

**Career Program 60**  
**Annex I - Series 0130 - Foreign Affairs Master Training Plan**  
(Includes Competency Gap Closure Strategy)

**Series 0130 - Foreign Affairs:** This series covers all classes of positions with major duties to advise, administer, supervise, and perform research or other professional and scientific work in the formulation and direction of the foreign affairs of the Government, or in the study and disposition of information bearing on international relations.

General. The Series 0130 Master Training Plan (MTP) is a comprehensive and effective plan for the development of Series 0130 Careerists in Career Program 60. Our leadership excellence, management effectiveness, and technical expertise for today and the future depend on our commitment to development and training. This MTP is intended as a comprehensive but flexible expression of a commitment to the development of Series 0130 Careerists to ensure excellence in the performance of their duties.

**A. Goals.** The goals of the MTP are:

1. Foster career development.
2. Ensure excellence in performance of duties.
3. Build a trained CP60 workforce for the future.
4. Close competency gaps.

**B. Responsibilities.**

1. Careerist.

a. Assist his/her Supervisor in the preparation of an Individual Development Plan (IDP) that adequately addresses the Careerist's training requirements.

b. Seek appropriate training opportunities to assist in career development and improve his/her performance of duties.

2. Supervisor.

a. Train, mentor, coach and counsel your Employee(s).

b. Ensure each subordinate develops a visible IDP. Consider applicable competencies for each grade and series, and input from the Employee.

c. Ensure Careerist are trained and competent to provide quality performance of duties in current position.

d. Ensure Careerist attend mandatory Army development training.

f. Subject to availability of funds, provide each Employee with the opportunity to attend at least one developmental training activity per year.

g. Provide on-the-job training opportunities.

**C. Fundamental Principles.**

1. Supervisors will make training decisions by considering the best interests of the Army and the individual Careerist with the objective of improving the performance of the Employee's duties.

2. Careerist will actively participate in their own career development.

3. All training decisions will be consistent with equal employment opportunity and merit principles. Selection of CP60 careerist for training, education and development under this plan will be accomplished without regard to political preference, race, color, religion, national origin, gender, marital status, disability, age or sexual orientation.

4. Careerist enter the Army at various grade levels with different capabilities, experience, training and aspirations. There is no one-size-fits-all training plan for all Careerist. Thus, the table below serve as developmental guidelines.

5. Training and development are requirements for all careerists. Some careerists will elect to serve the Army at one particular installation, depot, or division office for an entire career. These careerists are valuable resources and the career program will not impose mandatory mobility. A careerist who is not mobile, however, may not have the same training and career development opportunities as another high performing careerist who is willing to move to different locations for progressively challenging opportunities.

**D. Competencies.** The Army defines a competency as “an observable (measurable) pattern of knowledge, abilities, skills, and other characteristics that individuals need in order to successfully perform their work” ( U.S. Department of Defense, Office of the Under Secretary of Defense for Personnel and Readiness, *Civilian Strategic Human Capital Management*, DoDI 1400.25, Volume 250, November 18, 2008).

1. Technical and non-technical competencies were identified, assessed and validated by CP60 SMEs during three separate CPPBs, and subsequently approved by the FCR. In October 2014, AG-1(CP) validated CP60’s competencies (identified as Tier I and Tier II), competency gap analysis results, and preliminary gap closure strategies.

a. Tier I - Core Competencies. Core Competencies are technical areas of knowledge, skill, abilities, and other characteristics (non-technical, e.g., interpersonal competencies) across all specialties that are required by the majority of the positions in an occupational series for the successful execution of critical tasks associated with the duties and responsibilities of those positions.

b. Tier II – Functional/Specialty Competencies. Functional Competencies are technical specialty areas of knowledge, skill, abilities, and other characteristics (non-technical, e.g., interpersonal competencies) for specialty groups that are required by the majority of the positions in that subgroup of

the occupational series for the successful execution of critical tasks associated with the duties and responsibilities of those positions.

