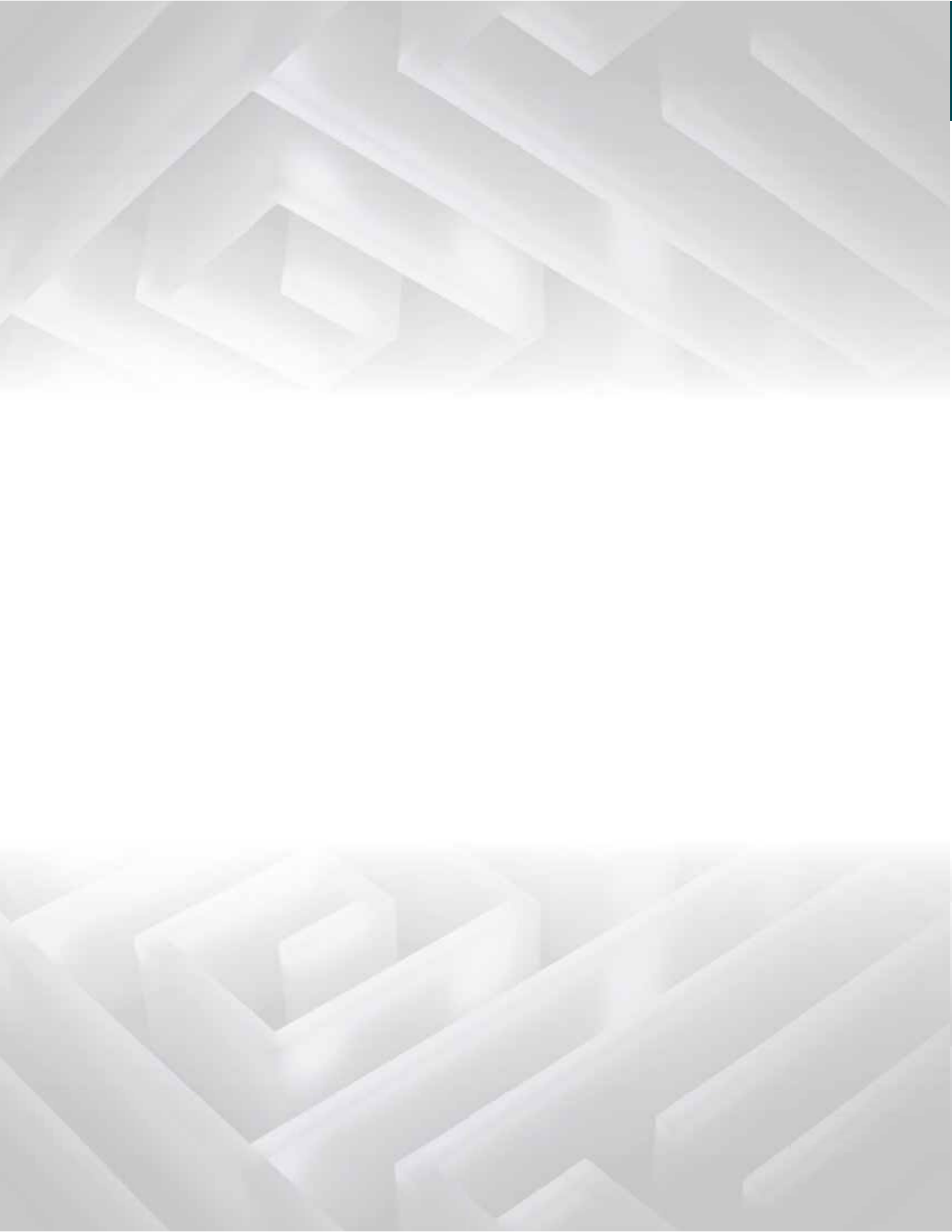




# ANNEX B: MASTER TRAINING PLANS



## ANNEX B: MASTER TRAINING PLANS

### 1. General

Master training plans provide the framework for developing a careerist's 3-Year Individual Development Plan (3yIDP). In addition to the formal courses listed in the following plans, individuals are encouraged to take courses in all the other financial disciplines, and take advantage of all rotational and developmental assignments opportunities that are available.

**A. ACTEDS Training Categories.** ACTEDS training and development is divided into the following two categories:

**Universal Training.** Universal training provides standardized knowledge, skills, and abilities (KSAs) across an occupational area to all individuals who have similar duties and responsibilities. Universal requirements are prioritized to assist commanders in planning and programming for ACTEDS funding. Universal training priorities are as follows:

- **Priority 1** - Mandatory training that is typically a condition of employment, must be successfully completed within a specified time period, and meets one or more of the following criteria:
  - Careerist must have acceptable performance.
  - Training is essential for mission accomplishment.
  - Training is mandated by higher authority (law or DoD) or is required for certification, health, or safety reasons.
  - Training is mandated by the Assistant Secretary of the Army (Manpower and Reserve Affairs) as an ACTEDS leader development core course. Training is essential functional training for interns.
- **Priority 2** - Training that should be successfully completed within a specified time period, but may be delayed if funding is not available and should meet one or both of the following criteria:
  - Training enhances functional proficiency.
  - Training improves the quality of mission accomplishment.
- **Priority 3** - Training should be funded after Priority 1 and 2 requirements and should meet one or both of the following:
  - Provides or enhances KSAs needed on the job and/or
  - Leads to improvement of mission accomplishment.

**B. Competitive Training.** The purpose of competitive training is to develop selected individuals for positions of increasing responsibility within the Comptroller Civilian Career Program. This category includes developmental opportunities for which individuals are competitively selected. It also covers Competitive Professional Development (CPD) opportunities. CPD includes university programs, developmental assignments, training with industry, and short-term training. Individuals are competitively selected for both short-term and long-term programs. Long-term training is defined as training that lasts more than 120 days. Competitive training opportunities for individuals in the Comptroller Civilian Career Program include:

Comptroller Competitive Training such as the Defense Comptrollership Program (DCP), Defense Financial Management Course (DFMC), Defense Decision Support Course (DDSC), Financial Management (FM) 101, Army Comptroller Course (ACC), Executive Comptroller Course (ECC), Senior Resource Managers Course (SRMC), Enhanced Defense Financial Management Training (EDFMT), and University or College Long-Term Training.

- **Army-Wide Competitive Long-Term Training**, such as Senior Service Colleges and Fellowships.
- **Army-Wide Competitive Short-Term Training**, such as the Civilian Education System (CES) courses.
- **Non-competitive Professional Development Training**. Such as basic skills training.
- **CP 11 ACTEDS Master Training Plans**. The master training plans for members of the Comptroller Civilian Career Program are presented in the following sequence:
  - Leader Development Core Courses
  - Supervisor/Manager Development Courses
  - Comptroller Career-Wide Competitive Training
  - Army-Wide Long-Term Training
  - Army-Wide Short-Term Training
  - CP 11 Functional Master Training Plans
  - Acquisition Workforce Master Training Plans

The Leader Development Core, Supervisor/Manager Development Courses, and Competitive Training apply equally to personnel in all CP 11 specialties. With the exception of the Leader Development Core, these courses are not repeated within the individual functional training plans.

The training plans include courses that are only available to CP 11 personnel from all Army commands and agencies. ACOMs, ASCCs, and DRUs that sponsor related courses of instruction should supplement this plan with their own course listings, identified by competencies and, if applicable, as equivalent to the courses listed above.

- **Preparing 3-Year Individual Development Plans (3yIDP).** The Master Training Plan will be used to prepare the 3yIDP. Courses identified as "Mandatory, Priority 1" must be given primary consideration and scheduled at the earliest possible time. When selecting courses identified as "Mandatory, Priority 2," the individual's experience and previous training must be taken into consideration. The individual and his/her supervisor should determine jointly whether a course is mandatory. This determination is to be based on the extent to which the individual possesses the competencies provided by the course. Courses identified as "Recommended" should not be considered unless the employee completes mandatory courses

and/or clearly demonstrates the competencies provided by those courses.

- **Professional Organizations.** Professional associations and organizations are valuable sources of self-development and training opportunities. Attending events of professional associations provides opportunities to exchange ideas and concepts with individuals who have similar interests and concerns. Many of these organizations conduct education and training symposia, workshops, and institutes on financial management issues and topics. Examples of professional organizations which offer professional development events include the following: American Society of Military Comptrollers (ASMC), Association of United States Army (AUSA), Society of Cost Estimating and Analysis (SCEA), Association of Government Accountants (AGA), American Institute of Certified Public Accountants (AICPA), Institute of Management Accountants, and Institute of Internal Auditors (IIA). Several professional associations and organizations sponsor certification programs and also conduct applicable training in support of these programs.

## 2. Leader Development Core Courses

**A. Civilian Education System (CES) Leader Development Program** is a progressive and sequential leader development program that provides enhanced educational opportunities for Army Civilians throughout their careers. Army civilians will become multi-skilled, agile leaders of the 21st Century, who personify the Warrior Ethos in all aspects, from warfighting support, to statesmanship, to enterprise management.

CES provides eight levels of Civilian development: Foundation Course (FC), Basic Course (BC), Intermediate Course (IC), Advanced Course (AC), and Continuing Education for Senior Leaders (CESL), Action Officers Development Course (AODC), Supervisors Development Course (SDC), and Managers Development Course (MDC). The method of delivery is distributed Learning (dL), resident instruction or blended learning, a mixture of both dL and resident instruction.

### The major underpinnings of CES courses are:

- **Student Centered--** Focuses on the transfer of knowledge using the Army's Lifelong Learning Philosophy, with the emphasis on leader development
  - **Problem Based--** Provides students with real world issues and problems they will encounter as direct or indirect leaders
  - **Experiential--** Allows students to practice new skills in an environment that minimizes risk, encourages participation, and offers immediate feedback
  - **Inquiry Based Learning--** Focuses on questioning, critical thinking and problem-solving
  - **NOTE:** dL is available to all Army Civilians as self-development
  - **Funding:** Most permanent Army Civilians and Local National employees are centrally funded. Military members; term and temporary employees; and non-Department of the Army employees are funded through their own organizations
- **Foundation Course (FC)** is designed to give students an orientation to the Army and begin the development of effective Army team members. This course is entirely dL and should take 57 hours to complete.

**End State:** Students who successfully complete this course will:

- Understand and appreciate Army values and customs
- Serve professionally as an Army member
- Acquire foundation competencies for leader development

This course is required for Army interns, team leaders, supervisors, and managers employed after September 30, 2006 Army Civilians Military supervisors of Army Civilians and other DoD employees Local Nationals.

**Prerequisites:** None

**Course Substitution:** None

- **Basic Course (BC)** is designed to provide students an understanding of how to effectively lead and care for teams. This course is a combination of dL and 2 weeks of resident instruction at the AMSC Fort Leavenworth, Kansas, campus.

**End State:** Students who successfully complete this course will:

- Understand and apply basic leadership skills to lead and care for small teams
- Apply effective communication skills to build a team
- Demonstrate internal and external situational awareness
- Direct teams accordingly
- Develop and mentor subordinates

This course is required for Army Civilians in permanent appointments DoD Leaders Active duty Military supervisors of Army Civilians Local Nationals.

**Prerequisites:** Foundation Course, if required **NOTE: Must complete course within 1 year of placement in position**

- **Intermediate Course (IC)** is designed for Army Civilians to prepare them for increasing responsibilities to exercise direct and indirect supervision. Students enhance their leadership abilities and develop skills to manage human and financial resources, displaying flexibility and resilience with a focus on the mission. This course is a combination of dL and 3 weeks of resident instruction at the AMSC Fort Belvoir, Virginia campus.

**End State:** Students who successfully complete this course will be skilled in:

- Leading people
- Developing cohesive and efficient organizations
- Managing resources
- Implementing change, while demonstrating effective thinking and communication skills

This course is required for Army Civilians in permanent appointments to supervisory or managerial positions and Military supervisors of Civilians and other DoD employees Local Nationals.

**Prerequisites:** Foundation Course, if required and Basic Course or Basic Course substitution **NOTE: Must complete course within 2 years of placement in position**

- **Advanced Course (AC)** is designed for Civilian leaders who exercise predominately indirect supervision. This course is a combination of dL and 4 weeks of resident instruction at AMSC Fort Belvoir, Virginia, campus.

**End State:** Students who successfully complete this course will be skilled in:

- Leading a complex organization in support of national security and defense strategies
- Integrating Army and Joint systems in support of the Joint Force
- Inspiring vision and creativity
- Implementing change
- Managing programs

This course is required for Army civilians, grades GS 13-15 or equivalent, in permanent appointments

Active duty Military supervisors of Army Civilians Local Nationals and DoD leaders.

**Prerequisites:**

Foundation Course, if required and Basic Course or Basic Course equivalent and Intermediate Course or Intermediate Course equivalent **NOTE: Must complete course within 2 years of placement in position**

- **Continuing Education for Senior Leaders (CESL)** provides a participatory environment where senior leaders discuss current issues and challenges facing Civilian and Military leaders and provides a continuing education program on specific topics. This course is a combination of 40 hours of dL and 1 week of resident instruction at AMSC Fort Belvoir, Virginia, campus.

