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LEGEND:
LPM--0343: MACOM Lodging Program Manager (100)
ALM--1173: Hotel General Manager (200)
AHM--1173: Hotel Manager (300)
LAM--1173: Assistant Hotel General Manager/Night Manager (400)
PMA--0343: Program Management Analyst (500)
FOM--1173: Front Office Manager (600)
RSM--1173: Reservation Manager (700)
EKP-- 1601: Executive Housekeeper (800)

KNOWLEDGE	LPM	ALM	AHM	LAM	PMA	FOM	RSM	EPK
K007. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) budget formulation and associated documents (e.g., schedules, exhibits, program budget guidance, APF/NAF Major Construction, NAF Capital Purchase and Minor Construction, APF/NAF Synchronization Budget, 5-year Plan).	X	X	X	X	X			X
K008. Knowledge of budget execution phases (e.g., obligations, commitments, disbursements, unobligated balances, and outlays).	X	X	X	X	X	X	X	X
K009. Knowledge of budget analysis techniques used to evaluate APF and NAF financial statements (e.g., validation and identification of trends, resource requirements, acid test, financial management analysis, break-even analysis, average inventory turnover, cost-of-goods sold).	X	X	X	X	X	X	X	X
K010. Knowledge of the NAF Risk Management Program (RIMP).	X	X	X	X	X	X		X
K011. Knowledge of NAF internal controls regulations and procedures (e.g., cash controls, retail sales accountability, cash counts, Petty Cash Fund).	X	X	X	X	X	X	X	X
K012. Knowledge of manpower resource management (e.g., Schedule x and Table of Distribution and Allowances (TDA), manpower surveys, Program Analysis Resource Review (PARR), and NAF Personnel Requirements Document (PRD)).	X	X	X	X	X	X	X	X

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KNOWLEDGE	LPM	ALM	AHM	LAM	PMA	FOM	RSM	EPK
K013. Knowledge of APF and NAF acquisition, procurement, and contracting (e.g., Blanket Purchase Agreements (BPAs), NAF Purchase Request, Order for Supplies or Services/Request for Quotation (DA Form 4067-R), emergency purchase procedures, source list and procedures.	X	X	X	X	X	X		X
K014. Knowledge of APF and NAF property management (e.g., fixed assets, end-of-month inventory, relationship with Central Accounting Office (CAO), disposition, lost and transfers of property, Report of Survey, property book accountability).	X	X	X	X	X	X	X	X
K015. Knowledge of accepted customer relations/service practices, techniques, and programs.	X	X	X	X	X	X	X	X
K016. Knowledge of career planning goals, policies, procedures, and training.	X	X	X	X	X	X	X	X
K017. Knowledge of group dynamics and its impact on meeting organizational goals.	X	X	X	X	X	X	X	X
K018. Knowledge of the organizational leadership elements of purpose, direction, and motivation	X	X	X	X	X	X	X	X
K019. Knowledge of leadership and management behaviors and techniques including, understanding of Army's leadership competencies and the Office of Personnel Management managerial competencies.	X	X	X	X	X	X	X	X

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KNOWLEDGE	LPM	ALM	AHM	LAM	PMA	FOM	RSM	EPK
K020. Knowledge of current management innovations and trends and external events and attitudes that influence decisions.	X	X	X	X	X	X	X	X
K021. Knowledge of creative problem solving, decision-making, and strategic planning techniques.	X	X	X	X	X	X	X	X
K022. Knowledge of Total Army Quality concepts and applications.	X	X	X	X	X	X	X	X
K0100. Knowledge of Army MWR food service program (e.g., marketing, food quality, service, costing, pricing, plating, food production, Nonappropriated Fund Food Operations Manual, Nonappropriated Fund Army Club Operations Manual – Beverage Management).	X	X	X	X	X	X		
K0101. Knowledge of DOD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of Services Programs, and operations (e.g., warehousing, NAF contraction and procurement, marketing, distribution, Supply recycling, training, management information, facility and equipment maintenance, inventory and property control).	X	X	X	X	X			X
K0102. Knowledge of federal/DOD/DA/CFSC fire, safety, and accident prevention regulations and procedures as they relate to Services' facilities, storage areas and activities.	X	X	X	X	X	X	X	X

