

# COMPTROLLER CIVILIAN CAREER PROGRAM (CP 11) HANDBOOK FOR INTERNS AND SUPERVISORS



Comptroller Proponency Office  
CML (703) 695-7655 DSN 225-7655  
E-mail: [proponency@hqda.army.mil](mailto:proponency@hqda.army.mil)  
Homepage: [www.asafm.army.mil](http://www.asafm.army.mil)  
AKO Page: Comptroller Proponency Office

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# HANDBOOK FOR

## CP 11 INTERNS AND SUPERVISORS

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## PART 1 – OVERVIEW

**A. Preface.** This handbook serves as a general guide for interns and supervisors in the Comptroller Civilian Career Program (CP 11). While every effort is made to ensure the most up-to-date information is contained here-in, this handbook is general in nature and not specific to any one organization or function. If you have questions or need clarification, contact your Command Comptroller Junior Executive Council (CJEC) Member then the Comptroller Propensity Office. Appendix A details requirements and due dates for information regarding interns.

**B. Comptroller Civilian Career Program (CP 11).** The Comptroller Civilian Career Program (CP 11) covers professional and administrative positions in a variety of financial and resource management related functional specialties. Principally among these are the following (by specialty and principal job series):

- Multi-Disciplined Financial Management Analyst 501\*
- Accounting 510
- Auditing 511
- Budget Analyst 560
- Operations Research (Cost Analysis) 1515

(\*The GS-301, GS-343, GS-501, GS-505 series are contained in the Multi-Disciplined Financial Management Analyst series group designation of GS-501).

**C. Army Civilian Training Education and Development System (ACTEDS).** The purpose of ACTEDS is to provide for the systematic training and development of Army career civilians from intern to senior managerial and executive levels. The CP 11 ACTEDS Plan outlines sequential and progressive training in the Comptroller functional specialties and in leadership, supervision, and managerial development. It also provides general information and guidance on management of the Comptroller Civilian Career Program, career progression ladders, key positions, and mobility requirements in CP 11. DA interns are centrally funded by ACTEDS for all salaries, training, travel, per diem costs and a one time Permanent Change of Station (PCS) move. NOTE: **ACTEDS does not fund rental cars, local travel and travel in and around training sites or the purchase of computers or other equipment.**

**D. CP 11 Roles and Responsibilities.** Interns are important assets for the Army as they are the future leaders. Their success and ultimate movement into the professional ranks are key responsibilities of the following individuals and organizations.

**Functional Chief (FC).** The FC for the Comptroller Civilian Career Program is the Assistant Secretary of the Army (Financial Management and Comptroller). The FC provides overall career program leadership for the development, coordination, implementation and management of the Comptroller Civilian Career Program.

**Functional Chief Representative (FCR).** The FC designates a senior civilian executive to serve as his/her principal advisor; that individual is designated the career program FCR. The FCR will:

- Monitor candidate evaluation systems to ensure competencies are current.
- Evaluate the effectiveness of the management and administration of the intern program to include assisting in the placement of graduate interns.
- Support career program intake and estimating intern requirements.
- Review GS-15 recruitment actions for compliance with affirmative action program goals and objectives.

**CP 11 Executive Council.** CP 11 employs a broad-based management structure to assist and advise the FC and FCR in his/her oversight of the career program. The CP 11 Executive Council is chaired by the FCR. The council meets at least four times a year. Members are the senior resource managers in selected Army commands and HQDA staff elements.

- Provide resources to administer and support CP 11.
- Ensure nominations for the Competitive Professional Development (CPD) program are reviewed, rank-ordered and endorsed.
- Assist the FCR in supporting career program intake.

**CP 11 Junior Executive Council (CJEC).** The CJEC assists the CP 11 Executive Council and meets at least semi-annually.

- Serves as liaison between the Comptroller Proponency Office and Intern Supervisor, Command Intern Program Manager and Interns.
- Serves as the CP 11 Functional Subject Matter Expert and represents the Command on the Comptroller Junior Executive Council.
- Assists Intern Supervisor and Command Intern Program Manager.
- Develops rotational assignment objectives to be accomplished during rotational assignments.

**Command or Activity Career Program Managers (CPM).** CPMs are the FCR's counterparts at the Army commands. CPMs will:

- Advise command headquarters and field activities on career management from a functional standpoint.
- Solicit nominations for Competitive Professional Development (CPD).
- Advise and assist the FCR in matters related to career management.

**Comptroller Propensity Office.** This office supports the FC and FCR in their responsibilities. In addition to the aforementioned FC/FCR responsibilities, this office:

- Initiates intern recruitment and sets selection criteria.
- Monitors all intern hiring, training and placement.
- Reviews and approves training plans.
- Advises the FCR on issues related to the career program.
- Publicizes the Rotational Assignments.
- Maintains the CP 11 website.

**Command Intern Program Coordinator.**

- Conducts agency orientation on mission and structure.
- Serves as a resource person for the intern and supervisor.
- Helps interns and supervisors identify and clarify responsibilities and commitments.
- Assists with Intern Individual Development Plans.
- Reviews rotational agreements and evaluations.

**Supervisors.** Supervisors have the primary responsibility for ensuring all CP 11 employees have access to appropriate training and are advised of career opportunities. Supervisors will:

- Establish office expectations and conditions for evaluating performance and achieving developmental objectives.
- Provide regular feedback and guidance.
- Monitor execution of the Individual Development Plan.
- Evaluate intern performance and complete performance appraisal.
- Initiate all appropriate personnel actions in a timely manner.
- Assist with administrative issues, e.g. travel, health benefits, time keeping, training requests etc.

- Maintain a basic knowledge of Intern Programs.
- Review training needs.
- Assign appropriate work.
- Assist in developing Individual Development Plans (IDP) based on the CP 11 Functional Master Intern Training Plans.
- Assign on-the-job training as prescribed in the IDP.
- Nominate and ensure interns attend formal training.
- Assist in developing/evaluating potential rotational assignments and ensuring interns complete a minimum of two – 90 days, ideally 4 rotational assignments.
- Mentor Intern.

**Rotational Supervisor.** The rotational supervisor is the manager responsible for the intern during the temporary assignments outside the intern's core area/parent organization. These supervisors are responsible for:

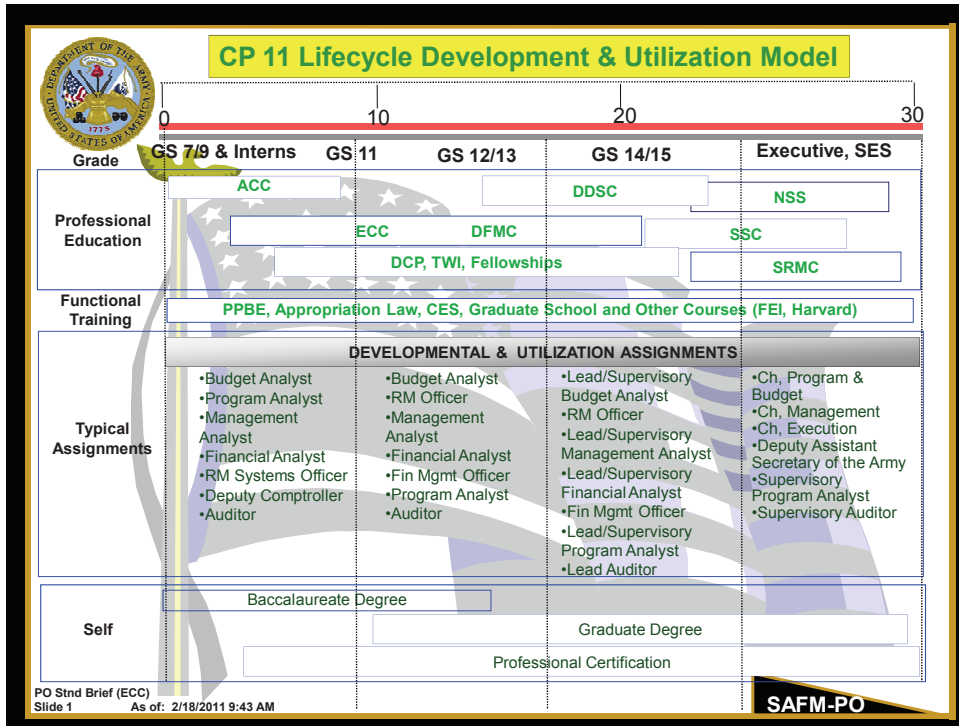
- Ensuring the intern is assigned a full and appropriate workload.
- Developing objectives to be accomplished during the assignment.
- Communicating the objective to the intern prior to the beginning of the assignment.
- Assisting with administrative issues, e.g. travel, time keeping, training requests etc.
- Evaluating the intern's performance during the rotation and providing an assessment to the supervisor.

**Intern Responsibilities.** To capitalize on the intern experience, interns have the responsibilities for establishing their own career goals with the assistance of their supervisors. Interns will:

- Achieve all training objectives established in the Individual Development Training Plan.
- Achieve goals and objectives for each rotational assignment.
- Maintain satisfactory semi-annual/annual performance.
- Develop and enhance financial management core competencies.
- Inform supervisor in a timely manner of all scheduled developmental training activities.
- Network with other interns.
- Enjoy the experience.



**E. Career Ladder.** The Army Civilian Leadership Training Core Curriculum consists of progressive leadership training from the entry level to the Senior Executive Service (SES). The CP 11 Career Development Model shown below integrates some training and position assignments recommended at various career points in the life cycle of a CP 11 career. The intent of the CP 11 program is to expose all careerists to ample formal education, training, professional development, and performance-enhancing job experiences so that all careerists can grow professionally throughout their careers.

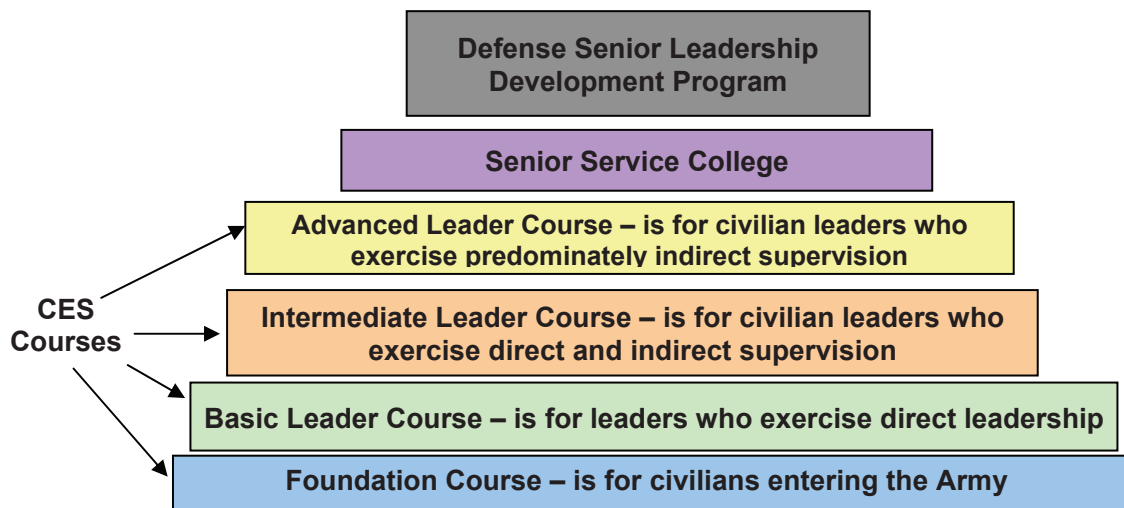


CP 11 Lifecycle Development & Utilization Model







## F. Civilian Education System

The Civilian Education System (CES) concept originated from a Chief of Staff, Army (CSA) mandate to implement and sustain a CES that provided enhanced training and education opportunities for Army civilian leaders comparable to that provided to officers, warrant officers, and noncommissioned officers. The CES leader development program includes the Civilian Foundation Course (for new Army civilians) and three levels of leader development training - the Basic Course (for First-Line supervisors), the Intermediate Course (for more senior supervisors), and the Advanced Course (for managers of supervisors or programs). The CES learning strategy is progressive and sequential with each course providing required leader training for the current role and the building blocks for the next. The CES training strategy is a combination of distributed learning and resident instruction. CES courses are based on leadership competencies from the Office of Personnel Management and the Center for Army Leadership's FM 6-22, Army Leadership. In order to promote full participation across the Army, training policies will support mandatory training for civilians in leadership positions and a life-long learning approach.

## Civilian Education System (CES)



### Civilian Education System

	GS-5-15		GS-12-15
	GS-5-12		GS-14-15
	GS-11-14		GS-13-15

**G. CP 11 Generic Career Ladder.** A generic CP 11 career ladder is provided below. It is applicable to any of the multi-disciplined and specialized series within CP 11. It reflects the general types of positions, from which a careerist may progress from the intern level to Senior Executive Service (SES). In the figure below, the terms “analyst” and “team leader” are intended to represent positions at the stated grade levels in all Comptroller career field specialties – i.e., to includes positions at the same grades and levels of responsibility which use other designations, such as audit manager and budget officer. The intent is to allow for movement between functions and command levels at all grades.