2. Foreign Affairs experts possess the following core competencies: Creativity and Innovation; External Awareness; Oral Communications; Problem Solving; Team Building; Written Communications; Program and Project Management; Influencing and Negotiating; Partnering; Regional Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy; Diplomacy and International Affairs; Foreign Language Proficiency; and Cultural Awareness.

3. The 2014 Competency Management Survey identified gaps for the following core competencies: Influencing and Negotiating; Regional Expertise; Theater Military Strategy; Foreign Language Proficiency; and Cultural Awareness. The training tables below identify training opportunities in each category as part of a concerted Gap Closure Strategy for these competencies. Where possible, Careerists and Supervisors should seek training opportunities that specifically develop these competencies.

**E. Training Categories.** Training comes in many forms: Developmental Assignments; Mandatory training - Civilian Education System (CES) and Army Annual Requirements (AR 350); Developmental Training - Short-Term, Long-Term, and Academic Degree Training; and Self-Development Training. See <http://cpol.army.mil/library/train/catalog/> for greater details and more opportunities in each training category.

1. Developmental Assignments. Developmental assignment opportunities are available for the development of CP60 careerists. These opportunities allow careerists within field organizations to work in HQDA and/or activities and vice versa.

a. Developmental assignments are announced Army-wide by the FCR, can be developed by the ACOM, ASCC or DRUs, by the Activity Career Program Managers, or can be requested by individual careerists. Assignments are normally lateral assignments to positions where the individual can gain competencies, knowledge, and abilities other than those they currently possess.

b. Nominees selected will be funded only for travel and per diem as authorized in the Joint Travel Regulations (JTR).

c. The annual announcement of CP60 developmental assignment opportunities is usually issued by the FCR at fiscal year's end for the following year. Assignments may vary in length from three to twelve months and reporting dates will be determined on a case-by-case basis. Funding for salary and benefits will be assumed by the parent organizations. Subject to the availability of funds, travel and per diem will be centrally funded by CP60 ACTEDS funds. Specific Information about the individual opportunities will be provided in the announcement.

d. Developmental assignments have no set form and are generally only limited by the creativity of supervisors and careerists. For purposes of ACTEDS, short-term developmental assignments are defined as lasting 120 days or less, while long-term training is defined as more than 120 days. For specifics regarding administration and coverage of expenses by ACTEDS, see the ACTEDS Training Catalog, Chapter 3, <http://cpol.army.mil/library/train/catalog>. Centrally funded development must be approved through a competitive process. For more detailed information regarding the requirements for utilizing ACTEDS funds on Competitive Development, see Army Civilian Training Interim Policy Guidance, dated 15 June 2011.

2. Mandatory Training. The MTP tables below list the mandatory training for all grades in Series 0130.

a. Priority I. This type of training and education is typically a condition of employment. Generally, Civilian Education System (CES) and annual requirements found in AR 350 fall into this category. This training must be successfully completed within a specified period, and meets one or more of the following criteria:

1). Training is essential for mission accomplishment;

2). Training is mandated by a higher authority, law, or regulation, or is required for certification, health, or safety reasons;

3). Training is mandated by the Assistant Secretary of the Army (Manpower and Reserve Affairs) as an ACTEDS leader development core course.

b. Priority II. This is training and education that careerist should have to improve the effectiveness and quality of their work and to replace skilled careerist. Such training is less urgent than that which is "Priority I," and it may be deferred for a lack of sufficient funding or because of other organizational priorities.

3. Recommended Training. This is training and education that is designed to enhance individual professional competencies and improve organizational effectiveness. Recommended training can be found under Short-Term, Long-Term or Academic Degree Training in the MTP tables below for all grades in Series 0130.

a. Short-Term Training. Programs include training and courses conducted at Army, other DoD activities and Federal agencies, symposiums, workshops and seminars providing careerist training opportunities. These training and courses are 120 calendar days or less in duration. Attendance at seminars and workshops must be for the purpose of training and not to participate in annual organizational meetings. The purpose is to broaden careerists' core competencies.