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KNOWLEDGE	LPM	ALM	AHM	LAM	PMA	FOM	RSM	EPK
K0103. Knowledge of federal/DOD/DA/CFSC health and sanitation laws, regulations, and procedures, and program standards as they relate to Services' facilities, storage areas, and activities.	X	X	X	X	X	X	X	X
K0104. Knowledge of federal/DOD/DA/CFSC policies, regulations, procedures, and programs standards pertaining to execution of NAF Contracting services and operations.	X	X	X	X	X			X
K0105. Knowledge of DOD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of supply services and operations.	X	X	X	X	X			X
K0106. Knowledge of DOD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR Maintenance Services and Operations (e.g., NAF Capital Purchase and Minor Construction (CPMC) and APF/NAF Major Construction, carpentry, painting, plumbing, MWR equipment repair, and motor vehicle repair).	X	X	X	X	X			
K0107. Knowledge of the Occupational Safety and Health Act (OSHA).	X	X	X	X	X	X	X	X
K0108. Knowledge of the Hazard Communication Standard, Title 29, Code of Federal Regulations 1910.1200.	X	X	X	X	X	X	X	X

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KNOWLEDGE	LPM	ALM	AHM	LAM	PMA	FOM	RSM	EPK
K0109. Knowledge of established policies, directives of higher authority, and of applicable Federal and State Laws, rules and regulations.	X	X	X	X	X	X	X	X
K0110. Knowledge of Army Alcohol Intervention Program and installation/community alcohol policies and regulations (e.g., age restrictions, authorization, applicable tax laws, procurement, transportation of alcoholic beverages)	X	X	X	X	X	X	X	X
K0111. Knowledge of standard accepted retail sales procedures and operations (e.g., inventory control, sales accountability, marketing, merchandise display)	X	X	X	X	X	X		X
K0112. Knowledge of developing and implementing marketing and sales plans. (i.e., Business Plan)	X	X	X	X				
K0113. Knowledge of property management and public relations	X	X	X	X	X	X	X	X
K0114. Knowledge of conducting guest satisfaction surveys resolving patron complaints.		X	X	X	X	X	X	X
K0115. Knowledge of Management Control Program policy, procedures, and process (AR 11-12).	X	X	X	X	X	X	X	X

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KNOWLEDGE	LPM	ALM	AHM	LAM	PMA	FOM	RSM	EPK
K0116. Knowledge of union rules and regulations.	X	X	X	X	X	X	X	X
K0117. Knowledge of base operations (BASOPS).	X	X	X	X	X	X	X	X
K0118. Knowledge of standard first aid and basic CPR techniques.	X	X	X	X	X	X	X	X
K0119. Knowledge of military customs and protocol.	X	X	X	X	X	X	X	X
K0120. Knowledge of principles and practices of supervision.	X	X	X	X	X	X	X	X
K0121. Knowledge of available training sources to include the installation, local schools, colleges, universities, and the MWR Academy.	X	X	X	X	X	X	X	X
K0122. Knowledge of manpower management and organizational functions to include requirements determination, allocation, utilization, documentation, and reporting processes.	X	X	X	X	X	X	X	X
K0123. Knowledge of methodologies and techniques to balance and prioritize programs with total resource availability.	X	X	X	X	X	X	X	X

