

Annex G - Series 0130 - Foreign Affairs: Gap Closure Strategies and Metrics

Competency	Description	Strategy
Influencing and Negotiating	Ability to lead change and increase organizational and programmatic effectiveness. Persuades others and develops networks and coalitions. Gains cooperation from others to obtain required resources and facilitate key decision making.	<p>Strategy: 1) Complete Intermediate Level Education; Advance Level Education Requirements. 2) Seek Broadening Opportunities (Examples: Defense Strategy Courses, Frontiers, BenchMarks Seminars, Hertog Summer Study, UNC-International Defense and Business Seminars, Seminar XXI). 3) Conduct On-the-Job Training/ Mentoring.</p> <p>Metric: Track the number of personnel successfully completing designated training; Track the number of personnel establishing mentorship relationships in Army Career Tracker (ACT); Track the number of Individual Development Plans in GoArmyEd listing designated training. Pursue Supervisor's assessment of Employee's post-training performance.</p>
Regional Expertise	Provide regional perspectives on the employment of forces, to include the limitations and opportunities in the partnerships. Provide regional perspectives and policy inputs to inform strategic choices.	<p>Strategy: 1) Seek Broadening Opportunities with Regional Theme (Examples: Defense Strategy Courses, Frontiers, BenchMarks Seminars, Hertog Summer Study, UNC-International Defense and Business Seminars, Joint Foreign Area Officer Courses). 2) Pursue Formal Training with Regional Themes: FAO Sustainment Course - Naval Post-Graduate School; Regional Center Courses (Example - Asia Pacific Center for Strategic Studies); In-Region Training. 3) Conduct On-the-Job Training/Mentoring.</p> <p>Metric: Track the number of personnel successfully completing designated training; Track the number of personnel establishing mentorship relationships in Army Career Tracker (ACT); Track the number of Individual Development Plans in GoArmyEd listing designated training. Pursue Supervisor's assessment of Employee's post-training performance.</p>
Theater Military Strategy	Knowledge of the principles, theory, and application of the posturing and employment of military forces at the theater strategic level and relationship of military strategy to other elements of national power in support of US foreign policy and national security strategy.	<p>Strategy: 1) Seek Security Cooperation and Security Assistance Training opportunities (Example: Security Cooperation Planner's Course - Defense Institute of Security Assistance Management). 2) Seek Broadening Opportunities within Region (Examples: Attend Regional Security Cooperation Conferences). 3) Conduct On-the-Job Training/Mentoring.</p> <p>Metric: Track the number of personnel successfully completing designated training; Encourage participation in Regional Security Cooperation Conferences; Track the number of personnel establishing mentorship relationships in Army Career Tracker (ACT); Track the number of Individual Development Plans in GoArmyEd listing designated training. Pursue Supervisor's assessment of Employee's post-training performance.</p>
Foreign Language Proficiency	Possess sufficient language proficiency to enhance communication with partners.	<p>Strategy: 1) Seek Language Training Resources. 2) Seek Language Training opportunities (Example: In Region Immersion Training, Defense Language Institute Courses).</p> <p>Metric: Track Defense Language Proficiency Test (DLPT) scores.</p>
Cultural Awareness	Understands the varying negative and positive cultural factors that may impact all aspects of International Engagement.	<p>Strategy: 1) Seek Broadening Opportunities with Regional Theme (Examples: Defense Strategy Courses, Frontiers, BenchMarks Seminars, Hertog Summer Study, UNC-International Defense and Business Seminars, Joint Foreign Area Officer Courses). 2) Pursue Formal Training with Regional Themes: FAO Sustainment Course - Naval Post-Graduate School; Regional Center Courses (Example - Asia Pacific Center for Strategic Studies); In-Region Training. 3) Seek Foreign Language Training.</p> <p>Metric: Track the number of personnel successfully completing designated training; Track the number of personnel establishing mentorship relationships in Army Career Tracker (ACT); Track the number of Individual Development Plans in GoArmyEd listing designated training. Pursue Supervisor's assessment of Employee's post-training performance.</p>