**End State:** Students who successfully complete this course will be able to analyze:

- Cultural and Generational diversity
- Moral development/ethical dilemmas
- Cultural well being of organizations
- Knowledge management
- Strategic thinking
- Far/Middle Eastern culture
- Religion of Islam
- Ongoing Army strategies and programs

This course is required for Army civilians, grades GS-14 and 15 or equivalent Lieutenant Colonels and above Chief Warrant Officers 4 and 5, Command Sergeants Major, Sergeants Major who supervise Army Civilian supervisors and managers.

It is highly recommended for all civilians and Military complete the following prerequisite courses in sequence before attending CESL course (if required). Foundation Course, if required and Basic Course or Basic Course equivalent, Intermediate Course or Intermediate Course equivalent and Advanced Course or Advanced Course equivalent or AMSC/Sustaining Base Leadership and Management

(AMSC/SBLM) or Command and General Staff College Intermediate Level Education (CGSC/ILE) or Warrant Officer Senior Staff Course (WOSCC) or Sergeants Major Course (SMC) **NOTE: Approximately 25 percent of the available slots can be filled by Military who meet the prerequisites**

- **Action Officers Development Course (AODC)** provides an overview of actions and responsibilities required of an Action Officer.

**End State:** Students who successfully complete this course will:

- Understand the functions of an Action Officer and the expectations of managers and staff activities
- Be able to apply problem-solving and time management techniques
- Demonstrate effective communication (oral and written) and Military briefing skills

The course is required for interns, and must be completed before conclusion of the intern program Army Civilians Military and other DoD employees

**Prerequisites:** None

**Course Substitution:** None

- **Supervisors Development Course (SDC)** provides an overview of basic supervisory and human resources skills.

**End State:** Students who successfully complete this course will:

- Understand the demands of new supervisors
- Successfully manage and lead Civilians
- Understand personnel management and training procedures

This course is required for newly appointed Army Civilian supervisors whose responsibilities include supervising the work of subordinate supervisors Army Civilians, Military and other DoD employees.

**Prerequisites:** None

- **Managers Development Course (MDC)** provides an overview of managerial skills.

**End State:** Students who successfully complete this course will:

- Understand the demands of a newly appointed Army Civilian manager
- Possess the knowledge and skills to perform managerial duties at high levels in diverse organizations

This course is available to all Army employees as a self-development tool. It is highly recommended for all civilians in supervisory or managerial positions complete this course before attending CES courses.

**Prerequisites:** None



To register for CES courses, visit the Civilian Human Resource Training Application System Web site at <http://www.atrrs.army.mil/channels/chrtas/default.asp>. Begin by preparing/updating your profile, which contains critical information we need to know about you. Once this is complete, you can begin to search for courses and apply for training. For more information about CES, visit <http://www.amsc.belvoir.army.mil/ces>.

**B. Action Officer Development Course (AODC) – <http://www.aimsrdl.atsc.army.mil>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

2. TARGET CAREER PHASE: Intern and all employees promoted/appointed to journey-level positions Mandatory, (Priority 1).

3. **Course Topics include:** TRADOC important testing information, Action Officer Development Overview, Organization management, staff work, problem solving and decision making, coordinating, military briefings, professional ethics, managing time and priorities, communicating effectively both oral and written, selling and negotiating, meetings and interviews.

**C. Developing Customer-Focused Organizations – Management Development Centers – OPM, Shepherdstown, WV and Aurora, CO – <http://www.leadership.opm.gov>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. TARGET CAREER PHASE: Managers, project leaders and others who are accountable for achieving excellence in customer service.

Learn how to make your organization profoundly Customer Focused and know why it matters in government. This course is designed to help you make sense of the best of cutting-edge business practice and research in the public service setting. You will learn how to help your group, your agency, and your workforce to cultivate a relationship with its "customers" that goes beyond mere

satisfaction. You will benchmark the frontiers of public sector customer service and learn how government today is improving value delivery and keeping up with new challenges, new responsibilities, and new expectations.

**D. Employee Relations Course – Graduate School – <http://graduateschool.edu>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. TARGET CAREER PHASE: Specialist/Journey Level or Manager.

3. DESCRIPTION: Learn how to handle the delicate issues involved in successful employee relations. Address issues faced by employee relations specialists, including grievances, Equal Employment Opportunity/Affirmative Action matters, merit pay, labor relations, disciplinary actions, employee benefits and investigations of complaints.

This course is part of the Certificate of Accomplishment in Paralegal Studies and the Certificate of Accomplishment in Human Capital Management.

**E. Executive Communications Workshop – Management Development Centers – OPM, Shepherdstown, WV and Denver, CO – [www.leadership.opm.gov](http://www.leadership.opm.gov)**

3. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

4. TARGET CAREER PHASE: Manager (GS-15 and above).

3. DESCRIPTION: There's no question that effective communication with colleagues and team members is key to achieving results. This program combines practical knowledge of

the key concepts of leadership with the interactive skills essential to communication. This fast-paced program at the Federal Executive Institute (FEI) moves between role-play exercises that build your interpersonal communication skills and leadership sessions providing tools for overcoming barriers to change in your organization. Scenarios based on real-world experiences highlight key components of interpersonal communication, followed by feedback from colleagues and facilitators. You will also develop leadership skills by focusing on your own work experiences and participating in a variety of large- and small-group activities. With one faculty member for every four or five executives, you are guaranteed the personal attention you need to bring your leadership skills to the next level.

**F. Communication Face-to-Face – Management Development Centers – OPM, Shepherdstown, WV and Denver, CO - <http://www.leadership.opm.gov>**

5. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

6. TARGET CAREER PHASE: Managers, Specialist, Journey Level

3. DESCRIPTION: Whether you are an informal leader or a supervisor with direct reports, communicating face-to-face is critical to building meaningful workplace relationships. This seminar focuses on developing the skills needed to successfully connect and influence peers, supervisors, employees as well as internal and external stakeholders.

**G. Leading and Retaining Employees with Disabilities – FPPI – <http://www.fpfi.com/training/onsite.shtml>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. TARGET CAREER PHASE: Manager.

3. DESCRIPTION: Managing employees with disabilities poses stiff challenges to supervisory employee management skills and requires current knowledge of case law and federal regulation. Supervisors addressing disability-related performance or conduct problems, especially issues related to stress or psychiatric disability, are more successful when equipped with the right skills and resources.

This seminar provides thorough training on assertive disability management in the federal work culture and highlights the unique issues (and solutions) to managing mental health-related disability.

#### **H. Manager Development Course (MDC) <http://www.train.army.mil>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. TARGET CAREER PHASE: Mandatory (Priority 1).

Manager Development Course must be completed by all newly appointed managers (regardless of grade) within six months of their appointment to a managerial position. For this course, "manager" means supervisor of supervisors or manager of programs, resources, and/or policy.

3. PURPOSE: To teach new managers basic skills for managing work and leading people.

4. DESCRIPTION: To introduce new managers to the skills necessary to perform managerial duties at a high level in a diverse organization. COURSE TOPICS INCLUDE: Manager Development overview, organizational culture, Army family team building, managing change, manager development, Equal Employment Opportunity, Ethics, Strategic planning, management controls, PPBES, and Army environment program.

#### **I. Supervisory Development Course (SDC) – [https://www.aimsrdl.atsc.army.mil/secured/accp\\_top.htm](https://www.aimsrdl.atsc.army.mil/secured/accp_top.htm)**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing

- Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. TARGET CAREER PHASE: Mandatory (Priority 1).

Supervisor Development Course (SDC) is Phase I of the mandatory supervisory training for all newly appointed supervisors (military and civilian) of civilian employees. New civilian supervisors of civilians must complete both Phase I and Phase II (Leadership Education and Development (LEAD) within six months after appointment to supervisory positions. New military supervisors of civilians must complete both phases within six months, but NLT 12 months of appointment to supervisory positions.

3. PURPOSE: Provides the new supervisors with the supervisory knowledge necessary to successfully manage work and lead people.

4. DESCRIPTION: To provide training in basic supervisory and human resources skills to newly appointed (first time) supervisors. Course Topics include: TRADOC important testing information, supervisor development overview, introduction to management, planning, organizing, coordinating, directing, controlling, management principles and techniques examination, delegating, overcoming barriers and delegating, delegation examination, problem solving and making decisions, managing meetings and creating ideas, listening and observing, ethics, personal effectiveness examination, civilian personnel office, position classification, staffing, human resource development, performance management, incentive awards, managing discipline and poor performance, managing discipline and poor performance exam, labor relations, complaints grievances and appeals, hours of work and leave.

5. Eligibility: Per AR 690-400, Chapter 410, newly appointed DA civilian or military supervisors who supervise DA civilians must complete this course.

### 3. Comptroller Competitive Training

Following are descriptions of the principal Comptroller Management competitive training programs. All CP 11 personnel at the targeted grade levels are equally eligible to compete for these short and long term training programs. The nomination and selection process is managed through the Office of the Assistant Secretary of the Army (Financial Management and Comptroller Proponency Office). CP 11 careerists are eligible to attend all of the following courses subject to established prerequisites.

#### A. Short-Term Training

**Army Comptroller Course (ACC) – Syracuse University, Syracuse, NY –**  
**<http://whitman.syr.edu/executive/defense/acc/learning.asp#>**

#### 1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. PURPOSE: To obtain a multi-disciplined financial orientation to resource management and financial management at the installation and subordinate command level.

3. TARGET CAREER PHASE: Interns, Specialist/Journey Level, GS-9 and above, Military Officer - Captain and above/ Military Enlisted - SFC and above (MOS 36C); Staff Sergeant with waiver. ACC is mandatory for CP 11 Interns.

4. DESCRIPTION: The Army Comptroller Course (ACC) is one of the Army's first professional development courses created in the 21st century. This course provides comptroller careerists with the ability to operate within today's challenging environment and gives them the skills to be more effective and efficient. This course was specifically developed for BC 36 Officers, Enlisted Personnel MOS 36, Journey-level Army civilian careerists  
 And Department of the Army CP 11 interns in their second year of internship; mandatory  
 The course is divided into four learning objectives: Understanding the Financial/Resource Management Environment, Understanding Financial Management, Understanding Resource Management, and Understanding Financial/Resource Management Operations.

5. NOMINATION PROCEDURES: Suspense dates and specific procedures announced annually by OASA (FM&C) message to ACOM/ASCC/DRU agency resource managers.

**Cost Management Certificate Course (CMCC) – Naval Postgraduate School (NSP) in**  
**Monterey, CA – <http://pns.edu>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)

2. PURPOSE: This course is designed to teach experienced middle to senior managers how to manage Army business operations efficiently and effectively through the accurate measurement and thorough understanding of the “Full Cost” of business processes, products and services.

3. TARGET CAREER PHASE: Military Officer: BC 36 Majors and above, Enlisted: Military Occupational Specialty 36, Senior NCO and above and Civilian GS13 or above.

4. DESCRIPTION: The CMCC is an intense four-week resident education course taught at the Naval Postgraduate School in Monterey, California. This course teaches students to manage Army business operations efficiently and effectively through accurate measurement and thorough understanding of the "Full Cost" of business processes, products, and services. Certificate holders become part of a community of practice equipped to help decision makers provide the best value to customers and stakeholders.

The CMCC will develop a cadre of cost management experts who understand and facilitate incorporation of CBA into the decision making process. Candidates come from both military and civilian ranks; all branches and all career programs.

5. NOMINATION PROCEDURES: Submit nominations through command channels to ASA(FM&C) at [CMCC@conus.army.mil](mailto:CMCC@conus.army.mil) or Application Website on AKO:  
**<https://www.us.army.mil/suite/page/616700>**

Application materials include: Letter of Endorsement , Statement of Interest, Civilians include standard resume, Military include Officer Record Brief or Enlisted Record Brief (may also include standard resume)

**Executive Comptroller Course (ECC) – Syracuse University, Syracuse, NY –**  
**<http://whitman.syr.edu/executive/defense/acc/learning.asp#>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)

## Capital Management)

- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. PURPOSE: Department of the Army/Syracuse University cooperative professional development course provides mid-level military and civilian financial managers a broad perspective of the core competencies of Defense Financial Management and the application of those competencies in the Army covers, core competencies required for the Certified Defense Financial Manager (CDFM).

3. TARGET CAREER PHASE: Military Officer: BC 36 Majors and Lieutenant Colonels, Enlisted: Military Occupational Specialty 36, Master Sergeant & above; Sergeant First Class with waiver, Comptroller Civilian Career Program (CP 11) or Manpower & Force Management (CP 26), GS 9 (in Full Performance Positions), GS 11-13.

4. DESCRIPTION: Department of the Army/Syracuse University cooperative professional development Course provides mid-level military and civilian financial managers a broad perspective of the core competencies of Defense Financial Management and the application of those competencies in the U.S. Army covers core competencies required for the Certified Defense Financial Manager (CDFM). This is a 3 1/2 week resident program at Syracuse University main campus, Syracuse, NY. There are three classes held each fiscal year: fall, winter and spring. This course at Syracuse University is designed to provide these tools. This unique professional development experience enhances interpersonal communications. This experience also improves analytical skills, conflict resolution and team and consensus-building skills in the resource and financial management environments. Through simulations, the program critically examines all aspects of PPBE from Planning to Prior-Year Funds management. Innovative approaches to reducing costs are also examined. The course content is as follow: RM as Process Manager (18 Hours): Role of the RM, Management Challenges, Management Ethics & Controls, Managing Costs, Managing Change; Managing the Process (31 Hours): Managing PPBE, Managing Performance, Process Management, Managing Contracting, Managing Manpower & People, Managing O&M (USA, USAF, USN, USMC); Managing Under the Constitution (21 Hours): Legislative Process, Reprogramming & Supplementals, Managing Fiscal Law, Congressional Insight Simulation, Appropriations Analysis [USA], Process Integration (31 Hours): CONARC Funding Letter, Fiscal, Manpower, and Budget Controls, Auditing—Impact on Processes, Budget & Manpower, RM Simulation; Out of Class Prep (24 Hours) Administrative (6 Hours): Orientation, Graduation, EOC survey; Guest Speakers/Topics (16 Hours): Congressional Budget Liaison, Field RM, AWCF, GFEBS, and Proponency.