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KNOWLEDGE	LPM	ALM	AHM	LAM	PMA	FOM	RSM	EPK
K0124. Knowledge of managing the installation lodging function, ensuring the overall success of the lodging facility, meeting the budget, and ensuring guest satisfaction and product quality standards are met.	X	X	X	X	X			X
K0125. Knowledge of establishing operational policy in all areas of hotel operations.	X	X	X	X	X			
K0126. Knowledge of workflow and functional areas of hotel operations.	X	X	X	X	X	X	X	X
K0127. Knowledge of developing overall plans and procedures for installation lodging administration and operations.	X	X	X	X	X			
K0128. Knowledge of effecting changes in policies and operating procedures, and providing guidance, direction and control of Army lodging operations to achieve program objectives.	X	X	X	X	X			
K0129. Knowledge of managing assigned Army lodging functions in accordance with Army Lodging Standards.	X	X	X	X	X	X	X	X

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K0130. Knowledge of conducting management reviews of patron programs to identity problems and initial appropriate corrective measures.	X	X	X	X	X			
K0131. Knowledge of evaluating the success of programs/services in terms of profitability, guest satisfaction and mission accomplishment.	X	X	X	X	X			X
K0132. Knowledge of facilities and activity service levels to insure standards are met and managed in an economical manner.	X	X	X	X	X	X	X	X
K0133. Knowledge of procedures for proper and safe operation of all equipment.		X	X	X				X
K0134. Knowledge of setting and directing schedules based on priorities, projects, and occupancy.		X	X	X		X	X	X
K0135. Knowledge of operating automatic switchboard for the hotel.						X	X	
K0136. Knowledge of preparing and maintaining reports and records pertaining to front desk operations.						X	X	
K0137. Knowledge of room sales, charges and services billing, and the review and approval of corrections of customer charges.						X	X	

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KNOWLEDGE	LPM	ALM	AHM	LAM	PMA	FOM	RSM	EPK
K0138. Knowledge of local area, including available amenities and services (i.e. restaurants, PX)		X	X	X		X	X	X
K0139. Knowledge of security and key control.		X	X	X		X		X
K0140. Knowledge of managing reservation activities under changing condition and contingency requirements to achieve maximum room occupancy and revenue with minimum customer dissatisfaction.						X	X	
K0141. Knowledge of inventory management policy (i.e., room inventory and supply inventory).		X	X	X		X	X	X
K0142. Knowledge of Hotel Purchasing Systems (i.e., linen replacement, operating supplies, etc)		X	X	X				X
K0143. Knowledge of warehouse planning to include arranging stock for maximum convenience of handling, ease of movement, and protection from damage, deterioration, and pilferage.	X	X	X	X	X			X
K0144. Knowledge of turnover rates and establishment and maintenance of appropriate (par) stockage levels.		X	X	X				X
K0145. Knowledge of the APF and NAF supply requisition process.	X	X	X	X	X			X

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KNOWLEDGE	LPM	ALM	AHM	LAM	PMA	FOM	RSM	EPK
K0146. Knowledge of developing five-year capital expenditure budget, annual expense and income budgets, and investment program.	X	X	X	X	X			
K0147. Knowledge of preparing and executing annual budget that accurately reflects the business plan.	X	X	X	X	X			
K0148. Knowledge of Hotel Budgeting Expenses (i.e., salaries and wages, employee benefits, etc)	X	X	X	X	X			X
K0149. Knowledge of financial control procedures for cash vouchers inventories and receivables.	X	X	X	X	X	X	X	
K0150. Knowledge of controlling hotel expenses (i.e., through effective scheduling, efficient purchasing, etc.)		X	X	X				X
K0151. Knowledge of hotel front desk operations. (i.e., registration, room assignments etc.)		X	X	X		X	X	
K0152. Knowledge of hotel room reservation operations. (i.e., reservation records, property management systems etc.)		X	X	X		X	X	