Annex G - Series 0131 - International Relations: Gap Closure Strategies and Metrics

Competency	Description	Gap Closure Strategy
Influencing and Negotiating	Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take.	<p>Strategy:</p> <ol style="list-style-type: none"> 1) Defense Intelligence Agency - Attaché Negotiation Skills training; Tufts University - Negotiation Skills courses 2) On-the-job training 3) Mentoring <p>Metric: Track the number of personnel successfully completing designated training; Track the number of personnel establishing mentorship relationships in Army Career Tracker (ACT); Track the number of Individual Development Plans in GoArmyEd listing designated training.</p>
Analysis	Understands the principles and methodology of viewing data differently to draw conclusions and make recommendations for change to policy or processes with regard to cause and effect relationships. Identifies rules, principles, or relationships that explain facts, data, or other information. Analyzes information, makes inferences, and draws conclusions.	<p>Strategy:</p> <ol style="list-style-type: none"> 1) Entry Level: ORSA classes; MEL 4 training; Career: SAMS, SSC, or other MEL 1 training 2) On-the-job training <p>Metric: Track number of opportunities available and utilized; Track number of personnel enrolled in on-the-job training; Review supervisor and CP60 coordinator assessments of results of formal requirements and mentoring on a numbered scale (one document).</p>
Foreign Liaison	Skills to develop organizational procedures and personal relationships to enable flow of information. Skill to select, plan, prepare, execute, and evaluate effectiveness of engagement of key foreign military and civilian officials to shape their attitudes and actions in support of organizational objectives and US interests.	<p>Strategy:</p> <ol style="list-style-type: none"> 1) Education/background in regional studies /regional affairs; foreign language ability; familiarity with regional Army, Joint, and/or Interagency operations. 2) On-the-job training 3) Mentoring <p>Metric: Track the number of personnel in positions who meet formal requirements; Track the number of personnel enrolled in continuing education/training programs in order to meet formal requirements; Track the number of personnel enrolled in on-the-job training; number of mentorship relationships; supervisor and CP60 coordinator assessments of results of formal requirements, on-the-job training and mentoring on a numbered scale.</p>
Diplomacy and International Affairs	Knowledge of the practices and procedures of international diplomacy, to include knowledge of the US Department of State's structure, and the roles of other US government organizations conducting international affairs.	<p>Strategy:</p> <ol style="list-style-type: none"> 1) On-the-job – six month detail to Department of State (broadening opportunity) 2) Mentoring <p>Metric: Track the number of completed details; Track the number of mentorship relationships; Pursue supervisor and CP60 coordinator assessments of results of Department of State detail (broadening opportunity) and mentoring on a numbered scale (one document).</p>
Political-military Recommendations	Ability to evaluate and clearly communicate potential courses of action with associated risks and payoffs for US interests, including both military and political considerations to provide best advice to senior military and civilian leaders.	<p>Strategy:</p> <ol style="list-style-type: none"> 1) Entry: Pursue progressive levels of experience at advising military commanders; Career: SAMS; SSC or appropriate MEL 1 training. 2) Develop "on-the job" - six month details to other Interagency (e.g., DoS, DIA, USAID) organizations. <p>Metric: Track the number of personnel hired with appropriate experience; Track the number of training opportunities available and utilized; Track the number of personnel enrolled in on-the-job training ; Track the number of personnel completing six-month Interagency details; supervisor and CP60 coordinator assessments of results of formal training and six-month Interagency detail on a numbered scale (one document).</p>