b. Long-Term Training. Long-Term Training includes, but is not limited to, Academic Degree Training (ADT); Senior Service College (SSC); and Defense Senior Leader Development Program (DSLDP). General guidance is provided; always check with the Civilian Personnel Advisory Center (CPAC), the Joint Travel Regulation (JTR), and other regulatory requirements for clarification on local procedures. Programs include training and courses conducted at Army, other DoD activities and Federal agencies, symposiums, workshops and seminars providing careerist training opportunities. These training and courses are 120 calendar days or more in duration. The purpose is to broaden careerists' core competencies.

c. Academic Degree Training. The Army Civilian Training Interim Policy Guidance, dated 15 June 2011 provides detailed guidance regarding the administration of competitive development (administrative processing, authorized expenses, performance management, leave, grades, etc.). On a case-by-case basis, the Department of the Army and CP60 may identify additional training opportunities appropriate for competitive development in areas of International Relations. However, all Academic Degree Training must be approved prior to attendance by the ASA (M&RA).

4. Self-Development Training. Self-development activities increase Careerist knowledge and improve competence in an area of interest. A self-development activity is an individual, voluntary effort undertaken on the individual's own initiative. Self-development generally indicates that a careerist has a strong desire to achieve career goals. Careerist are encouraged to expand their knowledge through a variety of means: professional reading, participation in official associations and on-line social media, writing, and teaching.

**Career Program 60**  
**Series 0130 - Foreign Affairs Master Training Plan**  
**Entry Level/ Intern - Grade: GS 07 – GS 11**

Developmental Assignments	Target Competencies	Mandatory Training	Recommended Training	Self-Development
See Intern MTP Guidance for Rotation Plan: - Foreign Affairs Specialist - Strategic Planner/Analyst - International Relations Specialist	- Oral Communications - Problem Solving - Written Communications - Program and Project Management - *Regional Expertise - Strategic Thinking - *Cultural Awareness - Team Building  * Indicates competency is part of gap closure strategy	- Foundation Course - CES - Action Officer Development Course - Annual Army Training Requirements per AR 350	- See Intern MTP Guidance for Individual Development Plan - Basic Strategic Art Program - Defense Strategy Course	- Acquire Mentor(s) - Register in GoArmyEd; and Army Career Tracker - Complete Individual Development Plan - Review Army Knowledge Online for Current Army Activities - Read Professional Books/Journals/Magazines - Join Professional Social Networks

**Description (Desc):** S=Supervisory, L=Leadership, M=Management, F=Functional.

**Type:** DV=Developmental, DL=Distance Learning, FC=Formal Classroom

Mandatory Training	Grade	Desc	Type	Source	Length	Target Competencies
<b>Priority 1</b>						
Foundation Course	New Army Civilians	F	DL	AMSC	57 Hours	Army Values and Customs; Professionalism; Leader Development
Action Officer Development	GS 05-07	L	DL	AMSC	39	Oral Communications; Problem

Course					Hours	Solving; Team Building; Written Communications; and Program and Project Management
<b>Priority II</b>						
DA Civilians Training: Anti-Terrorism Army Substance Abuse Program and Policies Information Assurance Equal Opportunity Ethics Combating Human Trafficking Threat Awareness and Reporting Program Sexual Harassment/ Assault Response Prevention Security Training Cyber Threat Awareness	GS 05-07	F	Varies	Local Command	Varies	Army Values and Customs; Professionalism; and Leader Development
<b>Recommended Training Priority III</b>	<b>Grade</b>	<b>Desc</b>	<b>Type</b>	<b>Source</b>	<b>Length</b>	<b>Target Competencies</b>
<b>Short-Term</b>						
	GS 05-07	F	Varies	Local	Varies	Creativity and Innovation; External

See Intern MTP Guidance: - Basic Strategic Art Program (USAWC) - In-Regional Rotation - Defense Strategy Course (USAWC)				Command		Awareness; Strategic Thinking; Oral Communications; Problem Solving; Team Building; Written Communications; Analysis; Program and Project Management; Regional Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy; Foreign Language Proficiency; and Cultural Awareness
<b>Long-Term</b>	NA					
<b>Academic Degree</b>	NA					

**Career Program 60**  
**Series 0130 - Foreign Affairs Master Training Plan**  
**Specialist Level - Grade: GS 09 – GS 11 or Equivalent**

