (Government or Nongovernment) must sign an agreement to continue to serve in the Department of Defense (DoD) for a period equal to at least three times the length of the training course or program.

The obligation period may be longer based on associated training costs. See page 4-5 of the Standard Form 182, Authorization Agreement and Certification of Training. (DCS, G-3/5/7/TRV)

**Core Competencies:** Technical areas of knowledge, skills, and abilities, as well as other characteristics (nontechnical competencies such as interpersonal skills) that cross *all specialties* that are required by the majority of the positions in an occupational series or career program for the successful execution of critical tasks associated with the duties and responsibilities of positions. (AG-1(CP))

**Formal Training (FT):** Classroom training with an instructor that usually includes visuals (e.g., viewgraphs), training manuals, student workbooks, and quizzes. (G-3/5/7)

**Functional Competencies**: Technical ***specialty*** areas of knowledge, skills, abilities, and other characteristics (nontechnical, e.g., interpersonal skills) that are required by the majority of the positions in an occupational series or career program for the successful execution of critical tasks associated with the duties and responsibilities of positions. (AG-1(CP))

**Individual Development Plan (IDP):** A documented plan developed with supervisor and employee collaboration that identifies individual development needs and outlines specific short- and long-term goals and associated training or development needs. The intent of an IDP is to promote career development and continued personal growth. (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Intern:** An employee who has met all entrance requirements for an entry-level position in an established career program. The employee accepts an obligation to complete a highly structured training program and occupies a position with known potential for noncompetitive promotion to the target level. The intern may be centrally or locally funded. (AR 690-950)

**Key Assignment/Positions:** Positions that represent windows of opportunities to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development. (DRAFT DoDI 1400.25-V410)

**Leader Development:** The deliberate, continuous, sequential and progressive process, grounded in Army values that grows Soldiers and Civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the life-long synthesis of the knowledge, skills, abilities and experiences gained through the development of institutional, operational and self-development. (Army Leader Development Program, DA PAM 350-58)

**Leadership Competency Model:** A model that describes the sets of skills and abilities required for individuals to guide the workforce. In the Federal sector, OPM's 1998 Leadership Competency Model (comprised of 27 competencies grouped by five broad dimensions) is the accepted model. It reflects the qualifications necessary to succeed in the Government-wide Senior Executive Service and is also used by agencies in selecting managers and supervisors. (ADCS G-3/5/7)

**Mission Critical Occupation (MCO):** Occupational series designated by DoD and DA as essential to current and future military and organizational mission accomplishment. Civilian Career Program Management Guidance, 21 April 2011 ASA M&RA)

**Requirements-based Training:** Training and development defined within one of these competency-based categories - (1) Performance Enhancement - To close competency gaps to improve job performance, (2) Meet New Position Requirements - Driven by new or changes in mission that require the development of new competencies required by the job, (3) Career Progression - Match Army's requirements with employee career goals, to develop competencies to facilitate career progression, and/or, (4) Mandatory/Foundational - Meet professional/technical requirements/credentialing of positions and/or Army's standards/guidance. (Sources: AG-1CP and G-3/5/7)

**Rotational Assignments:** An opportunity to perform varied practical and career-enhancing experiences within or outside of an employee's current functional area. (AG-1(CP))

**Senior Enterprise Talent Management (SETM):** The program prepares participants for positions of greater responsibility through advanced senior-level educational and developmental experiences. Included in the SETM program are opportunities in the Enterprise Placement Program, Developmental Experiences, Senior Service College, and the Defense Senior Leader Development Program. (http://myarmybenefits.us.army.mil/Home/News_Front/Senior_Enterprise_Talent_Management_program_opens_for_Army_civilians.html)

**Training Law/Policy (**Sec. 302): Describes the head of each agency shall, (a) foster employee self-development by creating a work environment in which self-development is encouraged, by assuring that opportunities for training and self-study materials are reasonably available where the employee is stationed, and by recognizing self-initiated improvement in performance; (b) provide training for employees without regard to race, creed, color, national origin, sex, or other factors unrelated to the need for training; (c) establish and make full use of agency facilities for training employees; (d) extend agency training programs to employees of other agencies (including agencies and portions of agencies excepted by section 4102(a) of Title 5, United States Code) and assign his employees to interagency training whenever this will result

in better training, improved service, or savings to the Government; (e) establish interagency training facilities in areas of substantive competence as arranged by the Office of Personnel Management; and, (f) use non-Government training resources as appropriate. (Sec. 302 amended by EO 12107, Sec. 302, Dec. 28, 1978, 44 FR 1055, 3 CFR, 1978 Comp., p. 264) (http://www.opm.gov/hrd/lead/policy/eo11348.asp)