**COMPTROLLER CIVILIAN CAREER PROGRAM  
CP 11 GENERIC CAREER LADDER**

<b>GRADE</b>	<b>INSTALLATION LEVEL</b>	<b>ACOM/ASCC/ DRU/MSC FOA</b>	<b>HQDA/FOA</b>
SES		Comptroller DRM DCSRM/ADCSRM	DASA Deputy DASA Director
15	DRM	DRM DCSRM/ADCSRM Division Chief Team Leader	Director Division Chief
14	DRM/DDRM	DCSRM/ADCSRM Division Chief Branch Chief Team Leader	Division Chief Branch Chief Team Leader
13	DRM/DDRM/RMO Division Chief Branch Chief	Branch Chief Team Leader Senior Analyst	Team Leader Senior Analyst
12	RMO/DDRM Division/Branch Chief Senior Analyst	Team Leader Senior Analyst Analyst	Analyst
11	Branch Chief Analyst	Analyst	Junior Analyst
9	Junior Analyst Intern	Junior Analyst Intern	Intern
5/7	Intern	Intern	Intern

CP 11 Generic Career Ladder

**H. Policies.** The following policies apply to the interns in the Comptroller Civilian Career Program (CP 11).

- **Geographic Mobility.** Centrally funded interns are required to sign a mobility agreement as a condition of employment and this agreement must be completed before entrance on duty (EOD). Mobility agreements allow management to place graduating interns in available target positions DA-wide.

**Master Intern Training Plan (MITP).** The MITP, Appendix G, serves as the foundation for training. The plan lists mandatory and recommended courses to be covered during the 24 month internship. The allocated hours are a guide for training, not an absolute requirement. The supervisor and intern will develop the intern's Individual Development Plan (IDP) using the MITP and comparing the intern's work experiences and education with MITP requirements. The MITP specifies courses related to the comptroller functions, as well as leader development. The list of mandatory training courses is provided at Appendix C. Adding courses not prescribed on the MITP requires approval of the Comptroller Proponency Office. Costs and training are concerns and relevant to a comptroller function or leader development. The supervisor is required to submit written justification and associated training costs for any training not listed on the MITP. The Comptroller Proponency Office will either approve or deny the request. In addition to the Priority 1 mandatory courses listed below attendance at the ASMC National PDI once in each year of the CP 11 Intern Program is a mandatory requirement.

- **Individual Development Plan (IDP).** IDPs are the roadmap to the intern's success. Supervisors and interns will complete the IDP within 30 days of the intern's start date. The plan lists mandatory and recommended courses to be covered during the 24 month internship.
  - **Priority 1** training is mandatory and must be completed prior to Priority 2 and 3 training.
    - **Civilian Education System (CES) Foundation Course**
    - **Action Officer Development Course**
    - **General Schedule (GS 101)**
    - **Army Planning, Programming, Budgeting and Execution Course (PPBE)**
    - **Fiscal Law (JAG School)**
    - **Analysis Course**
    - **One Financial Stewardship Course**
    - **One Financial Decision Support Course**
    - **Data Collection and Analysis Course**
    - **Contracting Course**
    - **Principles of Cost Analysis Management (PCAM)**
    - **Army Comptroller Course (ACC)**
    - **Two Leadership and Organizational Management (LOM) Courses**
    - **Army Intern Working Capital Fund (WCF) Course**
    - **Defense Decision Support Course (DDSC)**

- **Priority 2** – Recommended training – Subject to Availability of Funding
- **Priority 3** – Electives – Subject to Availability of Funding

When adding details to the IDP such as training dates and locations, consider all training and travel costs. ACTEDS funds are limited. As managers, we have a responsibility to ensure the most **cost efficient** use of training dollars. Rotational assignments can include temporary duty (TDY) travel; consider costs as rotational assignments are planned. Weigh the benefits and experience with the costs. **CONUS based Interns WILL NOT have an OCONUS rotational assignment.** **Forward a copy of the completed IDP to the CP 11 Proponency Office, Proponency@hqda.army.mil within 30 days of start date for the Functional Chief Representative's concurrence and approval.** Both the supervisor and the intern are responsible for keeping the IDP up-to-date as it is a living document and advising the Comptroller Proponency Office of changes. Example of completed IDP, Appendix A.

- **Training.** Training is available locally within the parent organization, universities, many government organizations or commercial vendors. DA employees may not receive training from any non-government facility that discriminates because of race, color, religion, or national origin in the admission of or treatment of its students. Appendix D provides a listing of training sources and websites.

Interns and their supervisors must use the Resource Allocation Selection System (RASS) and the Defense Travel System (DTS) for all training requests/registrations and travel purposes. RASS is a web-based computer application that centralizes the management of funds for ACTEDS approved intern training. Here's a link to RASS on the web:  
<https://rass.army.mil/>

- RASS enables the on-line creation, submission, approval, status tracking and reporting of training and travel-related request forms (SF 182 and SF 1164). Appendix E- RASS. **IMPORTANT: The submission of your training and/or travel requests must be submitted three to four weeks prior to the start of class so that there is ample time for processing and approving your request(s) and also time to register for each of your course(s).**
- DTS is a computer application that streamlines the travel approval process. Interns create travel (TDY/Local) authorization in DTS. Appendix F – DTS. Here's a link to DTS on the web: <http://www.defensetravel.osd.mil/dts/site/index.jsp>
- **Rotational Assignments.** Rotational assignments are opportunities for both organizational orientation and functional experience. Supervisors and interns should look within their own organizations first and at other organizations for broad exposure. Secure commitments early since rotational assignments should be carefully detailed and meaningful for both the intern and the organization. Consider rotations from installation level to HQDA. A list of rotational assignments currently being offered can be located at: <http://asafm.army.mil/offices/office.aspx?officecode=1800> This list is periodically updated so please review often. **A minimum of two 90 day rotational assignments must be completed. CONUS based interns ARE NOT allowed OCONUS rotational assignments.**
- **Performance Standards.** The initial counseling session for interns will take place within the first 30 days on duty. **Supervisors** need to provide the intern with a copy of performance standards based on the completed IDP agreement and an appraisal form. Counseling should cover how the two documents are related and will be used. To make counseling sessions and the performance appraisals meaningful, both the supervisor and the intern should maintain records of both positive and negative incidents, and all work and training accomplished during the rating period. Counseling is not limited to the initial and midpoints prescribed by the form; counseling should be done whenever needed to ensure the intern is progressing. Performance standards are to be

reviewed or updated every appraisal period. Use DA Form 7222-1, Appendix I, to document performance standards.

- **Performance Appraisals.** Interns are evaluated on their performance every six months during their first year and once a year during their second year. Their appraisals should reflect performance against their standards as set by the supervisor. Appraisals are documented on DA Form 7222, Appendix J.
- **Promotions.** Interns will be non-competitively promoted provided the following conditions are met:
  - One year of continuous service
  - Demonstrated successful performance
  - Completion of training requirements
  - Recommended for promotion by the supervisor

**Promotions are not automatic. Interns must successfully complete the mandatory training, on the job training (OJT) and rotational assignments. Supervisors must initiate the Request for Personnel Action (RPA) for intern promotions.**

- **Graduation Requirements and Placement.** To graduate from the intern program, interns must:
  - (1) complete all required mandatory training
  - (2) demonstrate a working knowledge of comptroller functions by successfully completing a minimum of two 90 day rotational assignments
  - (3) successfully complete On the Job Training (OJT)

Upon completion of the intern program, or reaching the target grade of GS 11, interns must be removed from the ACTEDS TDA and placed in a permanent TDA position within the gaining organization within 90 days of graduation. If there are concerns with final placement, refer to AR 690-950, chapter 3, 3-25b for clarifying procedures. Here's a link to the AR on the web: [http://www.army.mil/usapa/epubs/pdf/r690\\_950.pdf](http://www.army.mil/usapa/epubs/pdf/r690_950.pdf) If no vacancies exist, the intern will remain on the ACTEDS rolls until a suitable vacancy occurs. Interns will be promoted to their target grade on schedule if all requirements have been met.

## I. General Information

- **Personnel Guidance.** The following information is provided to acquaint you with general personnel guidance. Contact your local Civilian Personnel Advisory Center (CPAC) for complete information
  - **Appointment.** Interns will be appointed to the excepted service for a 24 month internship. The first year is a probationary period. Definition of excepted service can be located at: [http://www.opm.gov/Strategic\\_Management\\_of\\_Human\\_Capital/fhfr/FLX05020.asp](http://www.opm.gov/Strategic_Management_of_Human_Capital/fhfr/FLX05020.asp)
  - **Benefits.** Interns are full-time civil service employees and as such are eligible for the benefits package provided to federal employees. This package includes: paid vacation leave, sick leave, paid Federal holidays, health and life insurance, a retirement plan

(Federal Employees Retirement System (FERS)) and the Thrift Savings Plan (TSP).  
**The local CPAC can advise you on these programs.**

- **Veterans.** Consult the local CPAC for additional information concerning Service Computation Dates (SCD) and other leave policies.
- **Pay.** Pay and earnings are processed and distributed through the Defense Finance and Accounting Service (DFAS). Pay periods are 80-hour cycles based on two consecutive 40-hour workweeks. All employees are required to participate in direct deposit pay.

Any payroll problems should be directed to the administrative support staff that manages time and attendance inputs to your Parent Agency or Organization (This also applies to the Intern during their Rotational Assignment(s)). Administrative staff will place a pay inquiry with the local Customer Service Representative (CSR); they are responsible for managing the command time and attendance through a centralized command location. The CSR will research and work to solve the issue locally or may refer your case to the DFAS civilian pay center that services your organization.

- **Overtime Funding.** The AG-1 CP ACTEDS Resource Management (RM) office will fund all overtime for ACTEDS centrally funded interns that meets the criteria in subparagraphs (1) and (2) below. Local funds must be used to fund all other overtime. Requests for an exception to the overtime policy for situations deserving special consideration will be submitted in writing to AG-1 CP ACTEDS Resource Management (RM) office at least two weeks prior to the expected use.
  - *Overtime enroute to training.*
    - (1) Interns nonexempt under the Fair Labor Standards Act (FLSA) 29 USC § 20-219. Consistent with OPM guidance, employees are entitled to overtime pay for travel time away from the official duty station on non-workdays when travel is performed during hours that correspond with the employees' regular working hours.
    - (2) Interns exempt under FLSA. Employees are entitled to overtime pay for travel time away from the official duty station on non-workdays only when the purpose or the condition for the travel meets the criteria set forth in section 5542 (b), title 5, United States Code.
  - *Overtime during training.* Interns, both exempt and nonexempt under FLSA, are entitled to overtime pay for time spent during training outside regular duty hours when productive work is performed. **Overtime pay for training scheduled under these conditions must be approved in advance by AG-1 CP ACTEDS Resource Management (RM) office or must be paid from local funds.** Requests will be submitted in writing to AG-1 CP ACTEDS Resource Management (RM) office at least two weeks prior to expected use.
- **Documenting Overtime.** The AG-1 CP ACTEDS Resource Management (RM) office monitors the execution of all ACTEDS intern overtime. It is the responsibility of the Local Agency/Organization's Resource Management Office to contact the AG-1 CP ACTEDS Resource Management (RM) office in the event of an overtime transaction. The appropriate ACTEDS Command and AG-1 CP ACTEDS Resource Management (RM) office will communicate and rectify the exact amount to be reimbursed (via MIPR, DD448).
  - Overtime and awards are not authorized expenses for ACTEDS. Instead of having our ACTEDS Commands attempt to utilize mission funds when overtime or awards takes place, we allow those expenses to execute against ACTEDS. Once the expenses disburse, the ACTEDS RM office will contact the appropriate Command for reimbursement.

- Compensatory (comp) time is an alternative. Comp time should be annotated with time and attendance for record purposes. It is well within the realm of supervisory controls that a supervisor/employee can work with one another to annotate comp-time - unofficially. Compensatory time off for travel is earned by an employee for time spent in a travel status away from the employee's official duty station when such time is not otherwise compensable. Compensatory time off for travel may only be earned for time in a travel status when such time is not otherwise "compensable." Compensable refers to periods of time creditable as hours of work for the purpose of determining a specific pay entitlement. Employees must comply with their agency's procedures for requesting credit within the time period required by the agency. Employees must also comply with their agency's policies and procedures for scheduling and using earned compensatory time off for travel.
- **Leave and Earnings Statement (LES).** Leave and Earnings Statements (LES) are generated bi-weekly to provide each employee with a record of earnings, deductions, and leave information. Remarks are included on the LES to show any payroll or personnel actions processed during the specific pay period. Here's a link to MYPAY on the web: <https://mypay.dfas.mil/mypay.aspx>
- **Government Travel Card.** The Department of Defense (DoD) participates in the Government credit card program that funds travel arrangements (lodging, food, taxi, etc.) for civil service employees during official business travel. Currently, Citibank issues this card through an agreement with the General Services Administration (GSA) contract. Each command has an agency/organization Program Coordinator who will assist employees in completing the individual billed card account setup/application form to establish and monitor the account.