Developmental Assignments	Target Competencies	Mandatory Training	Recommended Training	Self-Development
<ul style="list-style-type: none"> <li>- Foreign Affairs Specialist</li> <li>- International Relations Specialist</li> <li>- Civil-Military Relations Specialist</li> </ul>	<ul style="list-style-type: none"> <li>- Oral Communications</li> <li>- Problem Solving</li> <li>- Written Communications</li> <li>- Program and Project Management</li> <li>- *Cultural Awareness</li> <li>- Partnering</li> <li>- *Regional Expertise</li> <li>- Strategic Thinking</li> <li>- Building Coalitions</li> <li>- *Theater Military Strategy</li> <li>- *Foreign Language Proficiency</li> </ul> <p>* Indicates competency is part of gap closure strategy</p>	<ul style="list-style-type: none"> <li>- Basic Course – CES</li> <li>- Action Officer Development Course</li> <li>- Annual Army Training Requirements per AR 350</li> </ul>	<ul style="list-style-type: none"> <li>- See Recommended Training Below</li> </ul>	<ul style="list-style-type: none"> <li>- Acquire Mentor(s)</li> <li>- Register in GoArmyEd; and Army Career Tracker</li> <li>- Develop Individual Development Plan</li> <li>- Review Current Events</li> <li>- Read Professional Books/ Journals/ Magazines</li> <li>- Join Professional Social Networks</li> </ul>

**Description (Desc):** S=Supervisory, L=Leadership, M=Management, F=Functional

**Type:** DV=Developmental, DL=Distance Learning, FC=Formal Classroom

Mandatory Training	Grade	Desc	Type	Source	Length	Target Competencies
<b>Priority I</b>						
Basic Course	GS 09-11	M/S	DL/FC	AMSC	DL 40 Hours Resident 2 Weeks	Oral Communications; Written Communications; Interpersonal Skills; Integrity; Honesty; Flexibility; Resilience; and Problem Solving.
Action Officer Development Course	GS 09-11	L	DL	AMSC	39 Hours	Action Officer Functions; Time-Management; Oral Communications; Problem Solving; Team Building; Written Communications; and Program and Project Management.
<b>Priority II</b>						
DA Civilian Training: Anti-Terrorism Army Substance Abuse Program and Policies Information Assurance Equal Opportunity						

Ethics Combating Human Trafficking Threat Awareness and Reporting Program Sexual Harassment/ Assault Response Prevention Security Training Cyber Threat Awareness	All	F	Varies	Local Command	Varies	Army Values and Customs; Professionalism; and Foundation for Leader Development
<b>Recommended Training Priority III</b>	<b>Grade</b>	<b>Desc</b>	<b>Type</b>	<b>Source</b>	<b>Length</b>	<b>Target Competencies</b>
<b>Short-Term</b>						
Supervisors Development Course	GS 11	M/L	DL	AMSC	39 Hours	Management and Leadership; Creativity and Innovation; External Awareness; Oral Communications; Problem Solving; Team Building; Written Communications; Program and Project Management; and Influencing and Negotiating.
Foreign Service Institute	GS 09-11	F	D/V	State Dept	Varies	External Awareness; Oral Communications; Analysis; Problem Solving; Political-Military Relations; Written Communications; Influencing and

						Negotiating; Regional Expertise; Building Coalitions; Theater Military Strategy; Diplomacy and International Affairs; and Cultural Awareness.
Cross Cultural Awareness Course	GS 09-11	DV	FC	USAF	40 Hours	External Awareness; Partnering; Influencing and Negotiating; Regional Expertise; Building Coalitions; Diplomacy and International Affairs; and Cultural Awareness.
Security Cooperation Familiarization Course	GS 09-11	DV	DL	DISAM	10 Hours	External Awareness, Partnering; Building Coalitions; and Theater Military Strategy.
Security Cooperation Action Officers Course	GS 09-11	F	FC	DISAM	40 Hours	Decisiveness; External Awareness; Partnering; Building Coalitions; and Theater Military Strategy.
Regional Orientation Courses - Regional Centers	GS 09-11	F	C	Local Command	Varies	External Awareness; Influencing and Negotiating; Partnering; Regional Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy; Diplomacy and International Affairs; Political-Military Relations;