5. NOMINATION PROCEDURES: Suspense dates and specific procedures announced annually by OASA (FM&C) message to ACOM/ASCC/DRU agency resource managers.



**Enhanced Defense Financial Management Training (EDFMT) – American Society of Military Comptrollers – <http://www.asmconline.org>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, Resilience, External Awareness, Strategic Thinking, Flexibility, Vision)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)

2. PURPOSE: To provide participants with a review of Department of Defense financial and resource management environment which will help improve participants' management skills and knowledges.

3. TARGET CAREER PHASE: BC 36 Active Duty Officer (Major & Above), BC 70 C Active Duty Officer (Major & Above), Military Occupational Specialty 36 (Master Sergeant & Above; Sergeant 1<sup>st</sup> Class with waiver), GS-9 or higher (in one of these occupational series: 343, 501, 505, 510, 511, 560 and 1515.); At least 160 duty hours of FM training or professional development; At least an Associate's degree or at least five years of FM experience. The course is NOT for interns.

4. DESCRIPTION: The Enhanced Defense Financial Management Training Course is a five day, intensive financial management review course taught in three modules: resource management environment, budgeting and cost analysis and accounting and finance. The course is provided by the Department of Defense, and is licensed and copyrighted by the American Society of Military Comptrollers (ASMC). The course is offered at a variety of locations (including overseas locations) throughout the year to make it easier for personnel to attend and minimize travel expenses.

The training is provided for two primary reasons. First, the departmental leadership is interested in improving the overall technical and managerial capabilities of the financial management workforce. Secondly, the program is designed to broaden the perspective of financial managers by introducing them to areas of expertise outside their daily responsibilities.

5. NOMINATION PROCEDURES: In most instances, ACOM, ASCC, DRU CP 11 coordinators will facilitate the nomination process. The CP 11 coordinator will distribute the Army allocations to the subordinate and tenant commands in the geographic area where the course is being held.

CP 11 coordinators will collect, rank order the applications, and forward them to the Comptroller Proponency Office. The Comptroller Proponency Office will coordinate the seats for the classes held in Washington, DC. These seats will be made available to personnel within HQDA, and also the various ACOMs, ASCCs and DRUs within the National Capital Region.

**Defense Financial Management Course (DFMC) – <http://www.au.af.mil/au/cpd/dfmcs>****1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):**

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. **PURPOSE:** To develop the individual's capacity to evaluate and adapt the comptroller's role to the economic, political, and social environment of the military organization and its mission. To expand the resource manager's knowledge of issues and policies affecting defense resource allocation and military readiness. To enhance with a generalist perspective, the individual's comprehension of the academic disciplines essential to effective comptrollership at a high level of professional competence in the Department of Defense.

3. **TARGET CAREER PHASE:** Military: Officer: BC 36 Majors or Higher; Enlisted: Military Occupational Specialty 36, Master Sergeant and above; Civilian: Comptroller Civilian Career Program (CP 11) and Manpower & Force Management (CP 26), GS 11 and higher.

4. **DESCRIPTION:** The Defense Financial Management Course (DFMC) is designed primarily to develop decision support skill sets to include critical thinking, analysis, advisory responsibilities, strategic orientation, leadership, and conflict resolution. The secondary focus is to broaden awareness of the multi-faceted financial management community. This mission is achieved through presentations, interactive seminars, networking, small group discussions and facilitated exercises. The students are required to actively participate, formulate individual and group goals, and successfully complete homework and test requirements. Two tests are administered during the course. They are composed of multiple choice and essay questions related to critical thinking. The course is rigorous and taught at the graduate level. Course objectives include: Leadership area objective, Contingency Operations area objective, Strategic Environment & Transformation area objective, Financial Management Framework area objective, and Decision Support area objective.

5. **NOMINATION PROCEDURES:** Suspense dates and specific procedures announced annually by OASA (FM&C) message to ACOM/ASCC/DRU agency resource managers.

**Defense Decision Support Course (DDSC) – <http://www.au.af.mil/au/cpd/dfmcs>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. PURPOSE: This course is designed to complement the Decision Support instruction embedded in the four-week Defense Financial Management Course also taught at the DFM&CS. The purpose is to acquaint financial management personnel with the merits of the Decision Support instruction so they recognize and more readily accept appropriate analysis and recommendations from their subordinates.

3. TARGET CAREER PHASE: Military: Officer: BC 36 Majors or Higher; Enlisted: Military Occupational Specialty 36, Master Sergeant and above; Civilian: Comptroller Civilian Career Program (CP 11) and Manpower & Force Management (CP 26), GS 11 and higher and CP 11 Interns. This is a mandatory course for CP 11 Interns.

4. DESCRIPTION: DFM&CS defines Decision Support as enabling decision makers to make informed decisions that better utilize resources and improve mission effectiveness. The school views decision support as a two-phased process providing leaders with viable alternatives, financial and non-financial impacts of choosing an alternative, and a well supported recommendation. In phase one, advisors combine data, tools and techniques to understand the environment and analyze how and why things happened. In phase two, advisors use their analysis to develop and clearly communicate projections, alternatives and impacts and make recommendations in a concise, actionable, and timely manner to decision makers who may or may not be subject matter experts.

5. NOMINATION PROCEDURES: Submit nominations through Command channels to Office of the Assistant Secretary of the Army (Financial Management & Comptroller): Letter of Endorsement, Civilians include CP 11 Resume Form, Military include Officer Record Brief or Enlisted Record Brief, and SF 181.

**National Security Studies Course (NSSC)** – <http://www.maxwell.syr.edu/nss/>

## 1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. PURPOSE: The National Security Studies Course (NSSC) offers executive education courses for senior civilian and military leaders who are responsible for the national security interests of their respective organizations or agencies.

3. TARGET CAREER PHASE: Military: Officer: BC 36 Colonels or Lieutenant Colonel, Senior Enlisted, Comptroller Civilian Career Program (CP 11) and Manpower & Force Management (CP 26), GS 14 and 15.

4. DESCRIPTION: The National Security Studies (NSSC) is a premier professional development and training program delivering top-quality courses tailored to meet emerging issues and ever changing demands. This two week resident program is offered annually at Syracuse University at the Maxwell School of Citizenship and Public Affairs normally around mid-spring.

The National Security Studies Course is committed to satisfying the requests and requirements of professionals who want to be better prepared to deal with strategic and operational matters associated with national security. It provides senior managers and leaders with an academic setting for developing their management leadership and decision-making competencies.

5. NOMINATION PROCEDURES: Submit nominations through COMMAND channels to Office of the Assistant Secretary of the Army (Financial Management & Comptroller): Letter of Endorsement, Civilians include CP 11 Resume Form, Military include Officer Record Brief or Enlisted Record Brief, and SF 181.

**Senior Resource Managers Course (SRMC)** – Syracuse University and Minnowbrook Conference Center <http://whitman.syr.edu/executive/defense/acc/learning.asp#FRM>

## 1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)

- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)
2. **PURPOSE:** The purpose of the SRMC is to examine the role of the resource manager in today's rapidly changing environment – both peace and war.
  3. **TARGET CAREER PHASE:** Military: Officer: BC 36 Colonels or Lieutenant Colonel, Senior Enlisted, Comptroller Civilian Career Program (CP 11) and Manpower & Force Management (CP 26), GS 14 and 15. There are no waivers to target grades and ranks.
  4. **DESCRIPTION:** SRMC focuses on current issues in the administration of resource management. The purpose is to gain a better understanding of the changing resource management environment of the Army and DoD. It also provides a venue for senior resource managers to discuss and develop solutions to resource management issues.
  4. **NOMINATION PROCEDURES:** Submit nominations through COMMAND channels to Office of the Assistant Secretary of the Army (Financial Management & Comptroller): Letter of Endorsement, Civilians include CP 11 Resume Form, Military include Officer Record Brief or Enlisted Record Brief, and SF 181.

## **B. Long-Term Training**

### **Defense Comptrollership Program (DCP) – Syracuse University, Syracuse, NY – <http://whitman.syr.edu/executive/defense/dcp>**

1. **EXECUTIVE CORE QUALIFICATION(S)** (Associated OPM Leadership Competencies):
  - Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
  - Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
  - Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
  - Business Acumen (Financial Management, Technology Management, Human Capital Management) Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)
2. **PURPOSE:** The principal objectives of DCP are to combine the best of both public and business administration theory to develop a broad based knowledge of management techniques and to provide an academic environment in which all aspects of the developing subjects of resource management and comptrollership can be fully explored. Follow-on operational assignments, to allow graduates to use their new skills, are an integral part of the program.
3. **TARGET CAREER PHASE:** Specialist/Journey Level.
4. **PROGRAM DESCRIPTION:** The Defense Comptrollership Program is a 14-month long-term training opportunity at Syracuse University, Syracuse, N.Y. After successfully completing the 60 hour curriculum, students graduate with a Master of Business Administration (MBA) from the

Whitman School of Management and an Executive Masters of Public Administration (EMPA) from the Maxwell School of Citizenship and Public Affairs. Army civilian selectees transfer to new operational assignments before starting school in May. Military are normally assigned to comptroller positions on graduating. DCP is open to civilians and military in other Army Career fields, Defense agencies and Services. This graduate level program of study provides DoD resource managers with the conceptual perspective, practical analytical tools, and management skills required in the increasingly complex resource management environment. Courses and seminars are included in the subject areas of quantitative analysis, management information systems, accounting, economics, marketing, operations management, national defense policies and programs, managerial finance, organizational policy and administration, and DoD Comptrollership. In addition to the academic program, all students will receive training and take the Certified Defense Financial Manager examination.

5. **NOMINATION PROCEDURES:** Civilian minimum grade GS-11 target is GS-12 and GS-13. Active Army and Reserve Officers and Noncommissioned Officers (NCO) are also eligible. Suspense date and specific nomination procedures are announced annually by an OASA (FM&C) memorandum to ACOM/ASCC/DRU resource managers. Announcements are issued in the spring with applications due in October. A Graduate Management Admissions Test (GMAT) score of 500 is required.

**Academic Degree Program (University/College)**

Army Civilian Training, Education, and Development System (ACTEDS) funding allows the CP 11 Functional Chief Representative (FCR) to approve and fund training at various colleges and universities, and to provide professional development opportunities. Competitive professional development provides a valuable learning experience and competitive edge for future advancement. Careerists develop their own full-time or part-time course of study with local accredited colleges or university for the purpose to obtain a degree. The CP 11 Competitive Professional Development Program emphasizes distribution of limited ACTEDS program funds to the maximum number of qualified nominees. Although, part-time academic programs are encouraged, full-time applications will be considered for acceptance based on management recommendation. All degree programs, whether funded by ACTEDS or commands must be approved by the Assistant Secretary of the Army (Manpower & Reserve Affairs). Per diem and travel expenses are funded on a case-by-case basis.

1. **EXECUTIVE CORE QUALIFICATION(S)** (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. **TARGET CAREER PHASE:** CP 11 Army civilians (GS-11 or above, GS-9 in full performance positions) with 50 percent or more duties directly supporting resource management.

3. **DESCRIPTION:** Careerists develop their own course of study with local college or university.

Courses to be studied are flexible depending on the background of the CP 11 careerists and advice or recommendations made by immediate supervisor. Financial management, resource management, and organizational management courses should be included in careerists' curricula. Some accounting related courses are desirable for careerists with less background in accounting. Computer related courses and quantitative analysis courses are also desirable depending on the background of the CP 11 careerists. Course of study may cover full-time (120 days or more) and part-time.

- **Full-time University Programs:**

Careerists nominated and selected under this announcement for full-time university training will be evaluated competitively based on their experience, education, government-related training, awards, and motivation for requesting this training. This high priority training must be more than 120 calendar days and normally occurs during duty hours. Tuition and book expenses will be funded for selected nominees. Limited salary and benefits may be reimbursed if the position vacated by the full-time LTT participant is backfilled by a temporary promotion action. Reimbursement, if any, would be at the discretion of the Functional Chief Representative (FCR), on a case-by-case basis, and would be limited to the actual increased cost to the command or agency as a result of the backfill action. The full-time program must be completed in one year. If the program is not completed in one year, you must apply for part-time training.

- **Part-time University Programs:**

Specific part-time training will be approved on a case-by-case basis and will be forwarded through supervisory and major command channels (with full justification) for approval by the FCR. This lower priority training may consist of evening, weekend, and/or part-time courses at the rate of fewer than 12 hours per semester. Non-degree training funding is a command responsibility.

- **Special Full-time programs:**

Defense Masters In Business Administration In Financial Management Program (DMBAFMP). This is an 18-month course delivered in six quarter sessions at the Naval Postgraduate School, Monterey, CA. It is open to GS11-13 civilians, CPT-MAJ (BC36) and to those in other career programs that include significant resource and financial management duties. Nomination packets are requested annually in special announcements posted on the ASA (FM&C) web-page listed previously with suspense normally in October for course start dates in Jan.

