

Career Program 60

Annex I - Series 1040/1046 – Language Specialist/Clerical Master Training Plan

(Includes Competency Gap Closure Strategy)

Series 1040 – Language Specialist: This series includes positions the primary duties of which are to administer, supervise or perform work in rendering from a foreign language into English or from English into a foreign language the spoken or written word where the objective is accurate translations and/or interpretations

Series 0146 – Language Clerical: Language Clerical positions perform translating and/or interpreting work from and into English where the level of language knowledge and competencies required is 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 are performed in conjunction with such translating or interpreting.

General. The Series 1040/1046 Master Training Plan (MTP) is a comprehensive and effective plan for the development of Series 1040/1046 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 1040/1046 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 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 positions

2. Language Specialists possess the following core competencies: Accountability; Flexibility; Problem Solving; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; Cultural Awareness; and Terminology Research. Language Clerks possess the following core competencies: Accountability; Customer Service; Interpersonal Competencies; Translation Assistance; Interpreting Assistance; Language Proficiency in Written Communications; and Language Proficiency in Oral Communications.

3. The 2014 Competency Management Survey identified gaps for both Series 1040 for the following core competencies: Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; and Technical Terminology. The 2014 Competency Management Survey identified gaps for both Series 1046 for the following core competencies: Translation Assistance; Interpreting Assistance; Language Proficiency in Written Communications; and Language Proficiency in Oral Communications. 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 1040/1046.

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 1040/1046.

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 1040/1046 – Language Specialist/Clerical Master Training Plan
Entry Level/ Intern - Grade: GS 05 – GS 07

Developmental Assignments	Target Competencies	Mandatory Training	Recommended Training	Self-Development
<p>See Intern MTP Guidance for Rotation Plan: TBD</p>	<ul style="list-style-type: none"> - Accountability - Customer Service - Interpersonal Competencies - Flexibility - Problem Solving - *Language Proficiency in Written Communications - *Language Proficiency in Oral Communications - *Translation - *Interpreting - Technical Terminology - Cultural Knowledge - Cultural Awareness - *Terminology Research * Indicates competency is 	<ul style="list-style-type: none"> - Foundation Course - CES - Action Officer Development Course - Defense Language Proficiency Test - Annual Army Training Requirements per AR 350 	<ul style="list-style-type: none"> - See Intern MTP Guidance for Individual Development Plan 	<ul style="list-style-type: none"> - Acquire Mentor(s) - Register in GoArmyEd; and Army Career Tracker - Complete Individual Development Plan - Read Professional Books/Journals/Magazines - Join Professional 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
Priority 1						
Foundation Course	New Army Civilians	F	DL	AMSC	57 hours	Army Values and Customs; Professionalism; Leader Development
Action Officer Development Course	GS 05-07	L	DL	AMSC	39 hours	Oral Communications; Problem Solving; Team Building; Written Communications; and Program and Project Management
Defense Language Proficiency Test	GS 05-07	F	FC/DL	AMSC	Varies	Target Language
Priority II						
DA Civilian Training: Anti-Terrorism Army Substance Abuse Program and Policies Information Assurance Equal Opportunity	GS 05-07	F	Varies	Local Command	Varies	Army Values and Customs; Professionalism; and Leader Development

Ethics Combating Human Trafficking Threat Awareness and Reporting Program Sexual Harassment/ Assault Response Prevention Security Training Cyber Threat Awareness						
Recommended Training Priority III	Grade	Desc	Type	Source	Length	Target Competencies
Short–Term						
See Intern MTP Guidance: TBD	GS 05-07	F	Varies	Local Command	Varies	Accountability; Customer Service; Interpersonal Competencies; Flexibility; Problem Solving; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; Cultural Awareness; Terminology Research
Language Proficiency Refresher Training: - Monterey Institute of International Studies - Foreign Service Institute	GS 05-07	F	Varies	Local Command / CP60	Varies	Primary Language; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge;