						Foreign Language Proficiency; and Cultural Awareness.
USMC Security Cooperation Course	GS 09-11	F	FC	USMC	40 Hours	External Awareness; Partnering; Influencing and Negotiating; Regional Expertise; Building Coalitions; Diplomacy and International Affairs; and Cultural Awareness.
Liaison with Foreign Contacts	GS 09-11	F	FC	CIA	8 Hours	External Awareness, Partnering; Building Coalitions; and Theater Military Strategy.
CIA International Relations Courses	GS 09-11	F	FC	CIA	Varies	Decisiveness; External Awareness; Partnering; Building Coalitions; and Theater Military Strategy.
Language Training	GS 09-11	F	FC OR DL	Varies	Varies	External Awareness; Influencing and Negotiating; Partnering; Regional Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy; Diplomacy and International Affairs; Political-Military Relations; Foreign Language Proficiency; and Cultural

						Awareness.
Foreign Area Officer (FAO) Training	GS 09-11	F	FC	DLI	1 Week	External Awareness; Partnering; Influencing and Negotiating; Regional Expertise; Building Coalitions; Diplomacy and International Affairs; and Cultural Awareness.
In-Country/Region Training	GS 09-11	F	DV	G-3/5/7	2 Weeks	External Awareness; Partnering; Regional Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy; Diplomacy and International Affairs; Foreign Liaison; Influencing and Negotiating; Language Proficiency; Political-Military Recommendations; and Cultural Awareness.
<b>Long-Term</b>	NA					
<b>Academic Degree</b>	NA					

**Career Program 60**  
**Series 0130 - Foreign Affairs Master Training Plan**  
**Intermediate Level/Grade: GS 12- GS 13 or Equivalent**

Developmental Assignments	Target Competencies	Mandatory Training	Recommended Training	Self-Development
<ul style="list-style-type: none"> <li>- CP 60 Civilian Workforce Specialist</li> <li>- Foreign Affairs Specialist</li> <li>- Foreign Exchange Program Manager</li> <li>- Foreign Area Program Manager</li> <li>- Foreign Affairs Advisor</li> <li>- Foreign Affairs Analyst</li> <li>- Foreign Military Affairs Analyst</li> </ul>	<ul style="list-style-type: none"> <li>- Oral Communications</li> <li>- Problem Solving</li> <li>- Written Communications</li> <li>- Program and Project Management</li> <li>- <b>*Regional Expertise</b></li> <li>- <b>*Cultural Awareness</b></li> <li>- External Awareness</li> <li>- <b>*Influencing and Negotiating</b></li> <li>- Partnering</li> <li>- Strategic Thinking</li> <li>- Building Coalitions</li> <li>- <b>*Theater Military Strategy</b></li> <li>- <b>*Foreign Language Proficiency</b></li> </ul>	<ul style="list-style-type: none"> <li>- Intermediate Course – CES</li> <li>- Supervisors Development Course</li> <li>- Managers Development Course</li> <li>- Annual Army Training Requirements per AR 350</li> </ul>	<ul style="list-style-type: none"> <li>- See Recommended Training Below</li> </ul>	<ul style="list-style-type: none"> <li>- Acquire Mentor(s)</li> <li>- Register in GoArmyEd; and Army Career Tracker</li> <li>- Develop Individual Development Plan</li> <li>- Participate in Foreign Affairs Seminars, Conferences, Symposiums, Etc...</li> <li>- Seek Supervisory/ Management Experience</li> <li>- Seek Programmatic Competency: Staff Talks, Country Assessments, Theater Assessments, MPEP, etc...</li> <li>- Read Professional Books/ Journals/ Magazines</li> <li>- Join Professional</li> </ul>

	* Indicates competency is part of gap closure strategy			Social Networks
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**Description (Desc):** S=Supervisory, L=Leadership, M=Management, F=Functional