- **Masters of Managerial Logistics (MML).** The Masters of Managerial Logistics degree program at North Dakota State University (NDSU) is a 12-month course targeted specifically at career military officers and Department of the Army civilians. The degree is tailored to the DoD's strategic goals of joint officer development and logistics transformation. Because of its interdisciplinary and specialized nature, the MML degree will offer a unique curriculum with emphasis on joint military logistics and transportation. The MML is open to applicants from all career fields and career programs with a target audience of DA Civilians, GS 11-13 and Military Officers, Captain to Major. Each career field and career program will have their own approval process.

All applications for long term Competitive Professional Development Training Programs are due to Comptroller Proponency Office NLT 90 days prior to the start of first classes. The entire process will require about 120 days contacting the college, assembling the package and obtaining chain of command endorsements to final staffing and approval. Check with your CP-11 ACOM, ASCC or DRU career program manager for internal deadlines.

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

4. NOMINATIONS PROCEDURES: Careerists must complete application packet consisting of the following forms: CPO Verification Checklist, ACOM/ASCC/DRU Endorsement(s); Army Sponsored Training Application Form; Functional Review Form; Supplemental Application Questionnaire Form; DA Form 2302-R; Performance Rating (three most recent); Request for Central Resources Support Form; Academic Plan. Submit an application packet through appropriate chain of command to the Comptroller Proponency Office: SAFM-PO, 109 Army Pentagon, Washington, DC 20310-0109. Suspense for application packets, October 1st - May 1<sup>st</sup>.



#### 4. Army-Wide Competitive Training – Long-Term

Following are descriptions of the principal Army-wide competitive training programs. All CP 11 personnel at the targeted grade levels are equally eligible to compete for these programs. For the Senior Service Colleges and Fellowships, the nomination and selection process is managed through the Office of the Assistant Secretary of the Army Manpower and Reserve Affairs (OASA {M&RA}). Additional details are included in the "Catalog of Civilian Training, Education, & Professional Development Opportunities," published each fiscal year by the OASA(M&RA) and distributed through civilian personnel channels. The catalog is also available on the World Wide Web.

##### A. Army Congressional Fellowship Program (ACFP) – Washington, DC – <http://cpol.army.mil/library/train/catalog/acfp.html>

1. Eligibility Requirements: DA civilian employees at the GS-12-15 level or above who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or, are serving under an Excepted Service appointment in the Defense Civilian Intelligence Personnel System (Title 10 USC 1610) and have a minimum of three years of consecutive DA service under one or more permanent appointments. All civilian applicants must have a minimum of a bachelor degree. NAF applicants must be equivalent to that of the GS 12-15 level or above

##### **Other Requirements:**

Applicants should be identified by their organization as being on the track for executive-level service.

2. PURPOSE: Provides assignments for personnel whose current or prospective positions may require working knowledge of the operations of the Congress.

3. TARGET CAREER PHASE: Managers

4. DESCRIPTION: The Army Congressional Fellowship Program is designed to provide congressional training to top Army officers and civilians. This program supersedes all previous congressional fellowships programs and will begin on/about May 2011 and end December 2012. Selected fellows will begin the Fellowship by participating in a HQDA orientation including attendance at a 40-hour Force Integration course and six to eight one-day seminars. They will receive an orientation on the operations and organization of Congress, and guidance and assistance in identifying an assignment. Immediately following orientation, the fellows will begin course work in a fully funded Master's Degree program through George Washington University. Beginning in early January they will begin serving on a full-time assignment on the staff of a member, committee or support agency of Congress. Fellows are typically given responsibility for drafting legislation, arranging congressional hearings, writing speeches and floor statements, and briefing members for committee deliberations and floor debate. Beginning in January 2012, they will resume studies part-time towards their master degree along with performing their fellowship duties.

5. NOMINATION PROCEDURES: For grades GS-13/14/15, Suspense dates (usually November 1 of each year) to the Office, Deputy Chief of Staff, G1, Central Program Operations Division.

**B. Army War College (AWC) – Carlisle Barracks, PA – Resident and AWC Distance Education - <http://www.carlisle.army.mil>**

**1. Eligibility Requirements:** DA civilian employees at GS-14/15 grade levels who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or are serving under an Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590); and have a minimum of three years of consecutive service under one or more permanent appointments.

**Other Requirements:**

- Have or be able to obtain a TOP SECRET clearance with Special Background Investigation (SBI) access that will not expire during the academic year.
- Have a Bachelor's Degree and be identified by their organization as being on the track for executive-level service.
- Have successfully completed the Sustaining Base Leadership and Management Course (SBLM) or the Advanced Civilian Education System Course (CES).
- Submit an Official Transcript of highest degree earned. Transcript must remain sealed as received from the Registrar of the institution. Grade reports are not acceptable.
- Sign the Senior Service College Graduate Placement Program (SSC GPP) Mobility Agreement for assignment to a position that fully utilizes the competencies acquired at AWC. Post-training placement will involve an organizational, functional, and/or geographic move.
- Review and follow the tips for applicants listed in the General Information Section of this Chapter.
- Selectees must accept the quota offered in writing within one week of the announcement of final acceptance.

2. PURPOSE: To prepare selected military, civilian, and international leaders to assume strategic responsibilities in military and national security organizations.

3. TARGET CAREER PHASE: Manager, ten slots Army-wide.

4. DESCRIPTION: Participants who attend the Army War College (AWC) study the role of land-power, as part of a joint or combined force, in support of the U.S. national military strategy. The AWC produces graduates who are able to perform in a strategic national security environment. The curriculum focuses more on process than on product. Teaching methods emphasize theory, concepts, systems, and the impact on the national security decision-making process. The teaching process brings the curriculum alive by blending vignettes and historical examples with current events to help participants understand the demands of leadership at the strategic level. Class activities emphasize U.S. national military strategy and its linkages with geopolitical factors of national security strategy. Instruction is conducted at the graduate level using rigorous active and experimental learning techniques, wherein learning occurs by doing or participating rather than by just hearing or seeing. The faculty seeks to stimulate creative and critical thinking, thereby enhancing each participant's ability to think and communicate conceptually. Joint awareness and perspective underlie the AWC philosophy, exemplified by the mix of participants in each seminar. Course objectives include: Strategic Thinking (ST), Theory of War and Strategy (TWS),

Strategic Leadership (SL), National Security Policy and Strategy (NSPS), Theater Strategy and Campaigning (TSC), Joint Processes and Landpower Development (JPLD), Strategy Research Project (SRP), Strategic Decision Making Exercise (SDME), National Security Seminar (NSS), Elective Courses: Upon conclusion of the core courses, students are required to take five elective courses, one of which is a Regional Study Elective. Electives provide students with instruction in a specialized subject which builds on the knowledge gained during their core courses. Electives are designed to provide the opportunity for greater depth of study with an expert in a specific area of professional or personal interest. USAWC offers approximately 100 electives each year. Special Programs: Advanced Strategic Art Program (ASAP), National Security Policy Program (NSPP), Joint Warfighting Advanced Studies Program (JWASP), and Joint Land, Aerospace, and Sea Simulation (JLASS).

5. **NOMINATION PROCEDURES:** For grades GS-14/15 and high; potential GS-13s. Candidates should submit their packages through their chain-of-command to the designated Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU) equivalent HRD Staff "Command-equivalent" organizations' representative. Command representative may have established local points of contact as well as internal suspense dates earlier than the HQDA date.

Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU): Will establish and announce an intermediate suspense date that allows time to receive applications from their serviced population, conduct a board at the appropriate command level, and forward the applications of the best qualified candidates to CHRA-TMO via command endorsement reflecting rank order by the suspense date. Applications not submitted through the proper chain-of-command will not be accepted by AG1-CP-CSLDO.

**C. Industrial College of the Armed Forces (ICAF) – Fort McNair, Washington, DC – <http://www.ndu.edu>**

1. **EXECUTIVE CORE QUALIFICATION(S)** (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. **PURPOSE:** To prepare selected personnel for leadership and success in developing national security strategy and policy, with a focus on evaluating, marshalling, and managing national resources.

3. **TARGET CAREER PHASE:** The typical student coming from a military service has achieved the rank of lieutenant colonel, commander or higher. The typical government civilian comes with a GS grade of 14 or higher. The typical private sector civilian comes with 20+ years of work experience. To maintain the diversity of the class of 330 students, the College has a specified number of seats for each category of students.

4. **DESCRIPTION:** The curriculum focuses on broad-based national security decision-making for senior policy makers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events. The curriculum consists of interrelated courses that are presented in a balanced mix of seminars and lectures. The program employs the case-study method, complemented by extensive student reading, written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program.

5. **NOMINATION PROCEDURES:** For grades GS-14/15. Candidates should submit their packages through their chain-of-command to the designated Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU) equivalent HRD Staff "Command-equivalent" organizations' representative. Command representative may have established local points of contact as well as internal suspense dates earlier than the HQDA date.

Army Commands (ACOM), Army Service Component Commands (ASCC), and Direct Reporting Units (DRU): Will establish and announce an intermediate suspense date that allows time to receive applications from their serviced population, conduct a board at the appropriate command level, and forward the applications of the best qualified candidates to CHRA-TMO via command endorsement reflecting rank order by the suspense date. Applications not submitted through the proper chain-of-command will not be accepted by AGI-CP-CSLDO. Candidates nominated for this course must build in sufficient lead-time based on Installation and ACOM level approval process.

**D. Secretary of the Army Research and Study Fellowships (SARSF) –**  
<http://www.cpol.army.mil/library/train/catalog/sarsf.html>

1. **EXECUTIVE CORE QUALIFICATION(S)** (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. **PURPOSE:**

- To support study and research on selected projects relevant to the Army's mission.
- To develop and increase the use of the best talents among Army career civilians.
- To support basic creativity of selected individuals.

3. **TARGET CAREER PHASE:** Managers, one to five slots Army-wide.

4. 4.DESCRPTION: DA civilian career program employees at the GS-12 level or above who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or are serving under an Excepted Service appointment in the Defense Civilian Intelligence Personnel System (Title 10 USC 1610) and have a minimum of five years of consecutive DA service under one or more permanent appointments. Applications for the SARSF must be IAW AR 690-400, Chapter 410, Subchapter 13.
5. Other Requirements Applicants must have or be able to obtain a SECRET (or higher) security clearance prior to the beginning of the training assignment.
6. Purpose If selected, employee must sign a service obligation agreement to remain with DA for a period of three times the length of the assignment. Fellowships are granted with the intent to: support study and research on selected projects relevant to Army's mission; develop and increase the use of the best talents among Army career civilians; and support basic creativity of selected individuals.
- NOTE: Fellowships are not substitutes for projects that should be done on a normal on-duty assignment and financed through mission funds. Neither are they substitutes for academic programs that should come under other Army long-term training programs.
7. Description Fellowships may be awarded to include study or research at institutions of higher learning or in comparable educational/research environments that best support the project. Proposed projects must indicate a high potential value to the Army and benefit the applicant as well. The applicant must be able to complete the project within the time proposed.
8. NOMINATION PROCEDURES: For grades GS-12 and above. to the OASA (M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA (M&RA).

**E. Chief Financial Officer (CFO) Academy:** [http://www.ndu.edu/iCollege/pcs/pcs\\_cfo.html](http://www.ndu.edu/iCollege/pcs/pcs_cfo.html)

The goals of the CFO Academy is to develop BC 36 officers and CP 11 careerists who:

- Will lead within and across organizational boundaries by leveraging financial management strategies, policies, and processes.
- Will link critical decisions regarding resources, people, processes, and technologies to mission performance, business outcomes, and financial system security requirements.
- Will balance continuity and change in the development, implementation, and evaluation of financial management strategies, processes, and policies, while meeting legislative and executive mandates.
- Will commit to on-going leadership development of self and others in their organizations.

**Program Overview:** The Information Resources Management (IRM) College of National Defense University (NDU), Chief Financial Officer Academy (CFO) is located on NDU's

campus at Fort Lesley J. McNair, Washington DC. A CFO certificate program is available and is designed to develop the next generation of leaders in government financial management. This certificate leverages the IRM College's current leadership courses while concentrating on the challenges and opportunities facing members of the government financial community, including personnel who work in accounting and finance, budget and cost analysis, auditing, and resource management. The CFO Leadership Certificate program is comprised of eight graduate-level courses designed to enhance management and leadership of the next generation of CFOs and government financial managers. The Certificate will allow graduates to apply 12 to 15 credits to selected Master's and doctoral degree programs offered by accredited partner universities.

**TARGET AUDIENCE:**

- **Pay Grade/Rank:** Federal civilian government employees must be at least GS13 or equivalent, and military officers must hold at least the grade of O-5. Senior enlisted on a case by case basis.

**PREREQUISITES:**

- **Experience:** Three years of federal financial management experience is required.
- **Documented Knowledge of Financial Management:** Undergraduate or Graduate degree in finance or business field, CPA, CGFM OR CDFM.
- **Education:** All students must possess a bachelor's degree from a regionally accredited institution.

**NOMINATION PROCEDURES:** Submit nominations through command channels to OASA (FM&C). Application materials should include a Letter of Endorsement, Statement of Interest and Civilians include standard resume/ Military include Officer Record Brief or Enlisted Record Brief (may also include standard resume).