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KNOWLEDGE	LPM	ALM	AHM	LAM	PMA	FOM	RSM	EPK
K0153. Knowledge of hotel engineering and maintenance operations.		X	X	X				
K0154. Knowledge of evaluation management, maintenance and operating cost to determine the most efficient and economical service possible.		X	X	X				
K0155. Knowledge of various recyclable materials, collection, separation, processing, storage, and recovery procedures.		X	X	X				X
K0156. Knowledge of record keeping procedures regarding recyclable materials.		X	X	X				X
K0157. Knowledge of developing long-range planning on matters pertaining to rooms department. (i.e., scheduled room maintenance, deep cleaning, etc.)		X	X	X				X
K0158. Knowledge of all aspects of housekeeping and laundry operations		X	X	X				X
K0159. Knowledge of effectively managing maintenance programs, ensuring physical plant standards are maintained.		X	X	X				X
K0160. Knowledge of planning and directing renovation projects for guestrooms and other areas of the hotel.		X	X	X				X

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K0161. Knowledge of federal/state/DOD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR Recycling Program and operations.		X	X	X				X
K0800. Knowledge of suitability of available cleaning supplies, equipment, and other products used by the housekeeping department.								X

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SUPERVISORY	LPM	ALM	AHM	L AM	PMA	FOM	RSM	EPK
S001. Knowledge of federal and NAF position management and classification systems (e.g., job description, position classification standards, NAF Personnel Requirements Document (PRD), Table of Distribution and Allowance (TDA).	X	X	X	X	X	X	X	X
S002. Knowledge of employee development (e.g., performance appraisal, performance and career counseling, career appraisal Individual Development Plan (IDP), training and professional development opportunities and assignments, short and long term training).	X	X	X	X	X	X	X	X
S003. Knowledge of Nonappropriated Fund (NAF) and federal merit promotion/ Internal placement procedures. Includes: NAF Central Referral Systems, NAF Personnel System Modernization, NAF Pay Banding, reinstatement eligible, and the effects of the special placement programs (e.g., priority placement, military spouse preference) on these procedures.	X	X	X	X	X	X	X	X
S004. Knowledge of supervisory responsibilities in Federal Equal Employment Opportunity (e.g., affirmative action requirements, avoidance of disparate treatment, prohibited personnel practices).	X	X	X	X	X	X	X	X
S005. Knowledge of Army civilian APF/NAF career management and MWR Personnel Proponency requirements and procedures, to include the Army Civilian Career Evaluation System (ACCES), and the Army Civilian Training, Education, and Development System (ACTEDS).	X	X	X	X	X	X	X	X
S006. Knowledge of management-employee relations (absence and leave regulations, adverse action procedures, grievance and appeal procedures, disciplinary procedures, awards, labor schedule (DA Form 5555-E) and labor/union relations.	X	X	X	X	X	X	X	X

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A001. Ability to direct work activities: Encompasses ability to assign or delegate work, to monitor the work of others, and to provide on-the-job training.	X	X	X	X	X	X	X	X
A002. Ability to communicate orally: Encompasses ability to brief, instruct, explain, advise, negotiate, or persuade.	X	X	X	X	X	X	X	X
A003. Ability to plan and organize: Encompasses ability to establish objectives, requirements, priorities, and deadlines in order to determine course of action for work.	X	X	X	X	X	X	X	X
A004. Human relations ability: Encompasses ability to interact with others in one-to-one or group situations (often called "teamwork," "cooperation," "interpersonal skills," "ability to meet and deal," "tact," and "diplomacy"). Works with supervisors and others to achieve organizational goals.	X	X	X	X	X	X	X	X
A005. Ability to analyze: Encompasses ability to obtain information, define problems, identify relationships, evaluate quality, asses impacts, and make conclusions/recommendations. Includes the ability to determine quality of projects, programs, or performance by comparison against standards and objectives.	X	X	X	X	X	X	X	X