- Defense Language Institute Foreign Language Center - US University/College Language Program						and Cultural Awareness.
Long-Term	NA					
Academic Degree	NA					

Career Program 60
Series 1040/1046 - Language Specialist/Clerical 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"> - Language Specialist - Clerical Specialist - ACOM/ASCC HQs - TDY to Country in Primary Language - Training with Industry (TWI): <ul style="list-style-type: none"> - Department of State - Inter-American Defense College - Marshall Center - United Nations - NATO - Inter-American Air Force Academy 	<ul style="list-style-type: none"> - Accountability - Customer Service - Interpersonal Competencies - Flexibility - Problem Solving - *Language Proficiency in Written Communications - *Language Proficiency in Oral Communications - *Translation - *Interpreting - Technical Terminology - Cultural Knowledge - Cultural Awareness - Terminology Research <p>* Indicates competency is</p>	<ul style="list-style-type: none"> - Basic Course – CES - Action Officer Development Course - Action Officer Development Course - Defense Language Proficiency Test - Annual Army Training Requirements per AR 350 	<ul style="list-style-type: none"> - See Recommended Training Below 	<ul style="list-style-type: none"> - Acquire Mentor(s) - Register in GoArmyEd; and Army Career Tracker - Develop Individual Development Plan - Review Current Events - Read Professional Books/ Journals/ Magazines - Join Professional Social Networks

	part of gap closure strategy			
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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
Priority I						
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.
Non-Native Language Proficiency Test (Superior)	GS-11	F	Varies	Local Command/ CP60	Varies	Primary Language; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; and Cultural Awareness.

Priority II						
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
Recommended Training Priority III	Grade	Desc	Type	Source	Length	Target Competencies
Short-Term						
Language Proficiency Training: - Monterey Institute of International Studies - Foreign Service Institute	GS 09-11	F	Varies	Local Command/ CP60	Varies	Primary Language; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting;

<p>- Defense Language Institute Foreign Language Center</p> <p>- US University/College Language Program</p>						<p>Technical Terminology; Cultural Knowledge; and Cultural Awareness.</p>
<p>Supervisors Development Course</p>	<p>GS 09- 11</p>	<p>M/L</p>	<p>DL</p>	<p>AMSC</p>	<p>39 hours</p>	<p>Management and Leadership; Creativity and Innovation; External Awareness; Oral Communications; Problem Solving; Team Building; Written Communications; Program and Project Management; and Influencing and Negotiating.</p>
<p>Foreign Service Institute</p>	<p>GS 09- 11</p>	<p>F</p>	<p>D/V</p>	<p>State Dept</p>	<p>Varies</p>	<p>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.</p>

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.
Regional Orientation Courses - Regional Centers	GS-11	F	C	Local Command	Varies	Primary Language; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; and Cultural Awareness.
In-Country/Region Training	GS-11	F	DV	CP60	2 Weeks	Primary Language; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; and Cultural Awareness.
Long-Term						
Defense Civilian Emerging Leader Program	GS 09-11					Mission orientation, public service motivation, DoD mission and culture, decisiveness, interpersonal skills, oral

		F	DV	CP60	2 Weeks	communication, problem solving, conflict management, accountability, strategic thinking, technical credibility, influencing/negotiating, leveraging diversity, team building, and continual learning.
Foreign Military School Exchange	GS 09-11	F	DV	Varies	Varies (6 Months – 1 Year)	Flexibility; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; Cultural Awareness; Terminology Research
Academic Degree	NA					