A total of eight courses, 4 Strategic and 4 Leadership courses, over 4 years, will earn a CFO Leadership Certificate. Strategic Finance Courses: (Choose 4)

**CFF - THE CHANGING WORLD OF THE CFO (6601) – Mandatory Course**

This course focuses on the changing environment for the federal Chief Financial Officer (CFO). The course provides an overview of the essential elements of the current and future roles of government CFO and their staffs, and should be taken early in the program. It surveys the various roles of the executive and strategic leader, compliance officer, risk manager, transaction processor, strategic planner, fiduciary reporter, and reporter of management and financial information. The course discusses the policies, challenges and opportunities associated with decision support, business process improvement, systems integration, financial systems, ethics, workforce development, performance management, budget, and portfolio management. Standards, privacy, and transparency issues are considered and discussed. The fundamental role of the networked community as the critical ingredient of success is explored in depth.

**BCP - BUDGETING AND CONGRESSIONAL RELATIONS FOR STRATEGIC LEADERS (6417)**

This course presents a strategic understanding of Federal budgeting and appropriations, with

particular attention to the role of Congress. With this critical understanding, students develop leadership strategies to shape the fiscal environment to achieve agency strategic outcomes. The course focuses on topics such as the impact of current fiscal issues including the competition between discretionary and nondiscretionary spending and its likely impact upon agency activities, the dynamic interaction between agencies, executive, and Congressional committees and staffs in developing a budget and gaining an appropriation.

**FFR - THE FUTURE OF FINANCIAL REPORTING AND STANDARDS (6602)**

Designed for students in the CFO Leadership Certificate.

This course focuses on the changing directions of financial and management reporting for Chief Financial Officers in a dynamic environment. In response to changing citizen and shareholder expectations, financial statement reporting, budgetary reporting, and cash reporting must be accurate, transparent, and accountable, and result in “clean” audit opinions. These new reporting expectations and changing accounting standards, require new relationships among federal, state, and local governments, and government contractors, as well as enhanced reporting to internal constituents of the CFO, including program managers and the organizational head. Successful reporting can be facilitated by enterprise architecture, financial systems, and data management techniques.

**RIA - LEADERSHIP FOR RISK MANAGEMENT, INTERNAL CONTROLS, AND AUDITING (6603)**

Designed for students in the CFO Leadership Certificate

This course examines how effective leadership by CFOs in assessing risk, managing internal controls, and audit management can lead to enhanced efficiency, effectiveness, and transparency of an organization. The course also examines the influence of internal control, federal risk management, and auditing requirements on federal, state, and local governments.

**DMG - DECISION MAKING FOR GOVERNMENT LEADERS (6323)**

This course examines the environment, opportunities, and challenges of leadership decision making in government agency and interagency settings from individual, managerial, and multi-party perspectives. Decision contexts and the consequences for federal government leaders and organizations are viewed using the multiple perspectives of governance, policy, technology, culture, and economics. Students actively explore and reflect on how and why decisions are made by immersing themselves into complex issue scenarios and using leading-edge decision tools.

**GBE - GOVERNMENT BUSINESS ENTERPRISE TRANSFORMATION (6501)**

This course focuses on initiatives, strategies, and opportunities for transforming the Federal Government’s business operations that provide capabilities, resources, and materiel to the government employee (such as global war fighters or disaster recovery staff). The course assesses the structural, political, technological, leadership, and human challenges of effecting transformational change in a complex mega-enterprise. This includes analyzing the challenges transformation initiatives bring when engaging in new ways of doing business, retiring legacy systems, processes, and strategies, while simultaneously delivering required services and results. The evolving vision and development of the Federal Enterprise Architecture as the information technology enabler of business enterprise transformation are evaluated. Students examine large organization transformations from the corporate sector to identify insightful lessons that can be developed as recommendations for government business enterprise transformation.

**PFM - CAPITAL PLANNING AND PORTFOLIO MANAGEMENT (6315)**

This course focuses on state-of-the-art strategies for portfolio management, with an emphasis on assessing, planning, and managing information technology (IT) as a portfolio of projects from the perspectives of CIOs and CFOs. The three phases of the investment management process are considered: selection, control, and evaluation of proposals; on-going projects; and existing systems. The relationship of performance measures to mission performance measures is explored. The course examines the roles of the CIO, the CFO, and other managers in developing investment assessment criteria, considers how the criteria are used in planning and managing the portfolio, and explores the Office of Management and Budget's (OMB) portfolio perspective as found in Circular A- 11, Part 7, Section 53, Information Technology and E-Government. Individual and team exercises are employed, including simulation of an IT investment portfolio review by the Investment Review Board.

**Leadership Courses: (Choose 4)****ARC - ENTERPRISE ARCHITECTURES FOR LEADERS (6412)**

This course examines enterprise architecture (EA) as a strategic capability organizational leaders use for enterprise planning, decision-making, and key process execution. Students explore leadership competencies and management strategies needed to advance EA adoption, use, and institutionalization. Students also explore the integration of EA with governance, strategic planning, budgeting, capital planning, portfolio management, and information assurance. Students examine EA descriptive frameworks and associated models that guide EA development activities and review EA evaluative frameworks used to assess organizational EA management capacities and performance outcomes enabled by the EA. Students further examine challenges to organizational EA adoption, implementation, use, and institutionalization and consider strategies to address them.

**BBC - BUILDING AN IT BUSINESS CASE (6430)**

This course focuses upon development and presentation of an effective IT acquisition business case for financial systems and other information technology investment as an essential element of agency IT portfolio management, financial management, and program management. Well-developed business cases support agency IT capital and planning and investment control, agency budget planning, and successful OMB IT investment review. Topics include best practices in economic and risk analysis, identifying and communicating the value of alternative IT investments, business process reengineering and benchmarking, and the IT Program Manager's responsibilities in agency IT portfolio management.

The course examines both the OMB Circular A-11 Exhibit 300: Capital Asset Plan and Business Case Summary and the more detailed business case used in the agency investment review and Page 8 (Early release version 7/22/09) budgeting process. Students analyze sample IT business cases and develop a business case based on source materials.

**COO - CONTINUITY OF OPERATIONS (6504)**

This course provides a broad description of the major elements involved in developing and implementing effective continuity of operations plans for government agencies. Using Federal regulations policies as a backdrop, the course examines the technological, human capital, legal, and acquisition factors involved in creating and maintaining a continuity of operations plan. Topics include determining key assets and systems, creating and implementing emergency plans, working with the responder community, developing metrics and exercises, and restoring effective operations.



**DMS - DATA MANAGEMENT STRATEGIES AND TECHNOLOGIES: A MANAGERIAL PERSPECTIVE (6414)**

This course explores data management and its enabling technologies as key components for improving mission effectiveness through the development of open, enterprise-wide, and state-of-the-art data architectures. It examines management issues such as the implementation of the data component of the Enterprise Architecture specified by OMB. In addition, the course considers key data management strategies, including the DOD Net-Centric Data Strategy, and the Federal Enterprise Architecture (FEA) Data Reference Model and their enabling information technologies including data warehousing, electronic archiving, data mining, neural networks, and other knowledge discovery methodologies. Case studies allow students to explore data management issues and implementation. While geared for managers, the course provides sufficient insight into the underlying technologies to ensure that students can evaluate the capabilities and limitations of data management options and strategies.

**ESP - ENTERPRISE STRATEGIC PLANNING (6320)**

This course conduct a strategic assessment by reviewing the various elements of The National Security Strategy of the United States of America (information, economic, diplomatic, and military power) and supporting strategies (e.g., National Strategy for Homeland Security, National Strategy for Combating Terrorism, National Defense Strategy, National Military Strategy, etc.) to understand the strategic direction of the Federal Government and its impact on their organization. They will review and critique the U.S. national security and inter-agency strategic planning process and explain the unique role that each agency plays in achieving inter-agency and national missions and goals. Students will explain various approaches to strategic planning in the face of uncertainty.

**ESS - ENTERPRISE INFORMATION SECURITY AND RISK MANAGEMENT (6206)**

This course explores three themes, based on the Certified Information Security Manager® (CISM®), critical to enterprise information and cyber security management areas: information security risk management, information security/assurance governance, and information security/assurance program management. Examining the concepts and trends in the practice of risk management, the course analyzes their applicability to the protection of Page 12 (Early release version 7/22/09) information. Information security/assurance governance is illuminated by exploring oversight, legislation, and guidance that influence federal government information security/assurance. The course explores the challenges of implementing risk management and governance through enterprise security/assurance program management. This includes enterprise information and cyber security strategies, policies, standards, controls, measures (security assessment/metrics), incident response, resource allocation, workforce issues, ethics, roles, and organizational structure.

**ITP - INFORMATION TECHNOLOGY PROJECT MANAGEMENT (6416)**

This course focuses on project and program management in an Information Technology (IT) context, including financial systems. Students explore industry-accepted project management processes, e.g., the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) framework, and apply project management concepts. Major topics include planning and management of project communications, scope, time, cost, quality, risk, human resources, procurement, and project integration. Factors that make IT projects unique and difficult to manage are explored, along with tools and techniques for managing them. This course challenges students to gain hands-on project management experience by performing complex

project management tasks leading to the development of a project management strategy/plan.

**LCW - LEADING THE 21ST CENTURY WORKFORCE (6506)**

The LCW course provides leaders and managers with knowledge and tools that will enhance their capacity to lead the 21st Century workforce effectively in the achievement of organizational objectives. Using a blend of leadership theory and best practice research, the course explores the dynamics of an increasingly diverse workforce, complex environment, ubiquitous technology, information saturation, and evolving work and organizational contexts. Students take an in-depth view of their self leadership, interpersonal leadership, and organizational leadership in order to develop themselves as leaders. They explore strategies to achieve their organization's goals through self awareness, learning agility, coaching and mentoring, talent management, teaming, and cross-boundary influence, and to foster and manage innovation, leverage generational diversity, create a collaborative culture, facilitate knowledge management, and engender high-trust ethical practices.

**LDC - LEADERSHIP FOR THE INFORMATION AGE (6301)**

This course examines Information Age leadership and organizations. It describes the successful Information Age leader and organization as constantly learning and adapting to an increasingly complex, changing, and information rich environment. Emphasis is placed on "out-of-the-box" thinking, individual and organizational innovation, and the processes and structures that enhance an organization's ability to learn, adapt, and compete in the Information Age. The course also explores the role of information and technology in the Information Age organization; the relationships among learning, change, and strategic planning; and the new abilities required for leading in the Information Age.

**MAC - MULTI-AGENCY INFORMATION-ENABLED COLLABORATION (6512)**

This course focuses on strategies, means, and information models needed for effective multi-agency collaboration in planning, decision-making and implementation of national security operations, including stabilization and reconstruction, and homeland security and national preparedness operations. It examines current and proposed initiatives for transforming and leading cross-boundary collaboration at the Federal, State and local levels, and includes multilateral collaboration situations with nongovernment (NGO) and international organizations and coalitions, media, private sector and coalition partners. The course examines how information-enabled networks, collaborative tool-sets, cross-boundary information-sharing, and work processes can be harnessed to enable effective multi-agency and multilateral national and homeland security activities. The course assesses the human, social and leadership issues of sustained and effective multi-agency collaborations. Impediments such as legal and budgetary authority restrictions, educational and cultural factors that inhibit cross-boundary mission effectiveness and transformation are assessed, as are strategies for addressing them.

**MOP - MEASURING RESULTS OF ORGANIZATIONAL PERFORMANCE (6316)**

This course focuses on strategic planning and performance in public organizations. It examines planning and performance measurement requirements of current legislation. It provides strategies and techniques for measuring performance and assessing results as part of a strategic planning/budgeting process. The course uses Kaplan and Norton's Balanced Scorecard as a framework to develop leading and lagging measures that link to organizational mission, vision, goals, objectives, initiatives, strategy and outcomes.

**OCL - ORGANIZATIONAL CULTURE FOR STRATEGIC LEADERS (6321)**

This course explores the strategic and persistent effects of culture on mission performance.

Students examine the ways in which leaders can employ this powerful influence to nurture organizational excellence or to stimulate changes in organizational behavior. They investigate organizational sciences for traditional and Information Age perspectives on organizational behavior, on frameworks for assessing organizational cultures, and on strategies to initiate and institutionalize strategic mission oriented change. Cross-boundary, inter-agency, cross-generational, and global influences, issues, and challenges are examined from a cultural perspective.

**PRI - STRATEGIES FOR PROCESS IMPROVEMENT (6333)**

This course examines strategies, management processes and resources for process improvement within and across Federal agencies. The course provides an executive-level examination of business process improvement strategies, including business process re-engineering, benchmarking, activity-based costing/management, process architecting, Lean Six Sigma, and other quality improvement programs. An overview of the tools, techniques, and technologies that enable process-centric performance improvements in how agencies achieve their missions is provided. Attention is focused on the enterprise-level leadership challenges of process management, including initiation, collaboration, design, implementation, and portfolio project management of process-centric improvements within and across agencies.

**WGV - WEB-ENABLED GOVERNMENT: FACILITATING COLLABORATION AND TRANSPARENCY (6435)**

This course explores the capabilities, selection and strategic application of new and emerging web technologies to enable more creative, collaborative, and transparent government. The course examines and assesses the use of current and emerging web technologies and best practices of significant government interest, *e.g.*, semantic computing, cloud computing, web services, social networking, geographic information services technology, media centrality, and security. It concludes with a consideration of web technology evaluation criteria, methodologies, and risks.