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A006. Ability to write: Encompasses ability to express ideas in writing (e.g., reports, information papers, memorandums, letters, briefing materials, and manuals).	X	X	X	X	X	X	X	X
A007. Ability to innovate: Encompasses ability to develop new or revised procedures, programs, or solutions to problems.	X	X	X	X	X	X	X	X
A008. Ability to initiate action: Encompasses ability to independently originate action (one who demonstrates this ability is often called a "self-starter").	X	X	X	X	X	X	X	X
A009. Ability to identify and apply different methods of conflict management, problem solving, and decision-making.	X	X	X	X	X	X	X	X
A010. Ability to apply effective leadership style or follower feedback style in a given situation.	X	X	X	X	X	X	X	X
A011. Ability to understand how individual values affect decisions and professional ethics.	X	X	X	X	X	X	X	X
A012. Ability to identify strategies for effective decision-making in supervising subordinates as well as molding cohesive work-teams through planning, good communications, proper motivation, counseling, and conflict management.	X	X	X	X	X	X	X	X

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A013. Ability to understand the role of values and ethics in supervision.	X	X	X	X	X	X	X	X
A014. Ability to use a system model in assessing organization operation/performance.	X	X	X	X	X	X	X	X
A015. Ability to recognize and develop human potential and increase productivity through sound management practices.	X	X	X	X	X	X	X	X
A016. Ability to understand power and authority in management.	X	X	X	X	X	X	X	X
A017. Ability to understand management and motivation, including value clarification.	X	X	X	X	X	X	X	X
A018. Ability to understand organizational functioning through basic systems models.	X	X	X	X	X	X	X	X
A019. Ability to recognize stages of group development and steps in building cohesive, high-performance teams.	X	X	X	X	X	X	X	X
A020. Ability to lead more effectively through awareness of importance of values and ethics and application of sound management practices.	X	X	X	X	X	X	X	X

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A021. Ability to establish operational policy in all areas of a hotel operation.	X	X	X	X	X			
A022. Ability to organize workflow and functional areas of a hotel operation.	X	X	X	X	X			X
A023. Ability to maintain guest service as the driving philosophy of the hospitality facility.	X	X	X	X	X	X	X	X
A024. Ability to coordinate and manage diverse functions effectively.	X	X	X	X	X	X	X	X
A025. Ability to ensure Army Lodging Standards is implemented to ensure consistent guest service and empower staff to deliver guest service.	X	X	X	X	X	X	X	X
A026. Ability to deal effectively and objectively with guest, employee, supervisory and management personnel.	X	X	X	X	X	X	X	X
A027. Ability to effectively manage maintenance programs to ensure physical plant standards are maintained.		X	X	X				
A028. Ability to enforce health and safety codes and regulations, and security procedures that apply to the facility.		X	X	X		X		X

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- FOM--1173: Front Office Manager (600)
- RSM--1173: Reservation Manager (700)
- EKP-- 1601: Executive Housekeeper (800)

ABILITY	LPM	ALM	AHM	LAM	PMA	FOM	RSM	EPK
A029. Ability to control and direct extensive capital improvement programs undertaken to maintain a first class hotel.	X	X	X					
A030. Ability to develop and implement marketing and sales plans.		X	X	X				
A031. Ability to handle guest complaints and, where possible, arrive at mutually satisfactory solutions.		X	X	X		X	X	X
A032. Ability to prepare a variety of daily, weekly and monthly operating reports regarding facility.		X	X	X		X	X	X
A033. Ability to conduct studies on trends in order to evaluate the effect of current directives, and recommend changes as appropriate.	X	X	X	X	X			
A034. Ability to project room occupancy rates and effective utilization of available manpower.		X	X	X		X	X	X
A035. Ability to perform a variety of duties in long range planning, which includes coordinating and supervision pertaining to the rooms division.		X	X	X		X		X
A036. Ability to evaluate and effect changes in policies and operating procedures of the rooms division.		X	X	X		X		X

("X indicates that the knowledge or ability is core (essential to a job category. Other knowledges or abilities may be required.)