Card usage is granted based on authorized travel status and individual agreement to use the card only during or in direct support (advance reservations, etc) of the period designated on travel orders and by the Agency or Organization. This card should only be used for official travel and official travel related expenses away from the official duty station in accordance with Agency or Organization policy. **The travel charge card may not be used for personal expenses at any time.** Government Travel Card Training will be provided by the gaining organization.

Statements of all charges will come directly to the cardholder's home address; however, an official copy will also be available to Agency or Organization Program Coordinators. All payments are due in full by the due date specified on the statement. Notify Citibank immediately of any change in your billing address by calling the number located on the reverse of the card.

- **Creditable Travel Time.** To be creditable under this provision, travel must be officially authorized. In other words, travel must be for work purposes and must be approved by an authorized agency official or otherwise authorized under established agency policies.
  - a. For the purpose of compensatory time off for travel, time in a travel status includes—
    - (1) Time spent traveling between the official duty station and a temporary duty station
    - (2) Time spent traveling between two temporary duty stations
    - (3) The "usual waiting time" preceding or interrupting such travel (e.g., waiting at an airport or train station prior to departure). The employing agency has the sole and exclusive discretion to determine what is creditable as "usual waiting time." An "extended" waiting period—i.e., an unusually long wait during which the employee is free to rest, sleep, or otherwise use the time for his or her own purposes—is not considered time in a travel status.



- **The Joint Travel Regulations (JTR).** The JTR prescribes travel reimbursements in great detail. The following points cover some travel related issues of interest to interns. Refer to the JTR for further clarification. Here's a link to the JTR on the web: <http://www.defensetravel.dod.mil/site/travelreg.cfm>
  - **Local Travel.** Interns may be authorized reimbursements for mileage in accordance with the appropriate rate for the distance that exceeds the employee's commuting distance to the regular place of work and return. Reimbursement may also include necessary parking fees and tolls. ACTEDS does not fund travel to local universities and colleges when tuition assistance is provided.
  - **Travel to training facilities outside the commuting area.** The training participant is authorized one trip to and from the training site and full per diem for the TDY during that trip. Mileage reimbursement and per diem is limited to constructive cost of common carrier transportation and related per diem as determined in the Joint Travel Regulation (JTR), Vol. II and the authorizing officer.
  - **Per Diem.** An intern attending training located outside his or her permanent duty station for 30 days or less is eligible to receive 100% per diem. Here's a link to Per Diem rates on the web: <http://www.defensetravel.dod.mil/site/perdiemCalc.cfm>
  - **Permanent Change of Station (PCS).** One household move (PCS) for interns may be funded through the ACTEDS program. Refer to the JTR and Command or Activity Career Program Manager (ACPM) for details.



## PART II – APPENDICES

Appendix A  
Requirements  
&  
Individual Development Plan

## Appendix A. Requirements

<u>TASK</u>	<u>Responsible Person</u>	<u>Due Date</u>
1. Develop Individual Development Plan (IDP)	Intern/Supervisor	Within 30 days EOD
2. Provide signed copy, IDP	Intern	Within 30 days EOD
3. Provide updated IDP as needed to reflect changes	Intern	As needed
4. Justification for any training courses not on the MITP	Intern	As needed

*- Identify the course, location, and how the course relates to comptroller functions. Discuss the advantages for both the intern and organization.*

**Email information identified above to:**

**Proponency@hqda.army.mil**

**APPENDIX A-1  
 FORMAT  
 INDIVIDUAL DEVELOPMENT PLAN (IDP)  
 CP-11 INTERN**

**Part I**

1. Name of Intern:
2. Name of Supervisor:
3. Parent Duty Location of Intern:
4. Title, Series, Grade of Target Position:
5. Current Title, Series, Grade of Intern:
6. Length of IDP:
7. Date IDP Was Developed:

**Part II**

1. **Knowledge, Skill, and Abilities that Intern Possess Before Beginning Internship:**
  - a. **Related Job Responsibilities**
  - b. **Education and Training:**

**Part III**

1. **Activities The Intern Will Perform To Acquire Knowledge, Skills, and Abilities** (1<sup>st</sup> year – October current FY through September next FY):

**a. Formal Training Courses:**

<u>PRIORITY</u>	<u>COURSE TITLE</u>	<u>LOCATION</u>	<u>PROPOSED DATES</u>	<u>DURATION</u>
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**b. Correspondence Courses:**

<u>PRIORITY</u>	<u>COURSE TITLE</u>	<u>PROPOSED DATES</u>	<u>DURATION</u>
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**c. Private Sector, University/College, Professional Associations/Organizations:**

<u>PRIORITY</u>	<u>COURSE TITLE</u>	<u>LOCATION</u>	<u>PROPOSED DATES</u>	<u>DURATION</u>
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2. **Activities The Intern Will Perform To Acquire Knowledge, Skills, and Abilities** (2<sup>nd</sup> year – October current FY through September next FY):



**APPENDIX A-2**  
**Example 1**  
**INDIVIDUAL DEVELOPMENT PLAN (IDP)**  
**CP-11 INTERN**

**Part I**

1. **Name of Intern:** Alex Intern
2. **Name of Supervisor:** Renee Supervisor
3. **Parent Duty Location of Intern:** Installation Management Command, RMO, VA
4. **Title, Series, Grade of Target Position:** Financial Management Analyst, GS-0501-11
5. **Current Title, Series, Grade of Intern:** Financial Management Analyst, GS-0501-07
6. **Length of IDP:** 24 Months
7. **Date IDP Was Developed:** October 1, 2010

**Part II**

1. **Knowledge, Skill, and Abilities that Intern Possess Before Beginning Internship:**
  - a. **Related Job Responsibilities:**
    - Finance Intern for large private industry firm – responsible for monthly journal vouchers, quarterly minority vendor report, and follow-up on rebate checks
    - Knowledge of accounting terminology, concepts, principles, and laws
    - Skills in personal commuting, e.g. spreadsheets, word processing, databases, and presentation programs
  - b. **Education and Training:**
    - Bachelor of Science Degree
    - Passed the Certified Public Accounting Exam

**Part III**

1. **Activities The Intern Will Perform To Acquire Knowledge, Skills, and Abilities** (1<sup>st</sup> year – October current FY through September next FY):

**a. Formal Training Courses:**

<u>PRIORITY</u>	<u>COURSE TITLE</u>	<u>LOCATION</u>	<u>PROPOSED DATES</u>	<u>DURATION</u>
		OCTOBER		
1	Introduction to Financial Mgt	GS, Washington, DC	10/04 – 10/06	3 days
		NOVEMBER		
1	Fiscal Law	JAG School	11/08 – 11/12	5 days
1	Intro to Govt Contracting	GS, Washington DC	11/15 – 11/19	5 days
		DECEMBER		
1	Army Working Capital Fund	Alexandria, VA	12/13 – 12/17	5 days
1	Cost Benefit Analysis Wrkshp	GS, Washington, DC	12/20 – 12/24	5 days
		JANUARY		
1	Interpersonal Communication	GS, Washington, DC	01/17 – 01/18	2 days



1	PPBE	AFMS, Ft. Jackson, SC	MARCH 03/14 – 03/25	2 weeks
1	Principles of Cost Analysis Mgt	AFMS, Ft. Jackson, SC	APRIL 04/04 – 04/22	3 weeks
1	Defense Decision Spt Course	DFM&CS, AL	MAY 05/16 – 05/20	5 days
1	Mgt's Resp for Internal Control	GS, Washington, DC	JUNE 06/09 – 06/10	2 days
1	Intro to Federal Budgeting	GS, Washington, DC	AUGUST 08/23 – 08/25	3 days
1	Data Collection & Analysis	GS, Washington, DC	08/29 – 09/02	5 days
1	Bldg New Analytical Skills	GS, Washington, DC	SEPTEMBER	3 days

**b. Correspondence Courses:**

<u>PRIORITY</u>	<u>COURSE TITLE</u>	<u>PROPOSED DATES</u>	<u>DURATION</u>
		NOVEMBER	
1	GS101	11/01 – 11/30	Self Paced
1	Action Officer Development Course	11/01 – 11/30	Self Paced
		JANUARY	
1	CES Foundation	01/01 – 01/31	Self Paced
		MARCH	
1	PPBE	03/01 – 03/31	Self Paced
		JULY	
1	Principles of Cost Analysis Mgmt	07/01 – 08/01	Self Paced

**c. Private Sector, University/College, Professional Associations/Organizations:**

<u>PRIORITY</u>	<u>COURSE TITLE</u>	<u>LOCATION</u>	<u>PROPOSED DATES</u>	<u>DURATION</u>
			MAY	
1	ASMC PDI	Minneapolis, MN	05/30 – 06/03	3 days

**2. Activities The Intern Will Perform To Acquire Knowledge, Skills, and Abilities (2<sup>nd</sup> year – October current FY through September next FY):**

**a. Formal Training Courses:**

<u>PRIORITY</u>	<u>COURSE TITLE</u>	<u>LOCATION</u>	<u>PROPOSED DATES</u>	<u>DURATION</u>
1	ACC	Syracuse, NY	TBD	4 weeks
			NOVEMBER	
2	Federal APPNs Law Seminar	GS, San Diego, CA	TBD	4 days
			MARCH	
2	Intro to Federal Accounting	Jacksonville, FL	TBD	4 days
2/3	Federal Accounting Standards	St. Louis, MO	TBD	3 days

**b. Correspondence Courses:**

<u>PRIORITY</u>	<u>COURSE TITLE</u>	<u>PROPOSED DATES</u>	<u>DURATION</u>
2/3	Fundamentals of Sys Ac Mgmt	TBD	Self Paced

**c. Private Sector, University/College, Professional Associations/Organizations:**

<u>PRIORITY</u>	<u>COURSE TITLE</u>	<u>LOCATION</u>	<u>PROPOSED DATES</u>	<u>DURATION</u>
1	ASMC PDI	California	May/June	5 days



# Appendix B

## Competencies

## APPENDIX B-1

### MULTI-DISCIPLINED FINANCIAL MANAGEMENT ANALYST CORE COMPETENCIES

#### (Sequenced Numerically)

**M-01** Knowledge in the design, development, operation, or inspection of accounting systems; the application of accounting standards, policies, and requirements; the examination, analysis, and interpretation of accounting data, records, or reports; and the provision of accounting or financial management advice and assistance to management. – Accounting

**M-02** Knowledge of the accepted accounting principles, policies, procedures, and a general knowledge of the overall accounting structure and systems. – Accounting

**M-03** Knowledge of the laws, regulations, and various directives pertaining to appropriations, fund usage, and overall program planning and development. – Accounting

**M-04** Knowledge of the accounting systems and subsystems, e.g., program planning, budget execution, and attainment reporting, in order to coordinate accounting decisions with other organizations for processing fiscal and accounting data. – Accounting

**M-05** Knowledge of basic contracting procedures, types of contracts and evaluation of requests for proposals, contractor proposals, cost/performance, and schedule data. – Acquiring and Contracting

**M-06** Knowledge of acquisition strategies such as dual sourcing, multi-year procurement, sole source competition, etc. – Acquiring and Contracting

**M-07** Knowledge of the systematic examination (Financial Audit) and appraisal of financial records, financial and management reports, management controls, policies, and practices affecting or reflecting the financial condition and operating results of an activity or organization; or analytical work (Operational Audit) related to the development and execution of audit policies and programs when such work requires the application of professional accounting, knowledge, standards, and principles. – Auditing

**M-08** Knowledge of the techniques for summarizing the results of audit surveys, e.g., memorandum, local survey report, and multi-location audit circular. – Auditing

**M-09** Ability to apply audit standards promulgated by non-governmental bodies, e.g., Institute of Internal Auditors and the American Institute of Certified Public Accountants. – Auditing

**M-10** Knowledge of the criteria for conducting a go/no-go decision at the end of the audit planning phase, the end of survey phase, and possibly during execution phase of an audit. – Auditing

**M-11** Knowledge of generally accepted professional auditing practices, principles, standards, theories, and procedures, along with an awareness of current trends and future developments in the auditing profession, e.g., Comptroller General Government Auditing Standards (GAS), OMB, DoD and military service policies and procedures and regulations governing conduct of financial and performance audits and FMFIA, OMB Circular A-123, DoDD 5010.38 and other applicable agency regulations. – Auditing