Annex G - Series 0301 - Strategic Planning: Gap Closure Strategies and Metrics

Competency	Description	Gap Closure Strategy
Strategic Thinking	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities. Anticipates potential threats or opportunities.	<p>Strategy: 1) Training: Defense Strategy Course, Basic Strategic Art Program (BSAP), UNC IDB, Harvard JFK, NATO Defense College – Rome. 2) Delopmental assignments. 3) Short-term Temporary Duty with industry.</p> <p>Metric: Track the number of personnel successfully completing designated training; Track the number of Individual Development Plans in GoArmyEd listing designated training. Pursue Supervisor’s assessment of Employee’s post-training performance.</p>
Analysis (Strategic Planning)	Understands the principles and methodology of viewing data differently to draw conclusions and make recommendations for change to policy or processes with regard to cause and effect relationships. Identifies rules, principles, or relationships that explain facts, data, or other information. Analyzes information, makes inferences, and draws conclusions.	<p>Strategy: 1) Pursue developmental training opportunities: Red Team Leader’s Course, Lean 6-Sigma, Malcolm Baldrige Examiner’s Course; Army Force Management Course. 2) Pursue Developmental Assignments: Army QDR Office (Short-term TDY). Pursue Broadening Opprotunities: Institute of Defense Analysis (IDA)-Arlington</p> <p>Metric: Track the number of personnel successfully completing designated training; Track the number of Individual Development Plans in GoArmyEd listing designated training. Pursue Supervisor’s assessment of Employee's post-training performance.</p>
Planning, Programming, Budgeting & Execution System (Strategic Planning)	Knowledge of planning, programming, budgeting and execution system processes, products, terminology, and guidance documents	<p>Strategy: 1) Pursue Educational training opportunities (Example: How the Army Runs (DAU); and Joint Forces Staff College. 2) Pursue Developmental Assignments:(Example: Temporary Duty to to Joint/OSD/ARSTAFF POM Office).</p> <p>Metric: Track the number of personnel successfully completing designated training; Track the number of Individual Development Plans in GoArmyEd listing designated training. Pursue Supervisor’s assessment of Employee's post-training performance.</p>
Strategic Evaluations and Assessments (Strategic Planning)	Knowledge of DOD and Army publications, concepts, principles, theories, and methods and competency required to conduct strategic evaluations and assessments of strategies, plans and programs. Knowledge and understanding of how to incorporate assessments into the planning cycle. Capable of determining measures of effectiveness, measures of performance, indicators, monitoring, and evaluating for national and theater strategies and end states; campaign plans, objectives and effects; and operational and tactical plans and tasks. Knowledge of how evaluations and assessments can be used to inform commanders and impact current and/or future strategies and plans.	<p>Strategy: 1) Pursue Educational Training (Example: Defense Strategy Course; Basic Strategic Art Program (BSAP); DAU; Strategic Management System Training (SMS); Joint Forces Staff College). 2) Pursue Developmental temporary duty assignments (Example: Office of Net Assessment; ARSTAFF/DAMO-ZT).</p> <p>Metric: Track the number of personnel successfully completing designated training; Track the number of Individual Development Plans in GoArmyEd listing designated training. Pursue Supervisor’s assessment of Employee’s post-training performance.</p>
Risk Assessment, Management and Mitigation (Strategic Planning)	Knowledge to identify and assess hazards. Skill to assess the risk of less than full attainment of the strategic objectives. The ability to identify the hazards, assess the hazards, develop controls and make risk decision, implement controls, and supervise and evaluate. The ability to articulate the extent of the risk is critical to reducing or mitigating its impact. If risk is determined to be unacceptable, the strategy must be revised to reduce objectives, change concepts, or increase resources.	<p>Strategy: 1) Pursue Educational and Development Training (Example: Basic Strategic Art Program (BSAP); CES Advanced Course; Malcolm Baldrige Examiner’s Course). 2) Pursue Developmental temporary duty assignments. 3) Pursue Short-term Tempourt Duty Y w/ Joint Staff (Chairman’s Risk Assessment Group) or 38th SSG; Short-term TDY w/ Industry.</p> <p>Metric: Track the number of personnel successfully completing designated training; Track the number of Individual Development Plans in GoArmyEd listing designated training. Pursue Supervisor’s assessment of Employee's post-training performance.</p>