LEGEND

- LPM--0343: MACOM Lodging Program Manager (100)
- ALM--1173: Hotel General Manager (200)
- AHM--1173: Hotel Manager (300)
- LAM--1173: Assistant Hotel General Manager/Night Manager (400)
- PMA--0343: Program Management Analyst (500)
- FOM--1173: Front Office Manager (600)
- RSM--1173: Reservation Manager (700)
- EKP-- 1601: Executive Housekeeper (800)

ABILITY	LPM	ALM	AHM	LAM	PMA	F OM	RSM	EPK
A037. Ability to apply specialized knowledge of hotel operations in executing assigned duties and responsibilities.		X	X	X				X
A038. Ability to provide guidance, direction and control of rooms division operations to achieve organizational mission objectives.		X	X	X		X		X
A039. Ability to maintain a high degree of diplomacy and tact in order to gain support of others.	X	X	X	X	X	X	X	X
A040. Ability to organize work to achieve operational goals.	X	X	X	X	X	X	X	X
A041. Ability to analyze new requirements that impact on the function of the reservation department.		X	X	X		X	X	
A042. Ability to analyze data for periodic reports, (e.g., those concerning guest mix ratios in terms of conformance with priority objectives; expected VIPs).	X	X	X	X	X	X	X	X
A043. Ability to resolve reservation questions requiring exception to policy and rules or recommends solutions to supervisor.	X	X	X	X			X	
A044. Ability to evaluate the physical condition of rooms, facilities, and public areas on a frequent basis to ensure established standards are consistently met.		X	X	X				X

**MASTER TRAINING PLAN
 LODGING OPERATIONS FUNCTIONAL AREA**

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
ENTRY/ TRAINEE	NF-3		
		PRIORITY 1:	
		Intern Leadership Development Course Center for Army Leadership Fort Leavenworth, KS (1 week)	K001, K016, K017, A002, A004, A005 A007, A008, A009, A010, A011, A012
		TARGET: NAF Management Trainees	
		Guest Room Attendant American Hotel/Motel Association Education Institute P.O. Box 1240 East Lansing, MI 48826-1240 (Distance Learning)	K015, K016, KO133 K0139, K0141, A026, A028, A031
		TARGET: New Housekeeping Personnel	
		Front Office Procedures American Hotel/Motel Association Educations Institute P.O. Box 1240 East Lansing, MI 48826-1240 (Distance Learning)	K015, K016, K0116, K0126, K0135, K0136, K0137, K0138 K0139. K0140, K0149, K0151, K0152, A023, A024, A026
		TARGET: New Front Desk Personnel	
		Hospitality Accounting I and II American Hotel/Motel Association Educations Institute P.O. Box 1240 East Lansing, MI 48826-1240 (Distance Learning)	K0137, K0147, K0148 K0149, A032
		TARGET: New Front Desk/Reservation Personnel	

**CAREER
PHASE
ENTRY/
TRAINEE**

**GRADE
NF-3**

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

PRIORITY 2:

Community and Family Support Management Course

Community and Family Support MWR Academy
Falls Church, VA (3 weeks)

K001, K002, K003,
K004, K005, K006,
K008, K009, K011,
K012, K013, K014
K015, K014, K0121

TARGET: New Managers and NAF Management Trainees

Introduction to Hospitality Industry

American Hotel/Motel Association
Education Institute
P.O. Box 1240
East Lansing, MI 48826-1240 (Distance Learning)

K008, K009, K015,
K016, K0102, K0103,
K0116, K0120, K0130

TARGET: ALL

PRIORITY 3:

Effective Army Writing

Local CPO

A006

TARGET: ALL

Standard First Aid and Basic CPR

Local CPO/American Red Cross

K0118

TARGET: ALL

SPECIALIST

NF-4

PRIORITY 1:

Lodging Operations

MWR Academy
6235 Leesburg Pike, Suite 400
Falls Church, VA

K0112, K0126, K0136,
K0151, K0152

TARGET: New Supervisors

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
SPECIALIST	NF-4	<p>PRIORITY 1</p> <p>Lodging Customer Service MWR Academy 6245 Leesburg Pike, Suite 400 Falls Church, VA</p> <p>TARGET: New Supervisors</p> <p>Leadership Education and Development Course Center for Army Leadership Fort Leavenworth, KS, or on-site locally (1 week)</p> <p>TARGET: New Supervisors</p> <p>Supervisory Development Course-Correspondence (Local CPO on-site supplement) Army Institute for Professional Development U.S. Army Training Support Center Fort Eustis, VA</p> <p>TARGET: New Supervisors</p> <p>PRIORITY 3:</p> <p>Basic Nonappropriated Fund Contracting MWR Academy 6245 Leesburg Pike, Suite 400 Falls Church, VA</p> <p>TARGET: ALL</p> <p>Contracting Officer Representative Training (COR) Management Concepts Vienna, VA For free on-line courses (www.falonline.com)</p> <p>TARGET: ALL</p>	<p>K0114, K0131</p> <p>A003, A-004, A005, A007, A008, A012</p> <p>A003, A004, A005, A007, A008, A012, S001, S002, S003, S004, S005, S006</p> <p>K013, K0101, K0104 K0105, K0145, A002</p> <p>K013, K0101, K0104</p>

**CAREER
PHASE
SPECIALIST**

**GRADE
NF-4**

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

PRIORITY 3

Hospitality Management Diploma
American Hotel/Motel Association
Education Institute
P.O. Box 1240
East Lansing, MI 48820-1240 (Distance Learning)

K008, K015, K016,
K017, K0102, K0103,
K0107, K0108, K0109,
K0110, K0112, K0113,
K0114, K0116, K0120,
K0125, K0126, K0130,
K0131, K0132, K0133,
K0134, K0135, K0136,
K0137, K0138, K0139,
K0140, K0141, K0142,
K0143, K0144, K0148,
K0149, K0150, K0152,
K0153, K0154, K0155,
K0157, K0158, K0159,
K0160, K0161, K0800
A021, A022, AO26,
A027, A028, A030
A031, AO31, A032,
A033, A034, A035,
A036, A037, A038,
A041, A042, A044,
S002, S006

TARGET: ALL

MANAGERIAL

NF 3, 4, & 5

PRIORITY 1:

Lodging Human Resources Management
MWR Academy
6245 Leesburg Pike, Suite 400
Falls Church, VA 22044

K0122, K0126, S001,
S002, S004, S006

TARGET: Managers

**CAREER
PHASE
MANAGERIAL**

**GRADE
NF 3, 4 & 5**

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

Lodging Operation Strategic Financial Planning
MWR Academy
6245 Leesburg Pike, Suite 400
Falls Church, VA 22044

K009, K0124, K0142,
K0146, K0147, K0148
K0149, K0150

TARGET: Managers

Manager Development Course-Correspondence
Army Institute for Professional Development
U.S. Army Training Support Center
Fort Eustis, VA

K001, K016, K017
K018, K019, K020,
A002, A004, A0006,
A010, A011, A013,
A014, A015

TARGET: New Managers

PRIORITY 2:

Organizational Leadership for Executives
Center for Army Leadership
Fort Leavenworth, KS (2 weeks)

K018, A002, A003,
A004, A009, A010,
A011, A013, A014,
A015, A019

TARGET: New Managers

PRIORITY 3:

Division Chiefs' Course
MWR Academy
Falls Church, VA (3 Weeks)

K001, K003, K005,
K006, K008, K009,
K011, K012, K016
K017, K018, K019
K020

TARGET: ALL

COMPETITIVE TRAINING

Certified Hospitality Supervisor (CHS)
American Hotel/Motel Association
Education Institute
P.O. Box1240
East Lansing, MI 48826-1240

K015, K016, K0102,
K0103, K0107, K0108,
K0109, K0125, K0126
K0127, S001, S002,
S003, S004, S005,
S006

TARGET: ALL

**CAREER
PHASE
MANAGERIAL**

**GRADE
NF 3, 4 & 5**

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

Certified Lodging Manager (CLM)
American Hotel/Motel Association
Education Institute
P.O. Box 1240
East Lansing, MI 48826-1240