**M-12** Knowledge of program, budget, and accounting terminology, concepts, principles, laws, and processes for formulating, presenting, defending and executing budgets. – Budgeting

**M-13** Knowledge of agency budget principles and procedures, processes, and their financial management systems in regards to the administrative control of resources, fund allocation, and fund control. – Budgeting

**M-14** Knowledge of budget and financial analysis techniques and state-of-the art developments in the budget field. – Budgeting

**M-15** Ability to perform a variety of budgeting systems assignments requiring new and innovative approaches to structuring and modifying budgeting systems. – Budgeting

**M-16** Ability to acquire and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. – Business Processes and Practices

**M-17** Ability to use technology and best business practices to enhance decision-making. – Business Processes and Practices

**M-18** Ability to use the personal and professional business habits of communicating effectively and honestly with the result of attracting others to a similarly reasonable and logical point of view. – Interpersonal Skills

**M-19** Ability to express information in writing and orally, in a succinct and organized manner that is appropriate for the intended audience. Effectively listens to others and clarifies information as needed; accurately uses English language (i.e., grammar, spelling, punctuation, syntax). – Interpersonal Skills

**M-20** Ability to display consideration and appropriate responsiveness to the needs, feelings, and capabilities of a diverse work group in varied situations. – Interpersonal Skills

**M-21** Ability to demonstrate tact, empathy, sensitivity, and respect in interactions with others. – Interpersonal Skills

**M-22** Knowledge of the legislative, administrative, and regulatory requirements, laws, and policies that apply to strategic planning (e.g., GPRA, GMRA, CFO Act, etc.) and the impact of identified requirements on external organizations and operations. – Fiscal Law

**M-23** Knowledge of the Anti-Deficiency Acts, theories of appropriation law, and their implications for financial decisions. – Fiscal Law

**M-24** Knowledge of concepts, principles, and procedures (including methods of statistics such as analysis of variance, confidence intervals, regression, etc.) for performing cost and economic analyses and estimates for a variety of programs (e.g., information systems, ADP hardware/software, force structure, training, manpower, weapon systems, etc.). – Cost and Operations Research Analysis

**M-25** Knowledge of operations research techniques (e.g., linear programming, queuing theory, modeling and simulations, decision risk analysis, etc.). – Cost and Operations Research Analysis

**M-26** Knowledge of policies and procedures governing Defense cost and economic analysis programs, and life cycle management techniques for various systems, programs, and acquisition strategies. – Cost and Operations Research Analysis

**M-27** Knowledge of how human resource management (HRM) policies and practices support the missions and functions of the organization. Knowledge of the applicable HRM legislative, administrative, and regulatory requirements; and the impacts of human resource management policies on external organizations. – Human Resource Management

**M-28** Knowledge of how HRM policies and practices support the missions and functions of the organization and the impact on policies in external organizations. – Human Resource Management

**M-29** Skill at building teams and fostering cooperation throughout the organization. – Human Resource Management

**M-30** Ability to manage HRM resources planning, recruitment, and selection processes to acquire and maintain a diverse workforce in support of mission requirements and customer needs. – Human Resource Management

**M-31** Ability to assess employees' unique developmental needs and to provide developmental opportunities that maximize each employee's capabilities in an effort to optimize workforce potential while meeting the organization's strategic vision. – Human Resource Management

**M-32** Knowledge of cost effective and efficient approaches for integrating information technology (IT) into the workplace for improving program effectiveness, developing IT based strategies to enhance decision-making, and improving customer service. – Information Technology (IT) Management and Application

**M-33** Skill in personal computing, e.g., spreadsheets, word processing, graphics, database management, communication packages. – Information Technology (IT) Management and Application

**M-34** Knowledge of the factors affecting the organization and the leader's ability to act as a catalyst for change, when needed. Influencing, motivating, and challenging subordinates. Ability to design and implement strategies, which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals. – Leadership and Management Development

**M-35** Ability to demonstrate leadership in setting the workforce's expected performance levels, commensurate with the organization's strategic objectives; inspiring, motivating, and guiding others towards goal accomplishment. – Leadership and Management Development

**M-36** Ability to empower people by sharing power and authority. – Leadership and Management Development

**M-37** Ability to foster commitment, team spirit, pride, trust, and group identity. – Leadership and Management Development

**M-38** Ability to develop leadership in others through coaching and mentoring. – Leadership and Management Development

**M-39** Ability to develop continuously one's leadership and managerial skills potential through training. – Leadership and Management Development

**M-40** Knowledge of generally accepted management principles, practices, and functions. – Managerial Services

**M-41** Knowledge of complex/large-scale management improvement study design parameters, and analytical techniques that apply to organizational development concepts, principles, and processes. – Managerial Services

**M-42** Knowledge of performance effectiveness concepts, productivity measurement, and improvement systems and business reengineering processes. – Managerial Services

**M-43** Knowledge of the requirements and principles of the Federal Managers' Financial Integrity Act (FMFIA). – Managerial Fiscal Responsibility

**M-44** Ability to implement fiscally responsible management controls systems within the agency, including a quality assurance program, and to effectively support program auditors, respond to findings, and harness audit information for program improvement. – Managerial Fiscal Responsibility

**M-45** Skill in maintaining control of resources, fund allocation and fund control, paperwork management, program objectives, inter- and intra-agency reimbursable agreements, and funding and financial reports in a fiscally responsible manner. – Managerial Fiscal Responsibility

**M-46** Ability to monitor agency's use of funds; providing advice on agency's fund control system; preparing apportionments and the OMB required documents; designing and using system processes and procedures that ensure financial integrity. – Managerial Fiscal Responsibility

**M-47** Ability to establish and administer management controls to provide information to and retrieve information from appropriate systems and to disseminate that information to appropriate users. – Managerial Fiscal Responsibility

**M-48** Knowledge of missions and functions of federal agencies and the branches of government, e.g., OMB, Treasury, GSA, OPM, legislative, judicial, and executive, and their roles in Defense operations. – Resource and Program Management

**M-49** Knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve effectiveness and customer service. – Resource and Program Management

**M-50** Knowledge of general manpower management and organizational functions to include requirements determination, allocation, utilization, documentation, costing, and reporting processes as they relate to financial management. – Resource and Program Management

**M-51** Ability to research, interpret, and apply laws, regulations, directives, policies, Comptroller General decisions, and court opinions governing the agency's management processes. – Project Management

**M-52** Knowledge of program planning, analysis, and evaluation, including program issues and analytical techniques to measure progress toward objectives. – Project Management

**M-53** Knowledge of methodologies and techniques to balance and prioritize programs within total resource availability (e.g., decision analysis, functional and program reviews, etc.). – Project Management

**M-54** Knowledge of the management and evaluation systems that use performance measurement to achieve program objectives. – Organizational Performance Measurement

**M-55** Ability to manage the evaluation systems that use performance measurement to achieve program objectives. – Organizational Performance Measurement

**M-56** Knowledge of the various types of performance measurement and what levels of information they provide to decision-makers. – Organizational Performance Measurement

**M-57** Knowledge of the methods for evaluating programs, which have a diverse customer base. – Organizational Performance Measurement

**M-58** Knowledge of the benefits of performance measurement as a tool used in the management strategic planning process. – Organizational Performance Measurement

**M-59** Knowledge of the strategic planning process and how it relates to financial management. – Strategic Vision

**M-60** Ability to develop creative and innovative solutions to complex financial, budget, and program management issues. – Strategic Vision

**M-61** Ability to identify problems and potential concerns, provide leadership and involve others in the decision-making process, and build support for options that provide solutions. – Strategic Vision

**M-62** Knowledge of applicable legislative, administrative and regulatory requirements as well as organization specific strategic planning guidance. – Strategic Vision



## APPENDIX B-2

### OPERATING/STAFF ACCOUNTING COMPETENCIES

**A-01** Knowledge of the planning, programming, budgeting, and execution system processes, products, terminology, and guidance documents (e.g., Program Budget Guidance {BG}, Command Operating Budget {COB}, Program Objective Memorandum {POM}, Mission Area Materiel Plan {MAMP}, Long Range Research and Development Plan {LRRDAP}, Future Year Defense Plan {FYDP}).

**A-02** Knowledge of the generally accepted principles, standards, and theories of professional accounting (e.g., double entry accounting, accrual accounting, balance sheets, income statements).

**A-03** Knowledge of appropriation and fiscal code structures (e.g., DFAS-IN 37-100-XX), types of appropriations, types of funds, and their uses.

**A-04** Knowledge of mathematical and statistical applications (e.g., analysis of variance, confidence intervals, probability, regression, correlation, sampling theory, hypothesis testing, trend analysis, linear programming).

**A-05** Knowledge of office automation applications (e.g., spreadsheets, word processing, graphics, database management, communication packages).

**A-06** Knowledge of procedures used to record, classify, and report information on the financial position and operations of Army organizational components (e.g., recording obligations, classifying transactions, status of approved resources).

**A-07** Knowledge of analytical methods and accounting procedures used to interpret financial reports and statements (e.g., ratio analysis, account relationships) in order to provide advice, consultation, and assistance to program directors/functional managers.

**A-08** Knowledge of the practices and techniques of professional governmental accounting (e.g., appropriation accounting, fund accounting, general ledger controls).

**A-09** Knowledge of trends and current developments in government accounting and financial management (e.g., general ledger reporting, deficit reduction, outlay management, Chief Financial Officers Act requirements).

**A-10** Knowledge of non-financial systems and controls as they interact with financial systems and the related internal control environment (e.g., logistic systems, integrated facilities systems, personnel systems).

**A-11** Knowledge of when and how to use technical references (e.g., Comptroller General decisions, GAO standards, OMB circulars and bulletins, Joint Financial Management Improvement Program requirements, Federal Accounting Standards Advisory Board statements, DoD Accounting Manual, Treasury Fiscal Requirements Manual, DoD instructions).

**A-12** Knowledge of DA accounting policies and reporting procedures (e.g., Army Regulations, the Army Accountant's Handbook).

**A-13** Knowledge of the fund distribution process from Congress to the installation level and the procedures used to administratively control funds, including the legal/administrative limitations related to the execution of funds (e.g., AR 37-1).

**A-14** Knowledge of Army internal control program and the requirements of the Federal Managers' Financial Integrity Act (FMFIA) as it pertains to accounting functions (e.g., AR 11-2).

**A-15** Knowledge of general ledger accounting and the control/subsidiary account relationships and reconciliation techniques (e.g., accounts receivable, accounts payable, unliquidated obligations, problem disbursements, journal vouchers, disbursing officers' accountability).

**A-16** Knowledge of automated and manual accounting systems, including source documents, systems flows, systems interfaces, and related internal controls (e.g., STANFINS, CEFMS, CCSS, SOMARDS, SDS).

**A-17** Knowledge of the debt and cash management programs (e.g., Prompt Payment Act, Debt Collection Act of 1982).

**A-18** Knowledge of the expenditure process (e.g., interfund, transactions by others/transactions for others, cash blotter, statement of accountability, Treasury reporting, electronic funds transfer, OPAC).

**A-19** Knowledge of procedures for processing direct and reimbursable programs (e.g., automatic reimbursements, funded reimbursements, interagency agreements, letters of authority/credit, transfer appropriations).

**A-20** Knowledge of cost accounting principles/procedures and allocating costs to specific job orders or processes.

**A-21** Knowledge of policies, procedures, and practices related to financial management of Non-appropriated Fund Instrumentalities (NAFI) (e.g., AR 215-5, AR 215-1).

**A-22** Knowledge of analytical techniques used to evaluate non-appropriated fund financial statements (e.g., acid test ratio, average inventory turnover, cost of goods sold).

**A-23** Knowledge of the procedures for fiscal year end close out (e.g., joint reviews of unliquidated obligations) and financial reports certification.

**A-24** Knowledge of the accounting and other financial data contained in documentation used in support of the accounting transaction (e.g., accounting classification, type of contract, damages, contract terms, notice of assignment, acceptance and payment terms, types of advances, travel itinerary).

**A-25** Knowledge of the functions performed and operating procedures used by the components within the finance and accounting office, and reasons for segregation of functional responsibilities (e.g., general accounting, cost accounting, commercial accounts, travel disbursing, civilian pay, military pay, quality assurance).

**A-26** Knowledge of the legislative process and actions necessary to implement and modify guidance pertaining to finance and accounting policy (e.g., continuing resolution authority, pay raises, new entitlements).

**A-27** Knowledge of automatic data processing concepts (e.g., mainframes, minicomputers, hardware, operating systems, software capabilities).

## APPENDIX B-3

### SYSTEMS ACCOUNTING COMPETENCIES

**AS-01** Knowledge of automatic data processing concepts (e.g., mainframe, minicomputer, and microcomputer hardware, operating systems, and software capabilities) and computer application environments (e.g., interactive online update, batch interactive, non-real-time (batch) updates).