## Annex R - Acronyms

| | |
|---|---|
| AAPC | Certified Professional Coder-Payer |
| AASA | Administrative Assistant to the Secretary of the Army |
| AC | Advanced Course |
| ACFP | Army Congressional Fellowship Program |
| ACOM | Army Command |
| ACT | Army Career Tracker |
| ACTEDS | Army Civilian Training, Education, and Development System |
| ADA | Americans with Disabilities |
| ADDP | Active Duty Dental Plan |
| ADT | Academic Degree Training |
| AMAP | Army Medical Action Plan |
| AMCS | Army Management Staff College |
| AMEDD | US Army Medical Department |
| AMEDDC&S | US Army Medical Department Center and School |
| AODC | Action Officer Development Course |
| AOFIC | Action Officer Force Integration Course |
| APDES | Army Physical Disability Evaluation System |
| AR | Army regulation |
| ARJA | Army Joint Activity |
| ASA M&RA | Assistant Secretary of the Army [Manpower & Reserve Affairs] |
| ASCC | Army Service Component Command |
| BC | Basic Course |
| BSW | Bachelor of Social Work |
| CAP | College of American Pathologists |
| CBV | Capability-Based Volunteers |

| | |
|---|---|
| CCQAS | Centralized Credentials/Quality Assurance System |
| CDA | Corporate Dental Application |
| CEH | Certified Executive Housekeeper |
| CES | Civilian Education System |
| CESM | Certified Environmental Services Manager |
| CEU | Continuing Education Unit |
| CEW | Civilian Expeditionary Workforce |
| CFCM/CFCMR | Component Functional Career Manager and Representative |
| CHCS | Composite Health Care System |
| CHESP | Certified Healthcare Environmental Services Professional |
| CHFP | Certified Healthcare Financial Professional |
| CHRTAS | Civilian Human Resources Training Application System |
| CLLM | Certified Linen and Laundry Manager |
| CLO | Contract Liaison Officer |
| CMA | Certified Medical Assistant |
| CMAA | Certified Medical Administrative Assistant |
| CMMS | Center for Medicare and Medicaid Services |
| CMS | Competency-based Management System |
| COR | Contracting Officers Representative |
| CP | Career Program |
| CPD | Competitive Professional Development |
| CPM | Career Program Manager |
| CPPO | Career Program Proponent Office |
| CPT | Current Procedure Terminology |
| CRC | Case Review Committee |
| CSLMO | Civilian Senior Leader Management Office |
| CTP | Comprehensive Transition Plan |

| | |
|---|---|
| CWT | Civilian Workforce Transformation |
| DA | Department of the Army |
| DCPDS | Defense Civilian Personnel Data System |
| DEERS | Defense Enrollment Eligibility Reporting System |
| DHA | Defense Health Agency |
| DL | Distance Learning |
| DoD | Department of Defense |
| DoDD | Department of Defense Directive |
| DoDI | Department of Defense Instruction |
| DRU | Direct Reporting Unit |
| E-E | Emergency Essential |
| EPA | Environmental Protection Agency |
| FACHE | Fellow, American College of Healthcare Executives |
| FAP | Family Advocacy Program |
| FC | Functional Chief/Foundation Course |
| FCR | Functional Chief Representative |
| FHFMA | Fellow of the Healthcare Financial Management Association |
| FORSCOM | US Army Forces Command |
| FT | Formal Training |
| GMAT | Graduate Management Admission Test |
| GPA | grade point average |
| GRE | Graduate Record Examination |
| GS | General Schedule (pay plan) |
| HCP | Healthcare provider |
| HCPCS | Healthcare Common Procedure Coding System |
| HHIM | Health Hazard Information Module |
| HIMSS | Healthcare Information and Management System Society |

| | |
|---|---|
| HIPAA | Health Insurance Portability and Accountability Act |
| HQ | Headquarters |
| HQDA | Headquarters, Department of the Army |
| HR | Human Resources |
| IC | Intermediate Course |
| ICD | International Classification of Diseases |
| IDP | Individual Development Plan |
| IFB | Invitation for Bids |
| JC | Joint Commission |
| JCAHO | Joint Commission on the Accreditation of Healthcare Organizations |
| JTF CapMed | Joint Task Force National Capital Region Medical Command |
| LCSW | Licensed Clinical Social Worker |
| LSS | Lean Six Sigma |
| MBA | Master of Business Administration |
| MCO | Mission Critical Occupation |
| MCSC | Managed Care Support Contract |
| MDC | Manager Development Course |
| MEB | Medical Evaluation Board |
| MEDCOM | US Army Medical Command |
| MHA | Master of Health Administration |
| MR | Medical Records |
| MSA | Medical Support Assistant |
| MTF | medical treatment facility |
| NARA | National Archives and Records Administration |
| NCE | Non-Combat Essential |
| NCMOA | National Certified Medical Office Assistant |
| NDMS | National Disaster Medical System |

| | |
|---|---|
| OA | Office Automation |
| OJT | on-the-job training |
| OPM | Office of Personnel Management |
| OSHA | Occupational Safety Health Act |
| PAS | Patient Appointment System |
| PCS | permanent change of station |
| PDES | Physical Disability Evaluation System |
| PEBLO | Physical Evaluation Board Liaison Officer |
| PL | Public Law |
| RFP | Request for Proposal |
| REH | Registered Executive Housekeeper |
| RMA | Registered Medical Assistant |
| RMW | Regulated Medical Waste |
| SARSF | Secretary of the Army Research and Study Fellowship |
| SDC | Supervisor Development Course |
| SES | Senior Executive Service |
| SETM | Senior Enterprise Talent Management |
| SF | Standard Form |
| SME | subject-matter expert |
| SOP | standing operating procedure |
| SOW | Statement of Work |
| SSC | Senior Service College |
| STT | Short-Term Training |
| TBD | to be determined |
| TDRL | Temporary Disability Retired List |
| TJC | The Joint Commission |
| TMM | Textbook of Military Medicine |

| | |
|---|---|
| TRADOC | US Army Training and Doctrine Command |
| TRO | TRICARE Regional Office |
| TWI | Training-With-Industry |
| US | United States |
| VTC | video teleconference |
| WT | warrior in transition |
| WTU | Warrior Transition Unit |