Career Program 60
Series 1040/1046 - Language Specialist/Clerical 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"> - Language Specialist - Clerical Specialist - ACOM/ASCC HQs - TDY to Country in Primary Language - Training with Industry (TWI): <ul style="list-style-type: none"> - Department of State - Inter-American Defense College - Marshall Center - United Nations - NATO - Inter-American Air Force Academy 	<ul style="list-style-type: none"> - Accountability - Customer Service - Interpersonal Competencies - Flexibility - Problem Solving - *Language Proficiency in Written Communications - *Language Proficiency in Oral Communications - Translation - Interpreting - *Technical Terminology - Cultural Knowledge - Cultural Awareness - Terminology Research 	<ul style="list-style-type: none"> - Intermediate Course - CES - Action Officer Development Course - Non-Native Language Proficiency Test (Superior) - Annual Army Training Requirements per AR 350 	<ul style="list-style-type: none"> - See Recommended Training Below 	<ul style="list-style-type: none"> - Acquire Mentor(s) - Register in GoArmyEd; and Army Career Tracker - Develop Individual Development Plan - Review Current Events - Read Professional Books/ Journals/ Magazines - Join Professional Social Networks

	* Indicates that competency is part of gap closure strategy			
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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
Priority I						
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.
Non-Native Language Proficiency Test (Superior)	GS 12-13	F	Varies	Local Command/ CP60	Varies	Primary Language; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; and Cultural Awareness.
Priority II						
DA Civilian Training: Anti-Terrorism Army Substance Abuse Program and Policies Information Assurance	All	F	Varies	Local Command	Varies	Army Values and Customs; Professionalism; and Foundation for Leader Development

<p>Equal Opportunity</p> <p>Ethics</p> <p>Combating Human Trafficking</p> <p>Threat Awareness and Reporting Program</p> <p>Sexual Harassment/ Assault Response Prevention</p> <p>Security Training</p> <p>Cyber Threat Awareness</p>						
Recommended Training Priority III	Grade	Desc	Type	Source	Length	Target Competencies
Short-Term						
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.
						External Awareness; Influencing and Negotiating; Partnering; Regional Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy;

<p>Language Proficiency Training:</p> <ul style="list-style-type: none"> - Monterey Institute of International Studies - Foreign Service Institute - Defense Language Institute Foreign Language Center - US University/College Language Program 	GS 12-13	F	Varies	Local Command/ CP60	Varies	Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; and Cultural Awareness.
In-Country/Region Training	GS 12-13	F	DV	CP60	2 Weeks	Primary Language; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; and Cultural Awareness.
Long-Term						
Defense Civilian Emerging Leader Program	GS 12-13	F	DV	CP60	2 Weeks	Mission orientation, public service motivation, DoD mission and culture, decisiveness, interpersonal skills, oral communication, problem solving, conflict management, accountability, strategic thinking, technical credibility,

						influencing/negotiating, leveraging diversity, team building, and continual learning.
Foreign Military School Exchange	GS 12-13	F	DV	Varies	Varies (6 Months – 1 Year)	Flexibility; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; Cultural Awareness; Terminology Research
Academic Degree	NA					

Career Program 60
Series 1040/1046 - Language Specialist/Clerical Master Training Plan
Management Level – Expert/Grade: GS 13/14 - GS 15 or Equivalent

Developmental Assignments	Target Competencies	Mandatory Training	Recommended Training	Self-Development
<ul style="list-style-type: none"> - Language Specialist - Clerical Specialist - ACOM/ASCC HQs - TDY to Country in Primary Language - Training with Industry (TWI): <ul style="list-style-type: none"> - Department of State - Inter-American Defense College - Marshall Center - United Nations - NATO - Inter-American Air Force Academy 	<ul style="list-style-type: none"> - Accountability - Customer Service - Interpersonal Competencies - Flexibility - Problem Solving - *Language Proficiency in Written Communications - *Language Proficiency in Oral Communications - *Translation - *Interpreting - *Technical Terminology - Cultural Knowledge - Cultural Awareness - Terminology Research <p>*Indicates that competency</p>	<ul style="list-style-type: none"> Intermediate Course - CES - Action Officer Development Course - Non-Native Language Proficiency Test (Superior) - Annual Army Training Requirements per AR 350 	<ul style="list-style-type: none"> - See Recommended Training Below 	<ul style="list-style-type: none"> - Acquire Mentor(s) - Register in GoArmyEd; and Army Career Tracker - Develop Individual Development Plan - Review Current Events - Read Professional Books/ Journals/ Magazines - Join Professional 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
Priority I						
Advanced Course	GS 13-15	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
Non-Native Language Proficiency Test (Superior)	GS 13-15	F	Varies	Local Command/CP60	Varies	Primary Language; Language Proficiency in Written Communications; Language Proficiency in Oral Communications;