**AS-02** Knowledge of diagnostic analysis techniques to troubleshoot and debug system deficiencies (e.g., PERT charts, flow charts, data flow diagrams, data models, process models).

**AS-03** Knowledge of at least one system programming language (e.g., any fourth generation language, COBOL, ADA, BASIC, or PASCAL).

**AS-04** Knowledge of logical and physical data structures (e.g., database management systems concepts, relational network, hierarchical databases).

**AS-05** Knowledge of data administration concepts (e.g., data dictionary and encyclopedia applications, and the use of data element and data value standardization and integration within and across systems).

**AS-06** Knowledge of data analysis (e.g., data entities, logical keys, entity relations, cardinality, normalization, and elimination of data redundancies) and data modeling (e.g., of logical data structures).

**AS-07** Knowledge of the configuration management policies and procedures (e.g., Configuration Control Board, Engineering Change Proposal – Software, Software Change Package, Software Qualification Test, Software Acceptance Test) and development of system test plans and evaluation criteria (e.g., modeling, simulation techniques and tools, and test evaluation).

**AS-08** Knowledge of systems/structured analysis principles and design techniques (e.g., creation and use of data flow diagrams).

**AS-09** Knowledge of planning, funding, and procurement processes for system software and hardware development and deployment.

**AS-10** Knowledge of basic communications (e.g., modems, emulation protocols, file transfer procedures) hardware and software required to interconnect microcomputer, minicomputer, and mainframe processes (e.g., installation Local Area Networks (LANs), departmental LANs, installation support modules, departmental DPI, ASIMS interconnectivity).

**AS-11** Knowledge of concepts, principles, and procedures for performing economic analyses (e.g., cost-benefit analysis, payback, return on investment, present value, and treatment of inflation).

**AS-12** Knowledge of manual and automated tools used in systems analysis, systems design, and system documentation (e.g., FASSA/FASSL in conjunction with the SEM database, accelerator, data designed, or any other computer aided software engineering (CASE) product).

**AS-13** Knowledge of planning and systems design methodology (e.g., project initiation, concept development, logical data design, functional definition, system design, operations, and maintenance) to include development of functional specifications and associated standard documentation (e.g., DoD Std 7935, AR 25-2, TB-18 series) required throughout the systems life cycle.

## APPENDIX B-4

### AUDITING COMPETENCIES

**AD-01** Knowledge in the application of analytical techniques (e.g., regression analysis, economic analysis, linear programming, statistical techniques, and analysis of variances).

**AD-02** Knowledge of professional auditing practices and procedures (e.g., Government Auditing Standards issued by the Comptroller General of the United States; Quality Standards issued by the President's Council on Integrity and Efficiency; DoD Inspector General's Internal Audit Manual and Army audit policies). Also knowledge of trends and developments in the auditing profession (e.g., Government Performance and Results Act, Government Information Security Reform Act, Activity-Based Management, and quick response auditing) and how they relate to financial and performance audits.

**AD-03** Knowledge of applicable policies (e.g., regulations, circulars, and directives) needed to conduct evaluations of a functional entity (e.g., commercial activities, logistics, personnel, and acquisition).

**AD-04** Knowledge of the Audit By Objectives and Risk-Based Auditing concepts and how they should be used on financial and performance audits.

**AD-05** Knowledge of the elements of a Finding and Recommendation (condition, criteria, cause, effect, and recommendation) during all types of audits.

**AD-06** Knowledge of effective general, hardware, system application, and operating controls required for automated systems (e.g., parity checks, validity tests, edit tables, separation of duties) for application during all types of audits and the requirements for system and information security for automated systems (i.e., physical safeguards, back-up files, passwords).

**AD-07** Knowledge of automatic data processing hardware and software used in the audit process and how to be applied to operations to be audited and to audits (e.g., spreadsheets, word processing, graphics, database management, and communication packages).

**AD-08** Knowledge of the Federal Managers' Financial Integrity Act (Management Control Process) and how it is to be applied to operations being audited and to audits.

**AD-09** Knowledge of audit planning requirements and techniques used to determine milestones, staff size, and necessary staff skills in accordance with generally accepted auditing standards.

**AD-10** Knowledge of audit planning objectives as used in developing audit programs for financial and performance audits.

**AD-11** Knowledge of the types of audit evidence (physical, testimonial, documentary, and analytical) and their use during financial and performance audits.

**AD-12** Knowledge of the criteria (sufficiency, competence, and relevance) for audit evidence.

**AD-13** Knowledge of generally accepted principles, standards, and theories of professional accounting (e.g., double entry accounting, accrual accounting, balance sheets, income statement).

**AD-14** Knowledge of effective marketing techniques and principles of customer service.

**AD-15** Knowledge of audit techniques for evidence gathering (e.g., observations, interviews, comparative analyses, testing, researching laws and regulations, using outside experts, using computers) and their use during financial and performance audits.

**AD-16** Knowledge of communications/presentation techniques and their use during audits.

**AD-17** Knowledge of audit follow-up and resolution techniques (e.g., AR 36-2) on audit reports.

**AD-18** Knowledge of generally accepted government auditing standards for working papers (e.g., complete, accurate, understandable).

**AD-19** Knowledge of principles and techniques used in developing and executing audit survey programs for financial and performance audits.

**AD-20** Knowledge of principles used in developing audit programs for audit execution during financial and performance audits (i.e., steps/tests designed to measure condition, criteria, cause, effect; and to develop recommendations and estimated time requirements).

**AD-21** Knowledge of audit execution procedures (e.g., establish and answer audit objectives; reasonably measure the extent and significance of potential weaknesses; develop information and data needed for the audit report; and summarize the overall results of audit) and their use in financial and performance audits.

**AD-22** Knowledge of audit requirements for tentative written input to the audit report process for financial and performance audits (e.g., Tentative Findings and Recommendations or a tentative draft portion of an audit report not expected to include findings and recommendations).

**AD-23** Knowledge of potential monetary benefit measuring techniques (e.g., budgetary, cost avoidance) and reporting requirements for all types of audits.

**AD-24** Knowledge of audit research, long range/strategic planning, and audit scheduling process (e.g., analysis of past audit coverage, risk assessment techniques, audit prioritization) and how each is accomplished and used at all organization levels.

**AD-25** Knowledge of the criteria (mission, resources, potential for fraud) used in selecting and scheduling multi-location audits involving financial and performance issues as well as multi-location audit process, reporting, and potential.

**AD-26** Knowledge of the Federal Acquisition Regulation with its supplements for contract negotiations, contract terminations, cost principles, and standards.

**AD-27** Knowledge of audit compliance procedures, (e.g., coordinating the results of external audits; including disagreements on conclusions, findings, recommendations, and potential monetary benefits; and preparing, when necessary, consolidated comments).

## APPENDIX B-5

### COST ANALYSIS COMPETENCIES

**CA-01** Knowledge of planning, programming, budgeting, and execution system processes, products, terminology, and guidance documents (e.g., Program Budget Guidance (PBG), Command Operating Budget (COB), Program Objective Memorandum (POM), Mission Area Material Plan (MAMP), Long Range Research Development and Acquisition Plan (LRRDAP) and Future Year Defense Program {FYDP}).

**CA-02** Knowledge of mathematical and statistical applications (e.g., analysis of variance, confidence intervals, probability, regression, correlation, sampling theory, hypothesis testing, trend analysis, linear programming).

**CA-03** Knowledge of office automation applications (e.g., spreadsheets, word processing, graphics, database management, and communication packages).

**CA-04** Knowledge of concepts, principles, and procedures for performing cost analyses and estimates (e.g., learning curves, Cost Estimating Relationships (CER), Cost-Performance Estimating Relationships (CPER), data collection and adjustment, normalization, overhead rate analysis, production rate analysis, fixed and variable costs, treatment of inflation, parametric cost estimating, capability based cost estimating, Cost as an Independent Variable (CAIV), and Total Ownership Cost (TOC)).

**CA-05** Knowledge of operations research techniques (e.g., linear programming, queuing theory, modeling and simulation, decision risk analysis, uncertainty analysis, critical path/network analysis).

**CA-06** Knowledge of concepts, principles, and procedures for performing economic analyses (e.g., cost benefit analysis, business case analysis, payback, return on investment, present value, treatment of inflation).

**CA-07** Knowledge of the policies and procedures governing the Cost and Economic Analysis Program (e.g., DoDD/DoDI, AR).

**CA-08** Knowledge of Weapon Systems Reform Act of 2009, Nunn-McCurdy, Acquisition Program Baselines, environmental cost, Fully Burdened Cost of Energy, SAR, and DAES reporting.

**CA-09** Knowledge of weapon system life cycle cost estimates (e.g., Program Office Estimates (POEs), Component Cost Analyses (CCAs), Analysis of Alternatives(AOA) cost data).

**CA-10** Knowledge of acquisition strategies (e.g., dual sourcing, multi-year procurement, sole source competition, third party financing, streamlined development acquisition process, proof of principle demonstration).

**CA-11** Knowledge of concepts and principles required to evaluate requests for proposals, contractor proposals, and contracts (e.g., Source Selection and Evaluation Board [SSEB], Should Cost, Design-to-Cost).

**CA-12** Knowledge of concepts and principles of contractor cost data collection and contractor cost management and government monitoring procedures (e.g., application of Work Breakdown Structure (WBS), CSDR, analysis and use of Cost Performance Report/Contractor Cost Data Reporting).

**CA-13** Knowledge of policies and procedures needed to assure implementation of the Earned Value Management System (EVMS) (e.g., DoD 5000.2-R and DLAH 8400.2).

**CA-14** Knowledge of policies, procedures, and data sources required in developing, analyzing, and integrating Congressional and DoD reports (e.g., Selected Acquisition Reports (SAR), and Unit Cost Reports (UCR), Defense Acquisition Executive Summary (DAES).

**CA-15** Knowledge of materiel system logistic support concepts (e.g., two level versus three level maintenance, wholesale versus retail supply system, war reserve stocks, training system concepts).

**CA-16** Knowledge of Information Systems life cycle cost analysis (e.g., centralized mainframe system, distributed network, software cost estimating, satellite and other transmission systems).

**CA-17** Knowledge of Information Systems acquisition and life cycle management policies and procedures as contained in DoDD 5000.1, DoDI 5000.2, and DoD 5000.2-R.

**CA-18** Knowledge of ADP hardware and software (e.g., systems design, languages, programming concepts, database systems, and procedures).

**CA-19** Knowledge of force structure cost estimating (e.g., Table of Organization and Equipment (TOE) structure changes, battalion level training models, base support costs).

**CA-20** Knowledge of concepts required to estimate cost and manpower requirements of institutional training activities (e.g., schools, training centers, and MOS course costs).

**CA-21** Knowledge of concepts and principles required to estimate costs of base support operations (e.g., commercial activities, base realignments, program/budget estimates).

**CA-22** Knowledge of contract costing used in preparing Independent Government Cost Estimates (IGCEs).

**CA-23** Knowledge of policies, procedures, and techniques for validation and tracking of cost estimates and data (e.g., Army Regulations and Department of Army Pamphlets).

**CA-24** Knowledge of cost research contract administration policies, and procedures for acquiring and evaluating contractor services (e.g., technical reports, contracting authority, RFP, bids) and for interpreting government requirements including Statement of Work and Contracting Officer's Representative responsibilities.

**CA-25** Knowledge of cost research and evaluation methods for the design, conduct, analysis, and documentation of cost and economic analysis issues (e.g., statement of work, task orders, contract type, delivery orders).





# Appendix C

## Training

## Appendix C. Training

### Priority 1 – Mandatory Training

The intern must complete Priority 1 prior to graduation.

- Planning, Programming, Budgeting and Execution (Ft. Jackson, SC U.S. Army Financial Management School (AFMS), Management Concepts (MC) or Graduate School (GS))
- Fiscal Law Course (JAG School and dl)
- Civilian Education System (CES) Foundation Course (dl at Army Management Staff College (AMSC))
- Army Working Capital Fund Course (Alexandria, VA)
- Action Officer Development Course (on-line at AMSC)
- Analysis Course
- One Financial Stewardship Course (i.e., Intro to Financial Mgmt) – See Annex E in the CP 11 ACTEDS Plan
- One Financial Decision Support Course (i.e., Budget Execution) – See Annex E in the CP 11 ACTEDS Plan
- Data Collection and Analysis Course
- Principles of Cost Analysis Management (AFMS at Ft. Jackson, SC)
- Contracting Course (Defense Acquisition University (DAU), GS or MC)
- Army Comptroller Course (Syracuse University, NY)
- Defense Decision Support Course (Maxwell AFB, AL)
- Two Leadership and Organizational Management Courses – See Annex
- General Schedule (GS-101) – (on-line at WHS Online)
- Two 90 day Rotational Assignments

**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

Appendix D  
Training Sources

## Appendix D. - Training Sources

ATRRS Internet Training Application System  
<https://www.atrrs.army.mil/channels/aitas/>

Civilian Human Resource Training Application System – CHRTAS  
<https://www.atrrs.army.mil/channels/Chrtas/student/logon.aspx?caller=1>

Graduate School  
[www.graduateschool.edu](http://www.graduateschool.edu)

Management Concepts  
[www.managementconcepts.com](http://www.managementconcepts.com)

Army Management Staff College  
[www.amsc.belvoir.army.mil](http://www.amsc.belvoir.army.mil)

U.S. Army Financial Management School  
<http://www.finance.army.mil>

Defense Acquisition University  
<http://www.dau.mil/default.aspx>

WHS Online  
<http://www.whs.mil/hrd/NSPS/Training/index.cfm>

### **Professional Associations such as:**

American Society of Military Comptrollers  
<http://www.asmconline.org>

Association of Government Accountants  
<http://www.agacgfm.org>

Appendix E  
Resource Allocation Selection System  
(RASS)

## Appendix E. Resource Allocation Selection System (RASS)

### Training Request Process

The following table describes the training request process.