K008, K015, K016,
K017, K0102, K0103,
K0104, K0105, K0106
K0107, K0108, K0109,
K0113, K0115, K0117,
K0125, K0126, K0147,
A021, A022, AP28,
S001, S002, S003,
S003, S004, S005,
S006

TARGET: Lodging Manager/Assistant Managers

COMPETITIVE TRAINING

Sustaining Base Leadership and Management
Army Management Staff College
Fort Belvoir, VA (12weeks)

K001, K018, K020
A005, A006, A016

TARGET: NF-5

Certified Hotel Administrator (CHA)
American Hotel/Motel Association
Educational Institute
P.O. Box 1240
East Lansing, MI 48826-1240

K008, K015, K016,
K017, K0102, K0103,
K0107, K0108, K0109,
K0110, K0112, K0113,
K0114, K0116, K0120,
K0125, K0126, K0130,
K0131, K0132, K0133,
K0134, K0135, K0136,
K0137, K0138, K0139,
K0140, K0141, K0142,
K0143, K0144, K0148,
K0149, K0150, K0152,
K0153, K0154, K0155,
K0157, K0158, K0159,
K0160, K0161, K0800
A021, A022, AO26,
A027, A028, A030,
A031, AO31, A032,
A033, A034, A035,

CAREER PHASE MANAGERIAL	<u>GRADE</u>	TRAINING/RECOMMENDED SOURCE	<u>COMPETENCIES</u>
	NF 3, 4 & 5		
		COMPETITIVE TRAINING	
		Certified Hotel Administrator (CHA) (Cont'd)	A036, A037, A038, A041, A042, A044, S002, S006
		TARGET: ALL	
EXECUTIVE	NF 5-6		
		PRIORITY 1:	
		Director, Personnel and Community Activities Course MWR Academy Falls Church, VA (3 weeks)	K001, K003, K005, K006, K007, K008 K009, K012, K013, K0016, K017, K018 K019, K020, A001 A002, A003, A004 A005, A006
		TARGET: Senior Managers	
		PRIORITY 2:	
		Strategic Planning Government Performance and Results Act and National Performance Review (NPR) Initiatives See USDA Graduate School Catalog at www.grad.usda.gov	A012
		TARGET: Senior Managers	
		PRIORITY 3:	
		Labor Relations CPOCMA, Aberdeen Proving Ground For Course Information: http://cpma.apg.army.mil/catalog	A012, S001, S003, S006
		TARGET: Senior Executives	
		EEO Training Conducted Locally	A012, S004, S006
		TARGET: ALL	

CAREER PHASE EXECUTIVE	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
	NF-5-6	<p>COMPETITIVE TRAINING</p> <p>Senior Service Colleges:</p> <p>Army War College</p> <p>Carlisle Barracks, PA (10 - 12 mo)</p> <p>TARGET: Senior Managers</p>	<p>A001, A002, A003 A004, A005, A006 A007, A008, and knowledge issues associated with national security</p>
SENIOR EXECUTIVE	NF -6	<p>PRIORITY 1:</p> <p>Center for Creative Leadership Leadership Development Program Greensboro, NC (1 week)</p> <p>TARGET: New NF-6</p> <p>Labor Negotiations Seminar CPOCMA Aberdeen Proving Ground Course Information: www.cpmma.apg.army.mil/catalog</p> <p>TARGET: New NF-6</p> <p>Equal Opportunity Seminar for GO/SES Defense Equal Employment Institute Cocoa Beach, FL (2 days)</p> <p>Force Management Course for Senior Leaders Force Management School Ft. Belvoir, VA (5 days)</p> <p>SES Training Course Washington, DC (6 days)</p>	<p>A004</p> <p>A012, S001, SOO3 S006</p>

Army Senior Leader Communications Workshop
Office, Chief of Public Affairs, Pentagon (1/2 day)