**5. Army-Wide Competitive Training – Short-Term**

Following are descriptions of the principal Army-wide short-term competitive training programs. All CP 11 personnel at the targeted grade levels are equally eligible to compete for these programs. The nomination and selection process is managed through the chain of command by the Office of the Assistant Secretary of Army (Manpower and Reserve Affairs) (OASA (M&RA)).

**Theater Logistic Studies Program – Fort Lee, Virginia – <http://www.almc.army.mil>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. **PURPOSE:** To prepare selected personnel for high-level policy, command, and staff responsibilities by acquiring knowledge of national security strategy.

3. **TARGET CAREER PHASE:** Manager (GS-13 or higher).

4. **DESCRIPTION:** TLog is the Army's premier course for selected senior Company and Warrant Officers, Field Grade Officers, civilian Logisticians and international students who will be positioned within the Army as multifunctional, joint, and multinational logistics problem solvers. This course targets logisticians at the Operational level while ensuring an understanding of Strategic logistics. Major Blocks of Instruction cover: Introduction to the Strategic Environment, Joint Logistics, Data Analysis and Problem Solving Applications for Logisticians, Regional Economic Implications, Capabilities and Requirements Determination, Contracting Management, Development of Strategy and Logistics Policy, Operational Logistics.

Integrated throughout the course will be lessons on: Logistics in Military History; research on current and relevant logistics topics; participation in Discussion Boards (Current Events) using Blackboard and an overarching theater-level practical exercise using the Caspian Sea Scenario. The intent is to provide an unmatched logistics education that makes TLog graduates highly sought-after assets (problem solvers) in the field for both the near-and long-term.

5. **NOMINATION PROCEDURES:** Minimum grade GS-13. Check local suspense dates for submission through command channels to the applicant's Functional Chief Representative (FCR). FCRs evaluate the nominees and forward the recommended candidates to ALMC, who makes final selections.

## 6. Senior Executive Service (SES) Development Courses

Statute requires the continuing professional development of SES members. The SES Development Program is customer-focused and combines mandatory and optional institutional training, operational assignments, and self-development activities. Mandatory development courses facilitating the transition to SES are:

### **APEX Orientation Program - HQDA, Washington, DC –**

<http://www.whs.mil/hrd/civilian/careerdevelopment/dodsponsoredprograms/apexorientation.cfm>

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. TARGET CAREER PHASE: Mandatory General Officers and SES Members (within one year of appointment to the SES).

3. PURPOSE: The objective of the APEX orientation course is to improve the newly appointed executive's effectiveness on the job through enhanced leadership and decision-making strategies, an increased understanding of the Department's structure and processes critical to its operation, the integration of DoD and Component priorities, and by fostering a sense of jointness.

4. DESCRIPTION: Establish a joint approach for interaction among the Office of the Secretary of Defense, the military departments, Defense Agencies, DoD Field Activities and the private sector in order to integrate SES responsibilities with DoD Component priorities. Operationalize the SES role with DoD's Transformation. Provide an overview of the DoD structure and those processes critical to its operation. Provide experiences that expand leadership and strategic thinking skills within the DoD context. Provide structured networking opportunities with military and civilian colleagues to reinforce information sharing across functional areas.

**Force Integration/Management Course for Senior Leaders – Army Force Management School, Fort Belvoir, VA – <http://cpol.army.mil/library/ses>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy).

2. TARGET CAREER PHASE: Executive/General Officer.

3. PURPOSE: To familiarize senior leaders with the how and why of determining force requirements and alternative means of resourcing requirements in order to accomplish Army functions and missions as related to their executive management positions within the joint/combined arena.

4. DESCRIPTION: The school will provide information packets approximately four weeks prior to the course date.

**Leadership Development Program (LDP) – Center for Creative Leadership, - <http://www.ccl.org/leadership/programs/ldpoverview.aspx>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)

- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. TARGET CAREER PHASE: Executive, General Officers, and SES Members.

3. PURPOSE: To provide the opportunity to stimulate a process of growth to help senior leaders become more successful and productive in their work and personal lives, and more effective in leading others to do the same.

4. DESCRIPTION: This program uses self-awareness tools and activities to enhance your own leadership capabilities. You will learn strategies for continuous development through extensive assessment, group discussions, self-reflection, small group activities and personal coaching. And because of our strong focus on development planning, which ties program experiences to the context of your workplace, your program will be uniquely about you.

(NOTE: This course is highly desirable for individuals in grades GS-13, GS-14, and GS-15 level. SES members who attended the course previously may elect to attend a higher-level leadership course at the Center for Creative Leadership.)

**OPM – Senior Executive Service Briefing for New Executives –**  
**<http://www.leadership.opm.gov/certificates/SESBriefings/index.aspx>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. TARGET CAREER PHASE: Executive/General Officer.

3. DESCRIPTION: The SES Briefing covers topics of interest to Government executives and provides insights on domestic and foreign policy issues. Topics include: The SES: Past, Present, & Future, working with congress, and critical issues facing executive branch departments and agencies. The program concludes with a Judge administering the oath of office.

**Senior Executive Equal Opportunity Seminar – Defense Equal Opportunity Management Institute (DEOMI), Patrick AFB, FL -**  
**<http://www.deomi.org/Education&Training/CourseInfo.cfm>**

1. TARGET CAREER PHASE: Executive/General Officer (within one year of appointment to the SES).

2. PURPOSE: To enhance the leadership skills required to manage a diverse workforce effectively.
3. DESCRIPTION: DEOMI will provide information packets approximately four weeks prior to the course date. Participants will be asked to complete an EO/EEO Climate Survey prior to course date.

**Senior Executive Service (SES) Orientation Course – Assistant Secretary of the Army (Manpower & Reserve Affairs), US Army SES Office, Washington, DC - [www.cslmo.army.mil](http://www.cslmo.army.mil)**

Senior Executive Service (SES) Orientation Course - Assistant Secretary of the Army (Manpower & Reserve Affairs) U.S. Army SES Office, Washington, DC 20310-0111 (1 Week).

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):
  - Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
  - Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
  - Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
  - Business Acumen (Financial Management, Technology Management, Human Capital Management)
  - Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. PURPOSE: To assist newly appointed SES members in the transition to the Army's Executive Team.

3. TARGET CAREER PHASE: Executive/General Officer

4. DESCRIPTION: The orientation provides insights on the strategic and operational challenges faced by senior leaders and strategies and competencies required for success in the SES.

**National Security Management Course – <http://www.nss.edu>**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):
  - Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
  - Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
  - Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
  - Business Acumen (Financial Management, Technology Management, Human Capital Management)
  - Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)
2. DESCRIPTION: The global landscape is lined with a series of trends that have relative uncertainties but likely impacts. This is an era in which problems and threats become concerns that can lead to crises for our 44th President and other world leaders. The list includes regional hot spots and issue-oriented flashpoints. This session will provide examples of each and forecasts as to how this will shift the balance of power, influence and wealth in the world. The discussion will suggest a

grand strategy with vital interests, available resources, achievable objectives and established policies that can advance America's ideals.

National Security Studies is a premier professional development and training program for mid-level and senior-level officials who are or soon will be at the center of making decisions associated with strategic and operational security matters.

**Program for Senior Managers in Government -**  
**[http://ksgexecprogram.harvard.edu/Programs/By\\_Name.aspx](http://ksgexecprogram.harvard.edu/Programs/By_Name.aspx)**

1. EXECUTIVE CORE QUALIFICATION(S) (Associated OPM Leadership Competencies):

- Leading Change (Creativity and Innovation, External Awareness, Strategic Thinking, Flexibility, Resilience, Vision)
- Leading People (Conflict Management, Leveraging Diversity, Developing Others, Team Building)
- Results Driven (Accountability, Customer Service, Entrepreneurship, Problem Solving, Decisiveness, Technical Credibility)
- Business Acumen (Financial Management, Technology Management, Human Capital Management)
- Building Coalitions (Influencing/Negotiating, Partnering, Political Savvy)

2. DESCRIPTION: The Senior Managers in Government (SMG) provides senior executives in the federal government, other national governments, and international organizations with the cutting-edge skills necessary to thrive. Participants from across the world come together with expert Harvard faculty for intensive sessions that enhance the core leadership skills needed to address public sector concerns within large organizations. The course focuses on the multi-dimensional issues faced by senior managers including: Policy development, Political strategy, Performance management, Organizational design, Negotiation, Leadership.



**ANNEX B-I****(Master Training Plan)****GS - 501 MULTI-DISCIPLINED FINANCIAL MANAGEMENT ANALYSTS  
FUNCTIONAL TRAINING PLAN**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>INTERN/ ENTRY LEVEL</b>	<b>5/7/9</b>	<b>MANDATORY PRIORITY 1</b>	
		<b>Planning, Programming, Budgeting, and Execution Course</b> Financial Management School Fort Jackson, SC (1 week), Graduate School (4 days) (See Annex E)	M-12, M-13, M-14, M-15
		<b>General Schedule (GS) 101</b>	M-27
		<b>CES Foundation Course</b>	M-18, M-19, M-21, M-34
		<b>Army Working Capital Fund Course</b>	M-12, M-15, M-43, M-37, M-49, M-26, M-42, M-51
		<b>Principles of Cost Analysis Management</b> Financial Management School Fort Jackson, SC	M-02, M-05, M-06, M-13, M-24, M-25, M-26, M-32, M-33, M-49, M-50, M-
		<b>Defense Decision Support Course (DDSC) Maxwell, AF(1 week)</b>	M-16, M-17, M-25, M-26, M-52, M-53, M-58
		<b>Defense Financial Management Comptroller (DFMC), Maxwell AFB, AL (4 weeks) (See Annex B &amp; E)</b>	M-18, M-19, M-21, M-22, M-34, M-35, M-37
		<b>Fiscal Law Course</b> Judge Advocate General's School/Distance Learning: Online (See Annex E)	M-03, M-05, M-06, M-12, M- 22, M-23
		<b>Action Officer Development Course (See Annex B &amp; F)</b>	M-18, M-19, M-34, M-40
		<b>Analysis Course (See Annex E &amp; F)</b>	M-24, M-55, M-57
		<b>One Financial Stewardship Course (See Annex E &amp; F)</b>	M-01, M-02, M-03, M-04, M- 07, M-08, M-09, M-10, M-11, M-12, M-13, M-14, M-15, M- 22, M-23, M-43, M-44, M-45, M-46, M-47, M-48, M-49, M- 50
		<b>One Financial Decision Support Course</b>	M-05, M-06, M-16, M-17, M-24, M-25, M-26, M-32, M-33, M-40, M-41, M-42,

(See Annex E & F) M-52, M-53, M-54, M-55,  
M-56, M-57, M-58

**Data Collection and Analysis Course,** M-16, M-47  
Graduate School (Course #PGMT 7001)

**Army Comptroller Course (ACC)** M-12, M-13, M-14, M-15,  
Syracuse University, Syracuse, NY (See M-54, M-55, M-56, M-57  
Annex B & E)

**Two Leadership & Organizational** M-18, M-19, M-20, M-21,  
**Management Courses** M-27, M-28, M-29, M-30,  
(See Annex E and F) M-31, M-34, M-35, M-36,  
M-37, M-38, M-39, M-59,  
M-60, M-61, M-62

**Two Performance Enhancing Job**  
**Experiences (Rotational Assignments)**

**PRIORITY 2**

**Activity Based Costing** M-04, M-14, M-16, M-17,  
Graduate School M-32, M-48, M-50  
(See Annex E)

**Federal Cost Accounting Concepts** M-02, M-25  
Graduate School  
(See Annex E)

**Accounting for Business Operations in** M-26, M-46, M-48  
**Government**  
Management Concepts (3 days)  
(See Annex E)

**Basic Governmental Auditing** M-11  
Graduate School  
(See Annex E)

**PRIORITY 3**

**Budget Execution** M-12  
Graduate School  
(See Annex E)

**Budget Formulation** M-12  
Graduate School  
(See Annex E)

**Federal Budget Process** M-03, M-23, M-46  
Graduate School  
(See Annex E)

**Federal Appropriations Law** M-03, M-22, M-23

		Graduate School (See Annex E)	
		<b>Federal Appropriations Law Update</b> Graduate School (See Annex E)	M-22, M-23
		<b>Budget Justification and Presentation</b> Graduate School (See Annex E)	M-12
		<b>Performance Measurement and Budgeting</b> Graduate School (See Annex E)	M-14, M-15
<b>SPECIALIST/ JOURNEY LEVEL</b>	<b>9/11/12</b>	<b>MANDATORY PRIORITY 1</b>	
		<b>Management Analysis: Data Gathering</b> Graduate School (See Annex E)	M-40
		<b>One Financial Stewardship Course</b> (See Annex E & F)	M-01, M-02, M-03, M-04, M-07, M-08, M-09, M-10, M-11, M-12, M-13, M-14, M-15, M-22, M-23, M-43, M-44, M-45, M-46, M-47, M-48, M-49, M-50, M-51
		<b>One Financial Decision Support Course</b> (See Annex E & F)	M-05, M-06, M-16, M-17, M-24, M-25, M-26, M-27, M-28, M-29, M-30, M-31, M-32, M-33, M-40, M-41, M-42, M-52, M-53, M-54, M-55, M-56
		<b>PRIORITY 1</b>	
		<b>One Leadership &amp; Organizational Management Course</b> (See Annex E & F)	M-18, M-19, M-20, M-21, M-34, M-35, M-36, M-37, M-38, M-39, M-59, M-60, M-61, M-62
		<b>Two Performance Enhancing Job Experiences</b>	
		<b>PRIORITY 2</b>	
		<b>Army Comptroller Course (ACC)</b> Syracuse University, Syracuse, NY (See Annex B & E)	M-12, M-13, M-14, M-15, M-54, M-55, M-56, M-57
		<b>Executive Comptroller Course (ECC)</b>	M-13, M-14, M-15, M-16