						Translation; Interpreting; Technical Terminology; Cultural Knowledge; and Cultural Awareness.
Priority II						
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
Recommended Training Priority III	Grade	Desc	Type	Source	Length	Target Competencies
Short-Term						

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 12-14	L	DV	DoDCPMS	10 Months	Team Building; Accountability; Decisiveness; Influencing/Negotiating
OPM Leadership for a Democratic Society	GS 15	L/F	FC	FEI	4 weeks	Personal Leadership; 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
Exercise Familiarization	GS 13-15	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						Regional Expertise; Cultural Awareness; Strategic Thinking;

Seminars/Conferences	GS 13-15	L	DV	Varies	Varies	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
Language Proficiency Training: - Monterey Institute of International Studies - Foreign Service Institute - Defense Language Institute Foreign Language Center - US University/College Language Program	GS 13-15	F	Varies	Local Command/ CP60	Varies	Primary Language; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; and Cultural Awareness.
Cross Cultural Awareness						External Awareness; Partnering; Regional

Course	GS 13-15	DV	FC	USAF	40 hours	Expertise; Building Coalitions; Diplomacy and International Affairs; and Cultural Awareness.
Regional Orientation Courses Regional Centers	GS 13-15	F	FC	Local Command	Varies	Primary Language; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; and Cultural Awareness.
Program, Planning, Budget and Execution System	GS 13-15	F	DV/DL	CP60	2 Weeks	Strategic Thinking; Analysis; Planning, Programming, Budgeting and Execution System; Strategic Evaluations and Assessments; Risk Assessment, Management and Mitigation; Oral Communications; Problem Solving; Written Communications; Program and Project Management; and Team Building

<p>Manpower and Force Management Course</p>	<p>GS 13-15</p>	<p>F</p>	<p>DV/DL</p>	<p>CP60</p>	<p>2 Weeks</p>	<p>Strategic Thinking; Analysis; Planning, Programming, Budgeting and Execution System; Strategic Evaluations and Assessments; Risk Assessment, Management and Mitigation; Oral Communications; Problem Solving; Written Communications; Program and Project Management; and Team Building</p>
<p>Basic Strategic Art Program</p>	<p>GS 13-15</p>	<p>F</p>	<p>DL</p>	<p>AWC</p>	<p>1 Month</p>	<p>Strategic Thinking; Analysis; Planning, Programming, Budgeting and Execution System; Strategic Evaluations and Assessments; Risk Assessment, Management and Mitigation; Oral Communications; Problem Solving; Written Communications; Program and Project Management; and Team Building</p>
						<p>External Awareness; Partnering; Regional</p>

Regional Seminars/Conferences	GS 13-15	L	DV	Varies	Varies	Expertise; Strategic Thinking; Building Coalitions; Theater Military Strategy; Diplomacy and International Affairs; Language Proficiency; and Cultural Awareness.
In-Country/Region Training	GS 13-15	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.
Long-Term						
Foreign Military School Exchange	GS 13-15	F	DV	Varies	Varies (6 Months – 1 Year)	Flexibility; Language Proficiency in Written Communications; Language Proficiency in Oral Communications; Translation; Interpreting; Technical Terminology; Cultural Knowledge; Cultural Awareness; Terminology Research

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;	6 Months to 1 Year	External Awareness; Oral Communications; Written Communications; Program and Project Management; Influencing and Negotiating; Partnering; Strategic

				Requires FCR approval		Thinking; Cultural Diversity; Ethics; Knowledge and Management Skills
Academic Degree	NA					