Step	Process
1	Budget Chief creates the Annual Funding Plan.
2	Functional Chiefs Representatives (FCRs) and Command Intern Coordinators create Obligation Plans.
3	CPD Participant and Intern Data is verified.
4	Candidate submits training forms (SF 182).
5	Supervisor approves (or disapproves) training request.
6	FCR approves CPD candidate training requests and Coordinator approves Intern training requests.
7	Budget Analyst approves funding for training requests.
8	Intern/CPD candidate, supervisor, and Coordinator /FCR are informed of funding approval by Budget Analyst.
9	Daily Actual Obligations reported.

### Main Functions in RASS

Main functions in RASS are accessible via the buttons on the main menu. The actual buttons vary by type of user. The following table describes the basic functionality of each of the main functions, and which user(s) have access to them.

Section	Functionality	Available to
Training Request	Fill out and complete Standard Form (SF) 182. Create expense reimbursement request – SF 1164. Create new TDY travel request – DD Form 1610. Check status of training request.	ACTEDS Interns, CPD candidates
Group Training Request	FCRs/Command Intern Coordinators create group training requests – SF 182.	FCRs, Coordinators
Training Approval	Review and approval (or disapproval) of training request, TDY travel request, and expense reimbursement.	Supervisors of ACTEDS interns and CPD candidates, FCRs, Coordinators
Funding Approval	Approval of training request and expense reimbursement.	Budget Analyst
Account Management	Create and edit Annual Funding Plan and Obligation Plans.	FCRs, Coordinators
Reports	Create, view and edit reports.	FCRs, Coordinators, Budget Analysts

Personnel Management	Input CPD candidate/Intern information.	FCRs, Coordinators
RASS Help	Online help system for RASS.	All users

### How To Log Into RASS

The following table describes the steps for logging in to RASS the first time, which includes changing your password, and updating your Personnel Data Sheet.

Step	Description
1	Select the RASS link.
2	On the RASS screen, in a separate window, the U.S. Department of Defense Warning Statement is displayed; select OK, to close the window.
3	On the RASS page, in the AKO User Name field, enter your AKO User Name.  Note: Your AKO User Name is the part of your AKO email address <b>before</b> @us.army.mil (e.g., joseph.rogers).
4	In the Password field, enter your SSN (Social Security Number) without hyphens and select Enter.
5	On the RASS page, in the Password field, enter a new password.  Note: The password must be <u>at least</u> 8 characters. The password cannot begin or end with a number. It must contain at least 2 uppercase letters, one number, and one special character. Examples of special characters are: !, #, \$, %, *
6	In the second Password field, re-enter the new password and then select Enter.  Note: Use this new password for all future log ins to RASS.
7	On the Personnel Data Sheet page, fill out the data sheet and then select Update Record (see <i>Itemized Instructions – Personnel Data Sheet</i> , pg. 44, for specific instructions).
8	The following confirmation message is displayed: <b>User Profile Updated Successfully</b>
9	Select Back to Main Menu.

### Logging In to RASS (No Travel)

The following table describes the steps for logging into RASS to create SF 182 (after your initial login described above).

Step	Description
1	Select the RASS link.
2	On the RASS screen, in a separate window, the U.S. Department of Defense Warning Statement is displayed; select OK, to close the window.
3	On the RASS page, in the AKO User Name field, enter your AKO User Name.

	Note: Remember your AKO User Name is the part of your AKO email address before @us.army.mil.
4	In the Password field, enter your RASS password and select Enter.  Note: Your RASS password is the password that you created when you initially logged on to RASS.  Remember: Passwords are case sensitive.

## Create New Expense Reimbursement – SF 1164

- The following table describes the steps for creating a new expense reimbursement request.
- This form should be completed and submitted after the expense has been incurred (e.g., after you have completed local travel to attend a training event).
- Expenses are shown in three areas: local travel (for mileage reimbursement), telephone or fax expenses, and other expenses (fare/toll, parking, tips, etc.). Use the buttons under item 1 to display the appropriate sections.
- You can click on any of the buttons more than once if you have more than one type of these expenses, for instance, if you are travelling locally two days, add two Local Travel sections, or if you have parking fees and a toll, add two Other Expenses sections.

Step	Procedure
1	After completing training, on the RASS Menu, select Training Request.
2	On the Training Request page, select SF 1164.
3	On the SF 1164 – Local Travel Form page, enter the Supervisor’s AKO User Name.  Note: Be sure to enter the correct AKO User Name or the form cannot be routed properly. Use only the part of the AKO email address before @us.army.mil (e.g., joseph.rogers).
4	In the section regarding specific expenditures select the appropriate expenditures (Add Local Travel Expenditure, Add Telephone/Fax Expenditure, Add Other Expense (Itemized)) and answer the questions related to those expenditures. See <b>Error! Reference source not found.</b> , pg. <b>Error! Bookmark not defined.</b> , for specific instructions on completing the form.  Note: To delete an expenditure, select Remove This Expenditure within the box of the expenditure to be deleted.
5	When expenditures have been added, select Review, to review the entries.  Note: To save the form entries and complete the form later, select Save. After 14 days any incomplete forms are purged from RASS.
6	On the SF 1164 – Review page, review the entries and select Submit.  Note: To make a correction to any of the entries, select Back to Entry Page to return to



	the entry page.
7	On the SF 1164 – Local Travel Form Submit Page, the following message is displayed:  SF 1164 submitted successfully!

#### **Check Status of Submitted Forms**

The following table describes the steps for checking the status of a training, TDY travel, or expense reimbursement request.

<b>Step</b>	<b>Procedure</b>
1	On the RASS Menu, select Training Request.
2	On the Training Request page, select My Forms.
3	On the Form Status Review page, in the Form View Filter box, select Submitted Forms, and select View Forms.
4	In the Itemized Claims box, view the status column.

#### **Access an Incomplete Form**

The following table describes the steps for accessing an incomplete form.

<b>Step</b>	<b>Procedure</b>
1	On the RASS Menu, select Training Request.
2	On the Training Request page, select My Forms.
3	On the Form Status Review page, in the Form View Filter box, select Incomplete Forms, and select View Forms.
4	In the Itemized Claims box, select the document number for the form to be completed.
5	On the Form Entry page, complete the entries for the form and select Review.
6	Follow the steps for submitting the form from appropriate section above sections.

#### **Print Approved Form**

The following table describes the steps for printing an approved form.

<b>Step</b>	<b>Procedure</b>
1	On the RASS Menu, select Training Request.
2	On the Training Request page, select My Forms.
3	On the Form Status Review page, in the Form View Filter box, select Approved Forms, and select View Forms.
4	In the Itemized Claims box, select the PDF link for the form to be printed.
5	On the PDF page, select File menu, select Print and then select OK.
6	The form will be printed.

## RASS Help Desk

For additional instructions on how to use RASS access, contact RASS Help Desk, 1-888-253-1836.

### Itemized Instructions – Personnel Data Sheet

- Items with an asterisk (\*) are required.
- Some items may already be filled in with data taken from the central database. If any of them are incorrect, change them.
- You can make changes to your Personnel Data Sheet at any time by selecting the Personnel Data Sheet button on the RASS main menu.
- Information you provide on this data sheet will be used when creating training or travel requests.

Item	Data Element	Description/Notes
1	Social Security Number	SSN field is prepopulated and cannot be changed.
2	Full Name	Full Name field is prepopulated. First and last names are required.
3	Home Phone Number	Enter your home phone number (area code first) without hyphens (10 char).
4	Work Phone Number	Enter your work phone number (area code first) without hyphens (10 char).
5	DSN	Enter your DSN work phone number if you have one (no hyphens) (7 char).
6	OCONUS Home Phone Number	For OCONUS interns, enter your home phone number without hyphens (15 char).
7	OCONUS Work Phone Number	For OCONUS interns, enter your work phone number without hyphens (15 char).
8	OCONUS DSN	For OCONUS interns, enter your DSN work phone number if you have one (15 char).
9	Home Mailing Address	Enter your home mailing address. Street address, city, state, and zip code are required.
10	Work Mailing Address	Enter your work mailing address. Street address, city, state, and zip code are required.
11	Career Program *	Use the drop-down menu to select your career program.
12	Education Level *	Use the drop-down menu to select your highest level of education.
13	Pay Plan *	Enter your pay plan (e.g., GS).
14	Occupation series code *	Enter your occupation series code (e.g., 2210).
15	Pay grade *	Enter your pay grade.
16	Pay step *	Enter your pay step.
17	Position title *	Enter your position title.
18	Command *	Use the drop-down menu to select your major command.

Appendix F  
Defense Travel System  
(DTS)

# DTS Overview

DTS is an integrated computer system that provides you, the DOD user or traveler, with paperless travel planning and reimbursement. DTS consists of commercial-off-the-shelf software that has been enhanced with interfaces to many other systems for making airline, lodging, and rental car reservations, with plans to add rail reservations capability. DTS is paperless and uses DOD public key infrastructure (PKI) certificates that enable you to sign documents securely.

To manage your own travel or create travel plans for others, open the DTS Home page by entering [www.defensetravel.osd.mil](http://www.defensetravel.osd.mil). Click the green button to log on to DTS. When your travel is complete, you file a voucher that is routed electronically to the appropriate officials for approval and to the Defense Finance and Accounting Service (DFAS) for payment. An electronic funds transfer from DFAS to the government charge card (GOVCC) vendor or your bank account completes the process.

**Defense Travel System**  
A New Era of Government Travel

Search DTS  Go!

Web Accessibility | Privacy and Security Notice | Site Map

**Home**  
DTMO Website  
News & Events  
Training  
FAQs  
Help Desk  
Document Library  
Contacts

## Welcome to DTS!!

Welcome to the new era of government travel that can really take you places.

Featuring the best practices in industry and plug-and-play components, Defense Travel System streamlines the entire process involved in global Department of Defense (DoD) travel.

### Login to the Defense Travel System

Click on the button below to begin using the Defense Travel System.

**LOGIN TO DTS**

### First Time Users

Click below to learn more about DTS and the tools required for use.

**LEARN MORE**

### Training

Click below to learn how to use DTS and for additional training resources.

**TRAINING**

### DTMO Website

DoD Center for Travel Excellence  
Single Source for Travel Information  
**Click Here To Visit!**

### System Status

**DTS**  
DTS is Available.

**EWTS**  
EWTS is Available.

### Recent Updates

- Tell us what you think about Res Refresh!
- DTS Training Now Available!
- The DTS Migration to Reservation Refresh

### Notices

- The DTS Migration to Reservation Refresh
- Attach Electronic Travel Receipts to DTS Trip Record - Via FAX at (888) 222-5061
- Traveler's Unused Ticket Responsibility
- Two Days Prior to Travel, Check for CTO Ticketed

DTS streamlines workflow and processes for you and for all users to improve efficiency and productivity. The following are highlights of DTS' benefits for user/travelers, unit travel clerks, AOs and COs, and DTAs.

## Logging On to DTS

- a. Insert the CAC into the reader.  
-OR- Insert the diskette into the A: drive.
- b. Access the DTS Home page: <http://www.defensetravel.osd.mil>.
- c. Click **LOGIN TO DTS**.
- d. Read the Security Alert screen. Select **Yes**.
- e. Click **Accept** to the *DoD Privacy & Ethics Policy*. The digital signature window opens. The Key File displays if you are using a soft certificate. Enter your PIN (or password).
- f. Click **OK**.
- g. First-time users will see the User Activation screen. Enter your SSN in both fields.
- h. Click **Submit**. Your User Welcome screen opens.
- i. Mouse over **Administrative** on the menu.
- j. Select **Self Registration** from the drop-down menu.
- k. Complete the Basic and Additional Information screens.
- l. Click **Submit Self-Registration** on the last screen.
- m. Log off DTS. You will receive an e-mail when the registration has been accepted.
- n. Log back on to DTS to create the AUTH.