**Type:** DV=Developmental, DL=Distance Learning, FC=Formal Classroom

Mandatory Training	Grade	Desc	Type	Source	Length	Target Competencies
<b>Priority I</b>						
Intermediate Course	All Army Civilians in permanent appointments to supervisor or management positions	S/L/M	DL/FC	AMSC	DL 44.5 Hours Resident 3 Weeks	Leading People; Organization Development; Managing Resources; Implementing Change; Oral Communications; Problem Solving; Team Building; Written Communications; Program and Project Management; and Influencing and Negotiating.
Supervisors Development Course	GS 12-13	M/L	DL	AMSC	39 Hours	Identify Management and Leadership Responsibility For Supervisors; and Effective Management and Leadership.

Managers Development Course	All Army Civilians in supervisor or management positions	M	DL	AMSC	20 Hours	Leading Change; Leading People; Results Driven; Business Acumen; Oral Communications; Problem Solving; Team Building; Written Communications; Program and Project Management; and Influencing and Negotiating.
<b>Priority II</b>						
DA Civilian Training: Anti-Terrorism Army Substance Abuse Program and Policies Information Assurance Equal Opportunity Ethics Combating Human Trafficking Threat Awareness and Reporting Program Sexual Harassment/ Assault Response Prevention Security Training Cyber Threat Awareness	All	F	Varies	Local Command	Varies	Army Values and Customs; Professionalism; and Foundation for Leader Development

<b>Recommended Training Priority III</b>	<b>Grade</b>	<b>Desc</b>	<b>Type</b>	<b>Source</b>	<b>Length</b>	<b>Target Competencies</b>
<b>Short-Term</b>						
DoD Executive Leadership Development Program	GS 12-13	L	DV	DoD CPMS	10 Months	Team Building; Accountability; Decisiveness; Oral Communications; Problem Solving; Written Communications; Program and Project Management; and Influencing and Negotiating.
Foreign Service Institute	GS 12-13	F	DV	State Dept	Varies	External Awareness; Influencing and Negotiating; Partnering; Regional Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy; Diplomacy and International Affairs; Foreign Language Proficiency; and Cultural Awareness.
Cross Cultural Awareness Course	GS 12-13	DV	FC	USAF	40 Hours	External Awareness; Partnering; Regional Expertise; Building Coalitions; Diplomacy and International Affairs; and Cultural Awareness.

Security Cooperation Familiarization Course	GS 12-13	DV	DL	DISAM	10 Hours	External Awareness; Partnering; Building Coalitions; and Theater Military Strategy.
Regional Orientation Courses Regional Centers	GS 12-13	F	FC	Local Command	Varies	External Awareness; Partnering; Regional Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy; Diplomacy and International Affairs; Language Proficiency; and Cultural Awareness.
Security Cooperation Management - Action Officers Course	GS 12-13	F	FC	DISAM	40 Hours	External Awareness; Partnering; Building Coalitions; and Theater Military Strategy.
Exercise Familiarization	GS 12-13	F	DV	ASCC	Varies	External Awareness; Partnering; Building Coalitions; and Theater Military Strategy.
Regional Seminars/Conferences	GS 12-13	L	DV	Varies	Varies	External Awareness; Partnering; Regional Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy; Diplomacy and International Affairs; Language Proficiency;

						and Cultural Awareness.
USMC Security Cooperation Course	GS 12-13	F	FC	USMC	40 Hours	External Awareness; Partnering; Building Coalitions; and Theater Military Strategy
Information Operations Courses	GS 12-13	F	FC	IO Command	Varies	External Awareness; Partnering; Regional Expertise; Strategic Thinking; Theater Military Strategy; Diplomacy and International Affairs; Influencing and Negotiating; and Cultural Awareness.
Language Training	GS 12-13	F	FC OR DL	Varies	Varies	Language Proficiency and Cultural Awareness
Foreign Area Officer (FAO) Training	GS 12-13	F	FC	DLI Monterey	1 Week	External Awareness; Partnering; Regional Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy; Diplomacy and International Affairs; Language Proficiency; and Cultural Awareness..
In-Country/Region Training	GS 12-13	F	DV	CP-60	2 Weeks	External Awareness; Partnering; Regional Expertise; Strategic Thinking; Building Coalitions; Theater