Syracuse University, Syracuse, (See Annex B & E)

**Defense Financial Management Comptroller (DFMC)**, Maxwell AFB, AL (4 weeks) (See Annex B & E) M-18, M-19, M-21, M-22, M-34, M-35, M-37

**MANAGER 13/14/15 MANDATORY PRIORITY 1**

**One Financial Stewardship Course** (See Annex E & F) M-01, M-02, M-03, M-04, M-07, M-08, M-09, M-10, M-11, M-12, M-13, M-14, M-15, M-22, M-23, M-43, M-44, M-45, M-46, M-47, M-48, M-49, M-50, M-51

**One Financial Decision Support Course** (See Annex E & F) M-05, M-06, M-16, M-17, M-24, M-25, M-26, M-27, M-28, M-29, M-30, M-31, M-32, M-33, M-40, M-41, M-42, M-52, M-53, M-54, M-55, M-56

**One Leadership & Organizational Management Course** (See Annex E & F) M-18, M-19, M-20, M-21, M-34, M-35, M-36, M-37, M-38, M-39, M-59, M-60, M-61, M-62

**Supervisory Development Course** (See Annex B & F) SU-01, SU-02, SU-03, SU-04, SU-05, SU-06

**Two Performance Enhancing Job Experiences**

**PRIORITY 2**

**Senior Service College** (See Annex B) M-34, M-35, M-36, M-37, M-38, M-39

**Executive Comptroller Course (ECC)** Syracuse University, Syracuse, NY (4 weeks) (See Annex B & E) M-59, M-60, M-61, M-62

**Defense Decision Support Course (DDSC)** Maxwell, AF(1 week) M-16, M-17, M-25, M-26, M-52, M-53, M-58

**Senior Resource Managers Course (SRMC)** Syracuse University, Syracuse, NY (1 week) M-34, M-35, M-36, M-37, M-38, M-39

**Enhanced Defense Financial** M-01, M-02, M-03, M-04,

**Management Training (EDFMT)** M-07, M-08, M-09, M-10,  
Various locations (1 week) M-11, M-12, M-13, M-14,  
M-15, M-22, M-23, M-43,  
M-44, M-45, M-46, M-47,  
M-48, M-49, M-50, M-51

**Cost Management Certificate Course (CMCC)** M-24, M-25, M-26, M-52,  
Naval Postgraduate School, M-53  
Monterey, CA (4 weeks)

**And**

**Defense Financial Management Comptroller School (DFMCS)** M-13, M-14, M-15, M-16  
Maxwell AFB, AL (4 weeks)  
(See Annex B & E)

**EXECUTIVE SES**

**MANDATORY PRIORITY 1**

**Two Leadership & Organizational Management Courses** (See Annex E & F) M-18, M-19, M-20, M-21,  
M-34, M-35, M-36, M-37,  
M-38, M-39, M-59, M-60,  
M-61, M-62

**PRIORITY 1**

**One Financial Stewardship Course** (See Annex E & F) M-01, M-02, M-03, M-04,  
M-07, M-08, M-09, M-10,  
M-11, M-12, M-13, M-14,  
M-15, M-22, M-23, M-43,  
M-44, M-45, M-46, M-47,  
M-48, M-49, M-50, M-51

**One Financial Decision Support Course** (See Annex E & F) M-05, M-06, M-16, M-17,  
M-24, M-25, M-26, M-27,  
M-28, M-29, M-30, M-31,  
M-32, M-33, M-40, M-41,  
M-42, M-52, M-53, M-54,  
M-55, M-56

**SES Executive Core Qualifications**

**ANNEX B-2**  
**GS - 510 ACCOUNTING**  
**FUNCTIONAL TRAINING PLAN**

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>CP 11 COMPETENCIES</u>
INTERN/ ENTRY LEVEL	5/7/9	<b>UNIVERSAL TRAINING</b>	
		<b>MANDATORY PRIORITY 1</b>	
		<b>Planning, Programming, Budgeting, and Execution Course</b> Financial Management School Fort Jackson, SC (1 week), Graduate School (4 days) (See Annex E)	M-12, M-13, M-14, M-15
		<b>General Schedule (GS) 101</b>	M-27
		<b>CES Foundation Course</b>	M-18, M-19, M-21, M-34
		<b>Army Working Capital Fund Course</b>	M-12, M-15, M-43, M-37, M-49, M-26, M-42, M-51
		<b>Principles of Cost Analysis Management</b> Financial Management School Fort Jackson, SC	M-02, M-05, M-06, M-13, M-24, M-25, M-26, M-32, M-33, M-49, M-50, M-
		<b>Defense Decision Support Course (DDSC) Maxwell, AF(1 week)</b>	M-16, M-17, M-25, M-26, M-52, M-53, M-58
		<b>Defense Financial Management Comptroller (DFMC), Maxwell AFB, AL (4 weeks) (See Annex B &amp; E)</b>	M-18, M-19, M-21, M-22, M-34, M-35, M-37
		<b>Fiscal Law Course</b> Judge Advocate General's School, Distance Learning (See Annex E)	A-12, A-13, A-26
		<b>Action Officer Development Course</b> (See Annex B & F)	M-18, M-19, M-34, M-40
		<b>One Financial Stewardship Course</b>	A-17, A-25, A-15, A-16
		<b>Analysis Course</b> (See Annex E & F)	A-22
<b>Army Comptroller Course (ACC),</b> Syracuse University, Syracuse, NY (See Annex B & E)	M-12, M-13, M-14, M-15, M-54, M-55, M-56, M-57		

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>CP 11 COMPETENCIES</u>
		<b>Two Performance Enhancing Job Experiences (Rotational Assignments)</b>	
		<b>PRIORITY 2</b>	
		<b>Advanced Management Accounting and Analysis</b> US Army Finance School Fort Jackson, SC (2 weeks) (See Annex E)	A-02, A-04, A-09
		<b>Accounts Payable</b> US Army Finance School Fort Jackson, SC (1 week, 3 days) (See Annex E)	A-23, A-24, A-25, A-26
		<b>Introduction to Financial Management</b> Graduate School (See Annex E)	AD-20, AD-15, A-14
		<b>PRIORITY 3</b>	
		<b>Basic Statistics</b> Graduate School, (See Annex E)	A-06, A-07, A-08, A-15, A-16, A-17, A-18, A-19, A-20, A-23, A-24, A-25
		<b>Budget Execution</b> Graduate School, Training Centers (See Annex E)	A-01, A-02, A-03, A-06, A-13
		<b>Budget Formulation</b> Graduate School (See Annex E)	A-01, A-03, A-11, A-19
		<b>Introduction to Financial Management</b> Graduate School (See Annex E)	A-01, A-02, A-09
		<b>Resource Management Budget</b> US Army Finance School Fort Jackson, SC (2 weeks) (See Annex E & F)	A-01, A-03, A-06, A-08, A-09, A-10, A-11, A-13, A-19, A-20, A-21, A-23, A-26
<b>SPECIALIST/ JOURNEY LEVEL</b>	<b>9/11/12,</b>	<b>PRIORITY 2</b>	

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>CP 11 COMPETENCIES</u>
		<b>Federal Appropriations Law</b> Graduate School, (See Annex B & E)	A-01, A-03, A-11, A-13, A-26
		<b>Defense Financial Management Comptroller (DFMC)</b> , Maxwell AFB, AL (4 weeks)(See Annex B & E)	A-01, A-09, A-10, A-11, A-13, A-14
		<b>PRIORITY 3</b>	
		<b>Federal Appropriations Law Update</b> Graduate School (See Annex E)	A-01, A-03, A-11, A-13, A-26
<b>MANAGER</b>	<b>13/14/15,</b>	<b>PRIORITY 1</b>	
		<b>Supervisor Development Course</b> (See Annex B & F)	SU-01, SU-02, SU-03, SU-04, SU-05, SU-06
		<b>PRIORITY 2</b>	
		<b>Defense Financial Management Comptroller (DFMC)</b> Maxwell AFB, AL (4 weeks) (See Annex B & E)	A-01, A-09, A-10, A-11, A-13, A-14
		<b>Two Performance Enhancing Job Experiences</b>	
		<b>PRIORITY 2</b>	
		<b>Senior Service College</b> (See Annex B)	M-59, M-60, M-61, M-62



**ANNEX B-3**  
**GS - 511 AUDITING**  
**FUNCTIONAL TRAINING PLAN**

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>CP 11 COMPETENCIES</u>
<b>INTERN/ ENTRY LEVEL</b>	<b>5/7/9,</b>	<b>MANDATORY PRIORITY 1</b>	
		<b>Planning, Programming, Budgeting, and Execution Course</b> Financial Management School Fort Jackson, SC (1 week), Graduate School (4 days) (See Annex E)	M-12, M-13, M-14, M-15
		<b>General Schedule (GS) 101</b>	M-27
		<b>CES Foundation Course</b>	M-18, M-19, M-21, M-34
		<b>Army Working Capital Fund Course</b>	M-12, M-15, M-43, M-37, M-49, M-26, M-42, M-51
		<b>Principles of Cost Analysis Management</b> Financial Management School Fort Jackson, SC	M-02, M-05, M-06, M-13, M-24, M-25, M-26, M-32, M-33, M-49, M-50, M-
		<b>Defense Decision Support Course (DDSC)</b> Maxwell, AF(1 week)	M-16, M-17, M-25, M-26, M-52, M-53, M-58
		<b>Defense Financial Management Comptroller (DFMC)</b> , Maxwell AFB, AL (4 weeks) (See Annex B & E)	M-18, M-19, M-21, M-22, M-34, M-35, M-37
		<b>Fiscal Law Course</b> Judge Advocate General's School) Distance Learning (See Annex E)	AD-03, AD-08, AD-11
		<b>Action Officer Development Course</b> (See Annex B & F)	M-18, M-19, M-34, M-40
		<b>One Financial Stewardship Course</b>	AD-08, AD-23, AD-25, AD-26
		<b>Analysis Course</b> (See Annex E & F)	AD-11, AD-12, AD-15, AD-17, AD-19
		<b>Two Performance Enhancing Job Experiences (Rotational Assignments)</b>	
		<b>Army Comptroller Course (ACC)</b> Syracuse University, Syracuse, NY (See Annex B & E)	M-12, M-13, M-14, M-15, M-54, M-55, M-56, M-57
<b>STAFF/</b>	<b>9/11</b>	<b>PRIORITY 1</b>	

**AUDITOR**

**Communication Skills** AD-17, AD-18, AD-23  
 US Army Audit Agency  
 Various Locations (4 days)  
 (See Annex E)

**Two Performance Enhancing Job Experiences**

**PRIORITY 2**

**Army Comptroller Course (ACC)** AD-03, AD-23  
 Syracuse University Syracuse, NY (See Annex B & E)

**SENIOR AUDITOR**

9/11, **PRIORITY 1**

**Detecting and Investigating Fraud** AD-06, AD-25  
 U. S. Army Audit Agency  
 Various Locations  
 (See Annex E)

**Practical Statistical Sampling for Auditors** AD-01  
 Graduate School  
 (See Annex E)

**SENIOR AUDITOR/AUDITOR-IN-CHARGE**

12 **PRIORITY 1**

**Senior Auditor Tracks** AD-02, AD-03, AD-18, AD-22  
 US Army Audit Agency  
 Various Locations  
 (See Annex E)

**Two Performance Enhancing Job Experiences**

**PRIORITY 2**

**Defense Financial Management Course School** AD-15, AD-18, AD-19, AD-24  
 Maxwell AFB, AL (4 weeks)  
 (See Annex B & E)

**AUDITOR-IN-CHARGE**

12/13/14 **PRIORITY 2**

		<b>Advanced Communications</b> US Army Audit Agency Various Locations (See Annex E)	AD-15, AD-16, AD-17, AD-18, AD-21, AD-22, AD-27
<b>SENIOR AUDITOR/ AUDITOR-IN- CHARGE/SUPV AUDITOR</b>		<b>Leadership Development Course</b> US Army Audit Agency Various Locations	SU-03, SU-04, SU-05, SU-06
<b>SUPV AUDITOR/ AUDITOR-IN- CHARGE</b>		<b>PRIORITY 1</b>	
		<b>Two Performance Enhancing Job Experiences</b>	
<b>SUPV AUDITOR</b>	<b>12/13/14</b>	<b>PRIORITY 1</b>	
		<b>Supervisory Development Course</b> (See Annex B & F)	SU-01, SU-02, SU-03, SU-04, SU-05, SU-06
		<b>Two Performance Enhancing Job Experiences</b>	
		<b>PRIORITY 2</b>	
		<b>Sustaining Base Leadership and Management (SBLM) Program</b> Army Management Staff College Fort Belvoir, VA (See Annex B, E, & F)	AD-15, AD-18, AD-19, AD-24
		<b>Personnel Management for Executives I &amp; II</b> (See Annex B & E)	SU-01, SU-02, SU-03, SU-04, SU-05, SU-06
		<b>Senior Service College</b> (See Annex B)	M-59, M-60, M-61, M-62
<b>PROGRAM DIRECTOR/ INTERNAL AUDIT DIRECTOR</b>	<b>15</b>	<b>National Security Management Course</b> Maxwell School, Syracuse University, Syracuse, NY (8 weeks)(See Annex B & E)	ECQ1, ECQ5
		<b>Leadership for a Democratic Society</b> Federal Executive Institute (FEI) Charlottesville, VA (4 weeks)(See Annex B)	ECQ1, ECQ5
		<b>Senior Service College</b> (See Annex B)	M-59, M-60, M-61, M-62

**Universal Requirements**

Comptroller General Standards require that Auditors, GS-15, receive 80 hours of continuing professional education and training within a two-year period, to remain professionally qualified. There must be at least 20 hours in any one year and there should be at least 24 hours of government training during the two years.