Annex G - Series 1046 - Language Clerical: Gap Closure Strategy and Metrics

Competency	Description	Strategy
Translation Assistance	Ability to perform written translation at a level sufficient only for mutual understanding of basic concepts, phrases, and words, or where the level is limited in breadth because of the routine, repetitive nature of the interpreting and translating assignments, and/or clerical duties.	<p>Strategy: Enhance translation skills through continuing professional education (e.g., Middlebury College; Defense Language Institute; Monterey Institute of International Studies; University of Maryland; Foreign Service Institute; Indiana University; Kent State University; Brigham Young University; University of Hawaii) and immersion language opportunities (e.g., DoD; Special Operations Forces Teletraining System; in-country programs).</p> <p>Metric: Track students by:</p> <ul style="list-style-type: none"> — CES qualification by grade (pre-requisite to enrollment). — DLPT Scores IAW Position Descriptions (PDs). — Supervisor feedback. — Course completion. — ILR-based writing proficiency test.
Interpreting Assistance	Ability to interpret at a level sufficient only for mutual understanding of basic concepts, phrases, and words, or where the level is limited in breadth because of the routine, repetitive nature of the interpreting and translating assignments, and/or clerical duties.	<p>Strategy: Enhance translation skills through continuing professional education (e.g., Middlebury College; Defense Language Institute; Monterey Institute of International Studies; University of Maryland; Foreign Service Institute; Indiana University; Kent State University; Brigham Young University; University of Hawaii) and immersion language opportunities (e.g., DoD; Special Operations Forces Teletraining System; in-country programs).</p> <p>Metric: Track students by:</p> <ul style="list-style-type: none"> — CES qualification by grade (pre-requisite to enrollment). — DLPT Scores IAW Position Descriptions (PDs). — Supervisor feedback. — Course completion. — Oral Proficiency Interview (OPI).
Language Proficiency in Written Communication	Ability to write effectively and maintain the required level of proficiency in native/primary language and in non-native/secondary language, to include using correct grammar, syntax, to meet mission requirements.	<p>Strategy: Pursue written language proficiency through institutional education and training (e.g., Middlebury College; Defense Language Institute; Monterey Institute of International Studies; University of Maryland; Foreign Service Institute; Indiana University; Kent State University; Brigham Young University; University of Hawaii). Target courses in:</p> <ul style="list-style-type: none"> — Effective/Professional Writing in English. — Effective/Professional Writing in a Foreign Language. — Technical Writing. — Creative Writing. <p>Metric: Track students by:</p> <ul style="list-style-type: none"> — CES qualification by grade (pre-requisite to enrollment). — Course completion. — Supervisor feedback. — Interagency Language Roundtable (ILR)-based writing proficiency test.
Language Proficiency in Oral Communication	Ability to communicate orally and maintain the required level of proficiency in native/primary language and in non-native/secondary language, to include using correct grammar, syntax, usage and vocabulary, to meet mission requirements.	<p>Strategy: Pursue oral language proficiency through institutional education and training (e.g., Middlebury College; Defense Language Institute; Monterey Institute of International Studies; University of Maryland; Foreign Service Institute; Indiana University; Kent State University; Brigham Young University; University of Hawaii). Seek immersion language opportunities (e.g., DoD; Special Operations Forces Teletraining System; in-country programs).</p> <p>Metric: Track students by:</p> <ul style="list-style-type: none"> — CES qualification by grade (pre-requisite to enrollment). — Course completion. — Supervisor feedback. — Oral Proficiency Interview (OPI).