						Military Strategy; Diplomacy and International Affairs; Language Proficiency; and Cultural Awareness.
<b>Long-Term</b>						
Seminar XXI	GS13	L	FC	MIT	1 yr (weekends and evenings)	External Awareness; Regional Expertise; Strategic Thinking; Building Coalitions; Diplomacy and International Affairs; and Cultural Awareness.
<b>Academic Degree</b>	NA					

**Career Program 60**  
**Series 0130 - Foreign Affairs Master Training Plan**  
**Management Level – Expert/Grade: GS 14 - GS 15 or Equivalent**

Developmental Assignments	Target Competencies	Mandatory Training	Recommended Training	Self-Development
<ul style="list-style-type: none"> <li>- CP60 Senior Civilian Workforce Manager</li> <li>- Deputy Division Chief</li> <li>- Foreign Affairs Supervisor</li> <li>- International Relations Supervisor</li> <li>- International Political Advisor</li> <li>- Political Advisor</li> <li>- International Relations Manager</li> </ul>	<ul style="list-style-type: none"> <li>- Creativity and Innovation</li> <li>- External Awareness</li> <li>- Oral Communications</li> <li>- Problem Solving</li> <li>- Team Building</li> <li>- Written Communications</li> <li>- Program and Project Management</li> <li>- <b>*Influencing and Negotiating</b></li> <li>- Partnering</li> <li>- <b>*Regional Expertise</b></li> <li>- Strategic Thinking</li> <li>- Building Coalitions</li> <li>- <b>*Theater Military Strategy</b></li> <li>- Diplomacy and International Affairs</li> </ul>	<ul style="list-style-type: none"> <li>- Advanced Course – CES</li> <li>- Supervisors Development Course</li> <li>- Managers Development Course</li> <li>- Annual Army Training Requirements per AR 350</li> </ul>	<ul style="list-style-type: none"> <li>- See Recommended Training Below</li> </ul>	<ul style="list-style-type: none"> <li>- Acquire Mentor(s)</li> <li>- Register in GoArmyEd; and Army Career Tracker</li> <li>- Develop Individual Development Plan</li> <li>- Seek Continuing Education/ Broadening Opportunities</li> <li>- Join Professional Social Networks</li> <li>- Seek DoS/DHS Fellowship</li> <li>- Seek Management/ Supervisory Experience</li> <li>- Attend Executive Development Seminar</li> <li>- Seek Senior Service College</li> <li>- Attend SES Training</li> </ul>

	<ul style="list-style-type: none"> <li>- *Foreign Language Proficiency</li> <li>- *Cultural Awareness</li> <li>* Indicates competency is part of gap closure strategy</li> </ul>			<p>Conference (Resident)</p> <ul style="list-style-type: none"> <li>- Participate in Foreign Affairs Seminars, Conferences, Symposiums, Etc...</li> </ul>
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**Description (Desc):** S=Supervisory, L=Leadership, M=Management, F=Functional

**Type:** DV=Developmental, DL=Distance Learning, FC=Formal Classroom

Mandatory Training	Grade	Desc	Type	Source	Length	Target Competencies
<b>Priority I</b>						
Advanced Course	GS 14-15	L	DL/FC	AMSC	DL 63 Hours Resident 4 Weeks	Creativity and Innovation; Oral Communications; Problem Solving; Team Building; Written Communications; Program and Project Management; Influencing and Negotiating; Leadership; Joint System Integrations; and Implementing Change
<b>Priority II</b>						