**ANNEX B-4****GS - 1515 OPERATIONS RESEARCH (COST ANALYSIS)  
FUNCTIONAL TRAINING PLAN**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>SOURCE OF TRAINING</u></b>	<b><u>CP 11 COMPETENCIES</u></b>
<b>INTERN/ ENTRY LEVEL</b>	<b>5/7/9</b>	<b>UNIVERSAL TRAINING</b>	
		<b>MANDATORY PRIORITY 1</b>	
		<b>Planning, Programming, Budgeting, and Execution Course</b> Financial Management School Fort Jackson, SC (1 week), Graduate School (4 days) (See Annex E)	CA-01
		<b>General Schedule (GS) 101</b>	M-27
		<b>CES Foundation Course</b>	M-18, M-19, M-21, M-34
		<b>Army Working Capital Fund Course</b>	M-12, M-15, M-43, M-37, M-49, M-26, M-42, M-51
		<b>Principles of Cost Analysis Management</b> Financial Management School Fort Jackson, SC	M-02, M-05, M-06, M-13, M-24, M-25, M-26, M-32, M-33, M-49, M-50
		<b>Defense Decision Support Course (DDSC) Maxwell, AF(1 week)</b>	M-16, M-17, M-25, M-26, M-52, M-53, M-58
		<b>Defense Financial Management Comptroller (DFMC), Maxwell AFB, AL (4 weeks) (See Annex B &amp; E)</b>	M-18, M-19, M-21, M-22, M-34, M-35, M-37
		<b>Fiscal Law Course</b> Judge Advocate General's School Distance Learning (See Annex E)	CA-10, CA-11
		<b>Action Officer Development Course (Distance Learning)</b> (See Annex B & F)	M-18, M-34, M-40
		<b>One Financial Stewardship Course</b> (See Annex E & F)	M-12, M-13, M-14, M-22, M-23
		<b>Analysis Course</b> (See Annex E & F)	CA-02, CA-04, CA-24, CA-25
		<b>Economic Analysis Course</b> Defense Acquisition University	CA-06, CA-07
<b>Fundamentals of Cost Analysis</b> Defense Acquisition University (See Annex E)	CA-04, CA-06, CA-25		

**Army Comptroller Course (ACC)** CA-01  
 Syracuse University, Syracuse, NY (See Annex B & E)

**Two Performance Enhancing Job Experiences (Rotational Assignments)**

**PRIORITY 2**

**Introduction to Financial Management** CA-01, CA-12  
 Graduate School, (See Annex E)

**Pricing Analysis Methods (PAM)** CA-01, CA-12  
 US Air Force Institute of Technology  
 Wright-Patterson AFB, OH (2 weeks)  
 (See Annex F)

**PRIORITY 3**

**Budget Execution** CA-01  
 Graduate School  
 (See Annex E)

**Budget Formulation** CA-01  
 Graduate School  
 (See Annex E)

**Economics Analysis Course** CA-06, CA-07  
 Defense Acquisition University (3.5 days)

**Federal Budget Process** CA-01, CA-10  
 Graduate School, (2 days)  
 (See Annex E)

**SPECIALIST/ JOURNEY LEVEL** 9/11/12,

**PRIORITY 1**

**Economic Analysis Course** CA-06, CA-07  
 Defense Acquisition University (3.5 days)

**Fundamentals of Cost Analysis** CA-04, CA-06, CA-25  
 Defense Acquisition University (3 weeks) (See Annex E)

**Two Performance Enhancing Job Experiences**

**PRIORITY 2**

<p><b>Decision Analysis Course (DAC)</b>                  US Army Logistics Management                  CollegeFort Lee, VA (1 week)                  (See Annex E)</p>	<p>CA-02, CA-05</p>
<p><b>Risk Analysis Course (RAC)</b>                  US Army Logistics Management College                  Fort Lee, VA (1 week)                  (See Annex E)</p>	<p>CA-02, CA-05</p>
<p><b>Army Comptroller Course (ACC)</b>                  Syracuse University, Syracuse, NY (See                  Annex B &amp; E)</p>	<p>CA-01</p>
<p><b>Defense Financial Management                  Comptroller (DFMC)</b>                  Maxwell AFB, AL (4 weeks)                  (See Annex B &amp; E)</p>	<p>CA-01, CA-02</p>
<p><b>Operations Research/ Systems                  Analysis Continuing Education                  Program</b>                  US Army Logistics Management College                  Fort Lee, VA (1 week)                  (See Annex E)</p>	<p>CA-24, CA-25</p>
<p><b>Operations Research/ Systems                  Analysis Special Topics Seminar, US                  Army Logistics Management College,                  Fort Lee, VA (See Annex E)</b></p>	<p>CA-02, CA-05, CA-06</p>
<p><b>Resource Management Budget</b>                  US Army Finance School                  Fort Jackson, SC (2 weeks)                  (See Annex E &amp; F)</p>	<p>CA-01, CA-10</p>
<p><b>Fundamentals of Systems Acquisition                  Management</b>                  Defense Acquisition University</p>	<p>CA-08, CA-10</p>
<p><b>PRIORITY 3</b></p>	
<p><b>Computer Training Course: (Various                  Software Applications)</b>                  Graduate School, (2-3 days or varies)                  (See Annex E)</p>	<p>CA-03, CA-18</p>
<p><b>Basics of Contracting</b>                  Defense Acquisition University                  (See Annex F)</p>	<p>CA-13, CA-23, CA-24</p>
<p><b>Fundamentals of Systems Acquisition                  Management</b></p>	<p>CA-08, CA-10</p>

Defense Acquisition University

**Operations Research/Systems Analysis** CA-24, CA-25  
 US Army Logistics Management  
 College, Fort Lee, VA (I - 4 weeks; II -  
 10 weeks)

**MANAGER**      13/14/15,

**PRIORITY 1**

**Supervisory Development Course** (See SU-01, SU-02, SU-03, SU-04,  
 Annex B & F) SU-05, SU-06

**Two Performance Enhancing Job  
 Experiences**

**PRIORITY 2**

**Senior Service College** SU-59, M-60, M-61, M-62  
 (See Annex B)

**PRIORITY 3**

**Systems Acquisition Management  
 (SAM) for General and Flag Officers**  
 Defense Acquisition University (5  
 days)(See Annex E)

**ANNEX B-5  
SES EXECUTIVE CORE QUALIFICATIONS**

<b>CAREER PHASE</b>	<b>GRADE</b>	<b>SOURCE OF TRAINING</b>	<b>CP 11 COMPETENCIES</b>
<b>EXECUTIVE</b>	<b>SES</b>	<b>PRIORITY 1</b>	
		<b>APEX Orientation Program</b> HQDA, Washington, DC (2 weeks) (See Annex B & E)	ECQ1, ECQ2, ECQ3, ECQ4, ECQ5
		<b>Senior Executive Equal Opportunity Seminar</b> Defense Equal Opportunity Management Institute, Cocoa Beach, FL (2 days)	ECQ2, ECQ3, ECQ4, ECQ5
		<b>Force Integration (FI) for SES and GO</b> HQDA, Washington, DC (1 week)	ECQ1, ECQ2
		<b>Leadership Development Program (LDP)</b> Center for Creative Leadership (CCL) Greensboro, NC (1 week) (See Annex B & E)	ECQ2, ECQ4, ECQ5
		<b>PRIORITY 2</b>	
		<b>Systems Acquisition Management (SAM) for General/Flag Officers</b> Defense Acquisition University (5 days)(For acquisition-related positions only) (See Annex E)	ECQ3
		<b>PRIORITY 3</b>	
		<b>National Security Management Course</b> Maxwell School, Syracuse University Syracuse, NY (6 weeks) (See Annex E)	ECQ1, ECQ5
		<b>National Security Leadership Course,</b> Maxwell School, Syracuse University, Syracuse, NY (2 weeks) (See Annex B & E)	M-02, M-25
		<b>Leadership for a Democratic Society</b> Federal Executive Institute (FEI) Charlottesville, VA (4 weeks)	



## ANNEX B-6

### ARMY ACQUISITION AND TECHNOLOGY WORKFORCE

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>CP 11 COMPETENCIES</u>
INTERN/ CERTIFICATION LEVEL 1	5/7/9	<b>MANDATORY PRIORITY 1</b>	
		<b>Planning, Programming, Budgeting, and Execution Course</b> , Financial Management School, Fort Jackson, SC (1 week, 4 days), Graduate School (See Annex E)	M-12, M-13, M-14, M-15
		<b>Fiscal Law Course</b> Judge Advocate General's School, Distance Learning (See Annex E)	M-49, M-52, M-53
		<b>Action Officer Development Course</b> (See Annex B & F)	M-18, M-34, M-40
		<b>One Financial Stewardship Course</b>	M-01, M-02, M-03, M-04, M-07, M-08, M-09, M-10, M-11, M-12, M-13, M-14, M-15, M-22, M-23, M-43, M-44, M-45, M-46, M-47, M-48, M-49, M-50, M-51
		<b>Analysis Course</b> (See Annex E & F)	M-24
		<b>Army Comptroller Course (ACC)</b> Syracuse University, Syracuse, NY (See Annex B & E)	CA-01
		<b>Fundamentals of Systems Acquisition Management</b> ACQ 101 Defense Acquisition University	CA-01, CA-04, CA-08, CA-10, CA-11, CA-12, CA-14, CA-15
		<b>PRIORITY 1</b>	
		<b>Complete two of the following:</b>	
		<b>Fundamentals of Cost Analysis</b> Defense Acquisition University (3 weeks) (See Annex E)	CA-02, CA-04, CA-05, CA-08

		<p><b>Fundamentals of Earned Value Management</b> Defense Acquisition University</p>	<p>CA-11, CA-12, CA-13, CA-24</p>
		<p><b>Fundamentals of Business Financial Management</b> Defense Acquisition University (3 weeks) (See Annex E)</p>	<p>CA-01, CA-08, CA-09, CA-10, CA-14</p>
		<p><b>Two Performance Enhancing Job Experiences (Rotational Assignments)</b></p>	
		<p><b>PRIORITY 2 - None</b></p>	
		<p><b>PRIORITY 3 - None</b></p>	
<p><b>SPECIALIST/ JOURNEY LEVEL/ CERTIFICATION LEVEL 2</b></p>	<p>11/12</p>	<p><b>PRIORITY 1</b></p>	
		<p><b>Intermediate Systems Acquisition</b> Defense Acquisition University</p>	<p>CA-02, CA-05, CA-08, CA-09, CA-10, CA-12, CA-13, CA-14, CA-16</p>
		<p><b>Contractor Finance for Acquisition Managers</b> BCF 205 Defense Acquisition University</p>	<p>CA-06, CA-10, CA-11, CA-14, CA-24</p>
		<p><b>PRIORITY 1</b></p>	
		<p><b>Complete one of the following:</b></p>	
		<p><b>Fundamentals of Cost Analysis</b> BCF 101 Defense Acquisition University (See Annex E)</p>	<p>CA-02, CA-04, CA-05, CA-08</p>
		<p><b>Fundamentals of Earned Value Management</b> BCF 102 Defense Acquisition University (15 days) (See Annex E)</p>	<p>CA-11, CA-12, CA-13, CA-24</p>
		<p><b>Fundamentals of Business Financial Management</b> BCF 103 Defense Acquisition University</p>	<p>CA-08, CA-09, CA-10, CA-14</p>

		<p><b>Intermediate Earned Value Management</b> BCF 203 Defense Acquisition University</p>	CA-13
		<p><b>Intermediate Cost Analysis</b> BCF 204 Defense Acquisition University (See Annex E)</p>	CA-02, CA-04, CA-05
		<p><b>Acquisition Business Management</b> BCF 211A (Web portion) and 211B (Classroom portion) Defense Acquisition University</p>	CA-08
		<p><b>Two Performance Enhancing Job Experiences</b></p>	
		<p><b>PRIORITY 2 - None</b></p>	
		<p><b>PRIORITY 3 - None</b></p>	
<b>MANAGER CERTIFICATION LEVEL 3</b>	<b>13/14/15,</b>	<p><b>PRIORITY 1</b></p>	
		<p><b>Business, Cost Estimating, and Financial Management Workshop</b> BCF 301 Defense Acquisition University</p>	CA-01, CA-08, CA-09
		<p><b>PRIORITY 2 - None</b></p>	
		<p><b>PRIORITY 3 - None</b></p>	