Annex G - Series 1040 - Language Specialist: Gap Closure Strategy and Metrics

Competency	Description	Strategy
<p>Language Proficiency in Written Communication</p>	<p>Ability to write effectively and maintain the required level of proficiency in native/primary language and in non-native/secondary language, to include using correct grammar, syntax, to meet mission requirements.</p>	<p>Strategy: Pursue written language proficiency through institutional education and training (e.g., Middlebury College; Defense Language Institute; Monterey Institute of International Studies; University of Maryland; Foreign Service Institute; Indiana University; Kent State University; Brigham Young University; University of Hawaii). Target courses in:</p> <ul style="list-style-type: none"> — Effective/Professional Writing in English. — Effective/Professional Writing in a Foreign Language. — Technical Writing. — Creative Writing. <p>Metric: Track students by:</p> <ul style="list-style-type: none"> — CES qualification by grade (pre-requisite to enrollment). — Course completion. — Supervisor feedback. — Interagency Language Roundtable (ILR)-based writing proficiency test.
<p>Language Proficiency in Oral Communication</p>	<p>Ability to communicate orally and maintain the required level of proficiency in native/primary language and in non-native/secondary language, to include using correct grammar, syntax, usage and vocabulary, to meet mission requirements.</p>	<p>Strategy: Pursue oral language proficiency through institutional education and training (e.g., Middlebury College; Defense Language Institute; Monterey Institute of International Studies; University of Maryland; Foreign Service Institute; Indiana University; Kent State University; Brigham Young University; University of Hawaii). Seek immersion language opportunities (e.g., DoD; Special Operations Forces Teletraining System; in-country programs).</p> <p>Metric: Track students by:</p> <ul style="list-style-type: none"> — CES qualification by grade (pre-requisite to enrollment). — Course completion. — Supervisor feedback. — Oral Proficiency Interview (OPI).
<p>Translation</p>	<p>Ability to convey the meaning and intent of source language text accurately and fully in the target language in written format.</p>	<p>Strategy: Enhance translation skills through continuing professional education (e.g., Middlebury College; Defense Language Institute; Monterey Institute of International Studies; University of Maryland; Foreign Service Institute; Indiana University; Kent State University; Brigham Young University; University of Hawaii) and immersion language opportunities (e.g., DoD; Special Operations Forces Teletraining System; in-country programs).</p> <p>Metric: Track students by:</p> <ul style="list-style-type: none"> — CES qualification by grade (pre-requisite to enrollment). — DLPT Scores IAW Position Descriptions (PDs). — Supervisor feedback. — Course completion. — ILR-based writing proficiency test.
<p>Interpreting</p>	<p>Ability to orally convey the meaning of the spoken source language as accurately and fully as possible in the target language; ability to perform sight translation and note-taking.</p>	<p>Strategy: Enhance translation skills through continuing professional education (e.g., Middlebury College; Defense Language Institute; Monterey Institute of International Studies; University of Maryland; Foreign Service Institute; Indiana University; Kent State University; Brigham Young University; University of Hawaii) and immersion language opportunities (e.g., DoD; Special Operations Forces Teletraining System; in-country programs).</p> <p>Metric: Track students by:</p> <ul style="list-style-type: none"> — CES qualification by grade (pre-requisite to enrollment). — DLPT Scores IAW Position Descriptions (PDs). — Supervisor feedback. — Course completion. — Oral Proficiency Interview (OPI).

Annex G - Gap Closure Strategies and Metrics (continued)

Series 1040 - Language Specialist

Competency	Description	Strategy
Technical Terminology	Ability to effectively understand, use, translate or interpret mission-specific technical terminology to include ability to rapidly acquire the vocabulary to successfully interpret or translate for specialized topics and areas of interest.	<p>Strategy: Seek gap closure through experiential learning, self-development, continuing professional education (e.g., Middlebury College; Defense Language Institute; Monterey Institute of International Studies; University of Maryland; Foreign Service Institute; Indiana University; Kent State University; Brigham Young University; University of Hawaii). Pursue terminology database sharing. Capitalize on:</p> <ul style="list-style-type: none"> — Individual Development Plans (IDPs). — Mentoring. — Online courses. — Use of proprietary and open source glossaries and dictionaries. <p>Metric: Track language specialists by:</p> <ul style="list-style-type: none"> — Requisite CES qualification by grade. — DLPT Scores IAW Position Descriptions (PDs). — Supervisor feedback. — Course completions.