## Create an Authorization



- a. On the DTS User Welcome screen, mouse over **Official Travel** on the navigation bar.
- b. Select **Authorization/Orders** from the menu.
- c. Click **Create New Authorization/Order**.

**Note:** If the traveler is using DTS for the first time, you will be prompted to review or update the traveler's profile. Make necessary changes and click **Update Personal Information**.

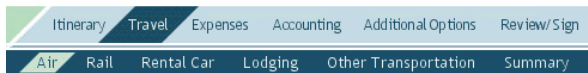
## Travel Itinerary



- a. Enter the **Starting Point** by clicking a location in the **Starting Locations in Profile** box or by typing a location in the field.
- b. In the **Departing On** field type the date or click the calendar to enter the departure date.
- c. Select the **Trip Type** and **Trip Purpose** by using the drop-down menus.
- d. (Optional) Complete the **Trip Description** field with details of the trip.
- e. Select the **mode of transportation** for travel to the location and the departure **time**.
- f. Click **Location** in the Location Tools box on the right to search for and enter a location.  
**Note:** The *Document Processing Manual*, Chapter 2 explains all search options: Location, State/Country, ZIP Code, and County.
- g. In the Search Location window, enter city, state, county, country, or location name.
- h. Click **Search Location**.
- i. Click the **radio button** next to the preferred location, then click **Select and Close**.
- j. If the location is not in this list, search again by clicking one of the other **Search by:** buttons located at the bottom of the screen. Click **Save Location and Return**.
- k. In the **Arriving On:** date field click the calendar and select the **arrival date** for the location.

- l. In the **Departing On:** date field click the calendar and select the **departure date** for the location.
- m. Check the **check box(es)** if you need to reserve a rental car or lodging at the location.
- n. Click **Yes** or **No** for *Will you be traveling to another TDY Location?* If Yes, repeat Steps e through m.
- o. Enter the **Ending Point** by clicking the location from the **Return Locations in Profile** box.
- p. Select the **mode of transportation** for travel to the return location and the departure **time**.
- q. Check the **check box** in Section E if you will use other ticketed transportation (such as a bus).
- r. Click **Save and Proceed**.

## Book Air Travel

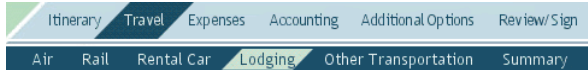


If you indicated in the Trip Overview that you will need Commercial Air, the Air screen displays.

- a. Click **Select Flights** for one of the flights listed on the screen. Use the Airfare tabs for different fares.  
-OR-  
Change the criteria on the left side of the screen, click **Search**, and then **Select Flight**.
- b. Select your return flight by repeating Step a.

**Note:** If no selections display for Air, Rental Car, Lodging, or Rail, use the **Request Assistance in Booking ...** button shown on the screen.

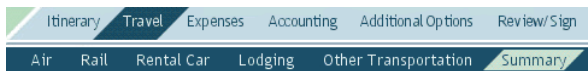
## Book Lodging



If you indicated in the Trip Overview that you will need lodging, the Lodging screen displays.

- a. Click **Select Hotel** for one of the **hotels** listed.  
-OR- click **Find More Hotels** at bottom of screen.  
-OR- change lodging criteria on the left of screen.
- b. Click **Search** then select the preferred hotel.
- c. Click to **Select Room** from list of rooms based on the Lodging Per Diem Rate Allowed displayed.

## Travel Summary



- a. Check the information on the Payment Information tab and update if necessary.
- b. Check the information on the Final Trip Itinerary.
- c. Click **Save and Continue**.
- d. Upon leaving reservations, click **OK** to the pop-up warning to stamp SIGNED after changes.

## Expenses



- Select a **non-mileage** expense from the drop-down menu. If the expense is not listed, type it in the **Or** field.
- Type the estimated **Cost** of the expense and select the **Date** the expense will be incurred.
- Select the **Method of Reimbursement** for the expense from the drop-down menu.
- Enter the expenses on this screen.
- Click **Save Expenses**.
- Select **Mileage** from the subnavigation bar.
- Enter the expected mileage if a POC will be used.  
**Note:** If Private Auto or Private Motorcycle is selected, the Defense Table of Official Distances (DTOD) calculates the number of miles each way.
- Click **Save Expense**.
- Click the **Per Diem Entitlements** link to change the amounts for a date or date range.
- Click the **Substantiating Records** link to add supporting documents by faxing or scanning and then uploading. See the *Document Processing Manual*, Section, 2.7.3.

## Lines of Accounting (LOAs)



- Select **Accounting** in the navigation bar.
  - Select the appropriate **Accounting Label**.
- Multiple LOAs:** When 2 or more LOAs are used:
- Click the **How to Allocate** drop-down arrow.
  - Select an allocation method.
  - Click **Allocate Expenses**. Allocate as needed.
  - Allocate as needed.
  - Click **Save Allocations**.

## Additional Options



- Click **Additional Options** on the navigation bar.
- Click **Profile** to edit your personal profile data.
- Click the **My Account Information** link. If the Mandatory EFT Payment radio button is **Yes**, ensure that your checking or savings account data is entered. Otherwise, the document cannot be signed, and you will be returned to this screen.
- Partial Payments. Partial payments can be scheduled if TDY exceeds 45 days.
- Advances**. Travelers who do not have a GOVCC can request a non-ATM advance. Only LOAs selected on the Accounting Codes screen display.
- After entering any Additional Options, click **Continue** at bottom of the screen.

## Review / Sign



- a. Review the itinerary.
- b. (Optional) – Select **Other Auths.** in the navigation bar. Click **Add Additional Authorizations for this trip** link to select from a list of other authorizations.
- c. Select **Pre-Audit**.
- d. Enter any justifications in each comment box.
- e. Click on **Save and Proceed to Digital Signature**.
- f. Select the **SIGNED** stamp on the Digital Signature screen.
- g. (Optional) Click the **Routing List** drop-down arrow if you want to select a different routing list.
- h. Click **Submit Completed Document**.
- i. The Digital Signature window opens.
- j. Enter your PIN or password.
- k. Click **OK**.

*You must sign the authorization within 24 hours of requesting reservations or else all reservations will be cancelled.*

### Adjust and Amend Authorizations

*An **adjustment** is a change to a document **before** it is APPROVED. An **amendment** is a change to document **after** it is APPROVED.*

#### Create an Adjustment

- a. Mouse over the Official Travel on the menu bar.
- b. Select **Authorizations/Orders**.
- c. Click **View/Edit** next to the document to adjust.
- d. Clear the **View-Only** check box.
- e. Enter your PIN or password.
- f. Preview Trip screen opens with a reminder to stamp SIGNED after change. Click **OK**.
- g. Click **edit** next to item that needs to be changed.

#### **Skip Step h if you are not adjusting a reservation.**

- h. Click **Travel** in the navigation bar. If you changed a date in Step f. the screen message asks you to identify whether you want to cancel all the reservations at once, or cancel and update them separately. Click your preference.
- i. Click **edit** next to the items on the Trip Summary screen that need adjusting. Use the modify search pane to find a new reservation.

#### **Skip Step j. if you are not adjusting a reservation**

- j. Click **OK** to messages to stamp SIGNED.
- k. Click **Review/Sign**, then click **Pre-Audit** to add justifications for any changes made.
- l. Click **Save and Proceed to Digital Signature**.
- m. Select **SIGNED** on the Digital Signature screen.
- n. Click **Submit Completed Document**.
- o. Enter your PIN or password and click **OK**.



## Create an Amendment

Existing Authorizations/Orders							
Sort by Document Name	Sorted by Departure Date	Sort by Status	Sort by TA Number	View/Edit	Print	Remove	Amend
EBELPASOTX062203_A01	06/22/03	REJECT	ONTD4P	> <a href="#">view</a>	> <a href="#">print</a>		> <a href="#">amend</a>

- Select **Authorizations/Orders** from the **Official Travel** drop-down menu.
- Click **Amend** next to the desired document.
- Click **OK**.
- Enter reason for edit in the **Comment** box.
- Enter PIN/password and click **OK**.
- Follow Steps f. through Step o. in the Create an Adjustment section above.



Appendix G  
Master Intern Training Plans  
(MITP)

**MASTER INTERN TRAINING PLAN  
MULTI-DISCIPLINED FINANCIAL MANAGEMENT ANALYST  
UNIVERSAL TRAINING**

TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
<b>PART A: ORIENTATION</b>							
1. Employee Orientation a. Federal employment, civil service, employee benefits, standards of conduct, security requirements, etc. b. Benefits Orientation for New Employees c. Army Career Management Programs	OJT	Assigned Work Center	40	Upon completion the intern will be able to: a. Demonstrate an understanding of the provisions, benefits, and responsibilities of federal employment and the provisions and structure of the Army Comptroller Career Management system. b. Identify the key components of the federal benefits package. Learn appropriate resources to assist in developing and maintaining a financial plan. c. Describe the organization of the government, Department of Defense, Department of the Army, Major Army Commands, and the unit of assignment.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
2. Organization of DoD/DA a. Overall Organization of DoD and DA b. Organization and Mission of Assigned Organization	OJT	Assigned Work Center	40	a. Describe the mission, organization, and functions of the Comptroller organization. b. Describe the basic functions of the director for resource management; describe what each function encompasses; and list the services a resource management office can provide managers.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
3. Comptroller Organization Orientation a. Finance and Accounting b. Program and Budget c. Management	OJT	Assigned Work Center	40	a. Identify the responsibilities of the finance and disbursement operations of a finance and accounting office. Gain an understanding of accepted principles, standards, and theories of professional accounting. b. Demonstrate knowledge of Planning, Programming, Budgeting, and Execution System (PPBES), Program Budget Guidance (PBG), Command Budget Estimate (COB), Program Objective Memorandum (POM), Mission Area Materiel Plan (MAMP), Long Range Research and Development Plan (LRRDAP).	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<b>PART B: GENERAL FUNCTIONAL SKILLS TRAINING</b>							
1. Empowering Yourself for Success	Resident Course	EEO	5	Improve communications skills.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
2. Effective Writing	Resident Course	GS	24	Write attention-getting, logical memos. Reports and other documents.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
3. Briefing Techniques	Resident Course	GS	24	Organize and present a concise briefing.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
4. Technical Writing	Resident Course	GS	TBD	Enhance writing skills.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

**MASTER INTERN TRAINING PLAN  
MULTI-DISCIPLINED FINANCIAL MANAGEMENT ANALYST  
UNIVERSAL TRAINING**

TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
<b>PART B: GENERAL FUNCTIONAL SKILLS TRAINING (cont.)</b>							
5. Report Writing	Resident Course	GS	TBD	Produce well-written reports that present facts and ideas clearly and logically.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<b>PART C: LEADER DEVELOPMENT TRAINING</b>							
<b>PRIORITY 1:</b>							
1. Civilian Education System (CES) Foundation course (Mandatory)	d	AMSC	60	a. Know how to apply Army leadership doctrine, leadership styles, and Army ethical standard; group development theories, strategies for dealing with conflict and basics of communication including Army communication types, and skills of listening, providing feedback and the basics of oral and written communication. b. Know the operational concept and structure of the Army.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
2. Action Officer Development Course (Mandatory)	Online	AIPD	TBD	Learn requirements for staff work.	Complete prior to internship graduation	TBD	Assigned Supervisor or Training Manager
3. General Schedule (GS 101) (Mandatory)	Online	WHS Online	5	GS 101 uses four lessons to introduce the nuts and bolts of GS: GS Classification Architecture and Salary Structure Changing Positions within the General Schedule Performance Management Career Development	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