DA Civilian Training: Anti-Terrorism Army Substance Abuse Program and Policies Information Assurance Equal Opportunity Ethics Combating Human Trafficking Threat Awareness and Reporting Program Sexual Harassment/ Assault Response Prevention Security Training Cyber Threat Awareness	ALL	F	Varies	Local Command	Varies	Army Values and Customs; Professionalism; and Foundation for Leader Development
<b>Recommended Training Priority III</b>	<b>Grade</b>	<b>Desc</b>	<b>Type</b>	<b>Source</b>	<b>Length</b>	<b>Target Competencies</b>
<b>Short-Term</b>						
Continuing Education For Senior Leaders	GS 14-15	S/L/M	FC/DL	AMSC	DL 40 Hours Resident 4.5 days	Cultural Diversity; Ethics; Knowledge Management; Strategic Thinking
DoD Executive Leadership Development Program	GS 14-15	L	DV	DoDCPMS	10 Months	Team Building; Accountability; Decisiveness; Influencing/Negotiating
OPM Leadership for a	GS 15	L/F	FC	FEI	4 Weeks	Personal Leadership;

Democratic Society						Transforming Organizations; Policy in Constitutional System; Global Context for Executive Action
Executive Development Seminar (EDS)	GS 14-15	L	FC	OPM	2 Weeks	External Awareness; Strategic Thinking; Political Savvy; Decisiveness; Interpersonal Skills; and Oral Communications
Security Cooperation Management - Executive	GS 15	S	FC	DISAM	40 Hours	Program management; senior supervisory for security cooperation; managing programs; knowledge management
Exercise Familiarization	GS 14-15	F	DV	ASCC	Varies	Regional Expertise; Cultural Awareness; Strategic Thinking; Influencing and Negotiating; Regional Expertise; Theater Military Strategy and Diplomacy; International Affairs; and Political-Military Recommendations
Academic Seminars/Conferences	GS 14-15	L	DV	Varies	Varies	Regional Expertise; Cultural Awareness; Strategic Thinking; Influencing and Negotiating; Regional

						Expertise; Theater Military Strategy and Diplomacy; International Affairs; and Political-Military Recommendations
Senior Leader Seminar	GS 15	L	FC	USAWC	1 week	Team Building, External Awareness - Corporate Perspective, Strategic Thinking, Vision
Harvard University Program for Senior Executives	GS 14-15	L	FC	Harvard	4 Weeks	Problem Solving, Strategic Thinking, Political Savvy, External Awareness, Partnering, Vision
John F. Kennedy School of National Security Studies	GS 14-15	L	DV	CLSMO	Varies	External Awareness; Oral Communications; Problem Solving; Team Building; Written Communications; Program and Project Management; Influencing and Negotiating; Partnering; Strategic Thinking; and Cultural Diversity
Language Training	GS 14-15	F	FC OR DL	Varies	Varies	Language Proficiency and Cultural Awareness

Joint FAO Course	GS 14-15	F	FC	CP60	2 Weeks	External Awareness; Partnering; Regional Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy; Diplomacy and International Affairs; Language Proficiency; and Cultural Awareness.
In-Country/Region Training	GS 14-15	F	DV	CP60	2 Weeks	External Awareness; Partnering; Regional Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy; Diplomacy and International Affairs; Language Proficiency; and Cultural Awareness.
<b>Long-Term</b>						
Senior Enterprise Talent Management (SETM)	GS 14-15	L	DV	CLSMO	Varies	External Awareness; Oral Communications; Written Communications; Program and Project Management; Influencing and Negotiating; Partnering; Strategic Thinking; Cultural

						Diversity; Ethics; Knowledge and Management Skills
Senior Service College/ Fellowship	GS 14-15	L	FC	Varied	1 Year	External Awareness; Oral Communications; Written Communications; Program and Project Management; Influencing and Negotiating; Partnering; Strategic Thinking; Cultural Diversity; Ethics; Knowledge and Management Skills
CP60 Fellowship	GS 14-15	L	FC	CP60 Formal/Informal; independent research; Requires FCR approval	6 Months to 1 Year	External Awareness; Oral Communications; Written Communications; Program and Project Management; Influencing and Negotiating; Partnering; Strategic Thinking; Cultural Diversity; Ethics; Knowledge and Management Skills
Seminar XXI	GS 14-15	L	FC	MIT	1 Year (weekends and evenings)	External Awareness; Regional Expertise; Strategic Thinking; Building Coalitions; Diplomacy and

						International Affairs; and Cultural Awareness.
<b>Academic Degree</b>	NA					