**MASTER INTERN TRAINING PLAN  
MULTI-DISCIPLINED FINANCIAL MANAGEMENT ANALYST  
UNIVERSAL TRAINING**

TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
<p><b>PART D: ROTATIONAL ASSIGNMENTS (MANDATORY)</b></p> <p>Interns are given multiple rotational assignments in each of the finance analyst core competency groups.</p> <p><b>1. Financial Stewardship</b></p> <p>a. Accounting</p>	RA	Rotational	120	<p>a. Demonstrate knowledge in the design, development, operation, or inspection of accounting standards, policies, and requirements; the examination, analysis, and interpretation of accounting data, records, or reports; and the provision of accounting or financial management advice and assistance to management.</p> <p>b. Demonstrate knowledge of the accepted accounting principles, policies, procedures, and a general knowledge of the overall accounting structure and systems.</p> <p>c. Demonstrate knowledge of the laws, regulations, and various directives pertaining to appropriations, funds usage, and overall program planning and development.</p> <p>d. Demonstrate knowledge of the accounting systems and subsystems, e.g., program planning, budget execution, and attainment reporting, in order to coordinate accounting decisions with other organizations for processing fiscal and accounting data.</p>	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<p>b. Budgeting</p>	RA	Rotational	120	<p>a. Demonstrate knowledge of program, budget, and accounting terminology, concepts, principles, laws, concepts, and processes for formulating, presenting, defending, and executing budgets.</p> <p>b. Demonstrate knowledge of the agency budget principles and procedures, processes, and their financial management systems in regards to the administrative control of resources, fund allocation, and fund control.</p> <p>c. Demonstrate knowledge of budget and financial analysis techniques and state-of-the-art developments in the budget field.</p> <p>d. Demonstrate an ability to perform a variety of budgeting systems assignments requiring new and innovative approaches to structuring and modifying budgeting systems.</p>	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
<p><b>PART D: ROTATIONAL ASSIGNMENTS (MANDATORY) (cont.)</b>  <b>Financial Stewardship (cont.)</b>                      c. Resource and Program Management</p>	RA	Rotational	120	<p>a. Demonstrate knowledge of missions and functions of federal agencies and the branches of government, e.g., OMB, Treasury, GSA, OPM, legislative, judicial, and executive and their roles in Defense operations.</p> <p>b. Demonstrate knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve effectiveness and customer service.</p> <p>c. Demonstrate an understanding of general manpower management and organizational functions to include requirements determination, allocation, utilization, documentation, costing, and reporting processes as they relate to financial management.</p> <p>d. Demonstrate an ability to research, interpret, and apply laws, regulations, directives, policies, Comptroller General decisions, and court opinions governing the agency's management processes.</p>	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<p>d. Managerial Fiscal Responsibility</p>	RA	Rotational	120	<p>a. Demonstrate knowledge of the requirements and principles of the federal manager's Financial Integrity Act (FMFIA).</p> <p>b. Demonstrate an ability to implement management controls systems within the agency, including a quality assurance program, and to effectively support program auditors, respond to findings, and harness audit information for program improvement.</p> <p>c. Demonstrate skills in maintaining administrative control of resources, fund allocation and fund control, paperwork management, program objectives, inter- and intra-agency reimbursable agreements, and funding and financial reports.</p> <p>d. Demonstrate ability in monitoring agency's use of funds; provide advice on agency's fund control system; prepare apportionment's and the OMB required documents; design and use system processes and procedures that ensure financial integrity.</p> <p>e. Demonstrate ability to establish and administer management controls to provide information to and acquire information from appropriate systems; to disseminate that information to appropriate users.</p>	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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MULTI-DISCIPLINED FINANCIAL MANAGEMENT ANALYST  
UNIVERSAL TRAINING**

TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
PART D: ROTATIONAL ASSIGNMENTS (cont.) Financial Stewardship (cont.) e. Federal Appropriations Law	RA	Rotational	40	Demonstrate knowledge of the systematic examination (Financial Audit) and appraisal of financial records, financial and management reports, management controls, policies, and practices affecting or reflecting the financial condition and operating results of an activity or organization; or analytical work (Operational Audit) related to the development and execution of audit policies and programs when such work requires the application of professional accounting, knowledge, standards, and principles. a. Demonstrate knowledge of the techniques for summarizing the results of audit surveys, e.g., memorandum, local survey report, and multi-location audit circular. b. Demonstrate skills in the application of audit standards promulgated by non-governmental bodies, e.g., Institute of Internal Auditors and the American Institute of CPAs. c. Demonstrate knowledge of the criteria for conducting a go/no-go decision at the end of the audit planning phase, the end of survey phase, and possibly during execution phase of an audit. d. Demonstrate knowledge of generally accepted professional auditing practices, principles, standards, theories, and procedures, along with an awareness of current trends and future developments in the auditing profession, e.g., Comptroller General Government Auditing Standards (GAS), OMB, DoD and military service policies and procedures and regulations governing conduct of financial and performance audits and FMFIA, OMB Circular A-123, DoDD 5010.38, and other applicable agency regulation.	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
f. Auditing	RA	Rotational	40		1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager



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UNIVERSAL TRAINING**

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<b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b> <b>2. Financial Decision Support</b> a. Managerial Services	RA	Rotational	120	a. Demonstrate knowledge of generally accepted management principles, practices, and functions. b. Demonstrate knowledge of complex/large-scale management improvement study design parameters, and analytical techniques that apply to organizational development concepts, principles, and processes. c. Demonstrate knowledge of performance effectiveness concepts, productivity measurement and improvement systems, and business reengineering processes. d. Demonstrate knowledge of the requirements and principles of the federal manager's Financial Integrity Act (FMFIA).	1 <sup>st</sup> Year 2nd Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
b. Business Processes and Practices	RA	Rotational	80	a. Demonstrate an ability to implement management controls systems within the agency, including a quality assurance program, and to effectively support program auditors, respond to findings, and harness audit information for program improvement. b. Demonstrate an ability to acquire and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. c. Demonstrate an ability to use new technology and best business practices to enhance decision-making.	1 <sup>st</sup> Year 2nd Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
c. Organizational Performance Measurement	RA	Rotational	80	a. Demonstrate knowledge of the management and evaluation systems that use performance measurement to achieve program objectives. b. Demonstrate an ability to manage the evaluation systems that use performance measurement to achieve program objectives. c. Demonstrate knowledge of the various types of performance measurement and what levels of information they provide to decision-makers. d. Demonstrate knowledge of the methods for evaluating programs that have a diverse customer base.	1 <sup>st</sup> Year 2nd Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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<b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b> <b>Financial Decision Support (cont.)</b> d. Cost/Operations Research Analysis	RA	Rotational	80	a. Understand how the budget is formulated and executed, major budget phases, and the impact of the government Performance and Results Act on the budget process. b. Demonstrate knowledge of concepts, principles, and procedures (including methods of statistics such as analysis of variance, confidence intervals, regression, etc.) for performing cost and economic analyses and estimates for a variety of programs (e.g., information systems, ADP hardware/software, force structure, training, manpower, weapon systems, etc.) c. Demonstrate knowledge of operations research techniques (e.g., linear programming, queuing theory, modeling and simulations, decision risk analysis, etc.) d. Demonstrate knowledge of policies and procedures governing Defense cost and economic analysis programs, and life cycle management techniques for various systems, programs, and acquisition strategies.	1 <sup>st</sup> Year 2nd Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
e. Acquiring and Contracting	RA	Rotational	80	a. Demonstrate knowledge of basic contracting procedures, types of contracts and evaluation of requests for proposals, contractor proposals, cost/performance and schedule data. b. Demonstrate knowledge of acquisition strategies such as dual sourcing, multi-year procurement, sole source competition, etc.	1 <sup>st</sup> Year 2nd Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
f. IT/Resource Management Application	RA	Rotational	40	a. Demonstrate knowledge of cost effective and efficient approaches for integrating information technology (IT) into the workplace for improving program effectiveness, developing IT-based strategies to enhance decision-making and improving customer. b. Demonstrate skills in personal computing, e.g., spreadsheets, word processing, graphics, database management, common packages.	1 <sup>st</sup> Year 2nd Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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<p><b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b>  <b>3. Leadership and Organizational Management</b>  a. Strategic Vision</p>	RA	Rotational	20	<ul style="list-style-type: none"> <li>a. Demonstrate knowledge of the Strategic Planning Process and how it relates to financial management.</li> <li>b. Demonstrate an ability to develop creative and innovative solutions to complex financial, budget, and program management issues.</li> <li>c. Demonstrate an ability to identify problems and potential concerns, provide leadership, and involve others in the decision-making process, and build support for options that provide solutions</li> <li>d. Demonstrate knowledge of applicable legislative, administrative and regulatory requirements as well as organization specific strategic planning guidance.</li> </ul>	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager
<p>b. Interpersonal Skills</p>	RA	Rotational	20	<ul style="list-style-type: none"> <li>a. Demonstrate an ability to use the personal/professional business habits of communicating effectively and honestly with the result of attracting others to a similarly reasonable and logical point of view.</li> <li>b. Demonstrate an ability of expressing information in writing and orally, in a succinct and organized manner that is appropriate for the intended audience; effectively listens to others and clarifies information as needed; accurately uses English language (i.e., grammar, spelling, punctuation, syntax).</li> <li>c. Demonstrate knowledge of the need to consider and respond appropriately to the needs, feelings, and capabilities of different people in different situations.</li> <li>d. Demonstrate an ability to demonstrate tact, empathy, sensitivity, and respect in the interaction with others.</li> </ul>	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager

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<p><b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b>  <b>Leadership and Organizational Management (cont.)</b>                      c. Leadership and Management Development</p>	RA	Assigned Work Center	20	<p>a. Demonstrate knowledge of the factors affecting the organization and the leaders ability to act as a catalyst for change, when needed; influencing, motivating, and challenging subordinates. Ability to design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.</p> <p>b. Demonstrate an ability to demonstrate leadership in setting the workforce's expected performance levels commensurate with the organization's strategic objectives; inspiring, motivating, and guiding others towards goal accomplishment.</p> <p>c. Demonstrate an ability to empower people by sharing power and authority.</p> <p>d. Demonstrate an ability to foster commitment, team spirit, pride, trust, and group identity.</p> <p>e. Demonstrate an ability to develop leadership in others through coaching and mentoring.</p> <p>f. Demonstrate an ability to continuously develop one's leadership and managerial skills' potential through training.</p>	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager

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UNIVERSAL TRAINING**

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<b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b> Leadership and Organizational Management (cont.) d. Human Resource Management	RA	Assigned Work Center	20	a. Demonstrate knowledge of how human resource management (HRM) policies and practices support the missions and functions of the organization; knowledge of the applicable HRM legislative, administrative, and regulatory requirements; and the impacts of human resource management policies on external organizations. b. Demonstrate knowledge of how HRM policies and practices support the missions and functions of the organization and the impact on policies in external organizations. c. Demonstrate ability at building teams and fostering cooperation throughout the organization. d. Demonstrate ability to manage HRM resources to plan, recruit, and selection processes to acquire and maintain a diverse workforce in support of the organizations mission and meeting customer needs. e. Demonstrate ability to assess employees' unique developmental needs and providing developmental opportunities that maximize each employee's capabilities in an effort to optimize workforce potential while meeting the organizations strategic vision.	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager
<b>PART E: CORE COMPETENCY TRAINING</b>							
<b>PRIORITY 1: (Mandatory)</b>							
1. Army Planning, Programming, Budgeting, and Execution Course (Mandatory)	Resident Course	AFMS, GS or MC	40 - 80	Review and analyze resource management organization and functions, manpower management accounting, budgeting, economic analysis, and internal control.	TBD	TBD	Assigned Supervisor or Training Manager
2. Fiscal Law (Mandatory)	Online	JAG School	40	Review appropriation and administrative law pertaining to fund control.	TBD	TBD	Assigned Supervisor or Training Manager
3. Analysis Course (Mandatory)	Resident Course	GS, MC	32	Trace procedures, processes, and documentation through an organization or an automated system.	TBD	TBD	Assigned Supervisor or Training Manager
4. One Financial Stewardship Course (Mandatory)	Resident Course	GS, MC	TBD	Review practices, procedures, and methods used for controlling financial resources.	TBD	TBD	Assigned Supervisor or Training Manager
5. One Financial Decision Support Course (Mandatory)	Resident Course	GS, MC	TBD	Review managerial tools and techniques that can assist managers in the financial decision-making process.	TBD	TBD	Assigned Supervisor or Training Manager
6. Data Collection and Analysis Course (Mandatory)	Resident Course	GS, MC	40	Identify, filter, and sort data to aid in financial decision-making.	TBD	TBD	Assigned Supervisor or Training Manager

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UNIVERSAL TRAINING**

TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
<b>PART E: CORE COMPETENCY TRAINING (cont.) PRIORITY 1: (cont.)</b>	Resident Course	GS, MC, DAU	TBD	Understand the essential elements of government contracts.	TBD	TBD	Assigned Supervisor or Training Manager
<b>7. Contracting Course (Mandatory)</b>	Resident Course	AFMS	3 weeks	This course will educate financial managers on the principles of cost accounting and management. It is designed to teach application, concepts, and theories outside of the GFEBs system process/input requirements. PCAM will provide in-depth instruction on basic financial accounting, military accounting, and managerial cost accounting and focus on the basic mechanics.	TBD	Ft. Jackson, SC	Assigned Supervisor or Training Manager
<b>8. Principles of Cost Accounting and Management (PCAM) (Mandatory)</b>	Resident Course	SU	160	Obtain a broad overview of Army Comptroller duties and functions.	2 <sup>nd</sup> Year of Internship	Syracuse, NY	Assigned Supervisor or Training Manager
<b>9. Army Comptroller Course (Mandatory)</b>	Resident Course	GS, MC	TBD	Review and analyze managerial methods and techniques in expressing information and identifying problems involved in the decision making process.	TBD	TBD	Assigned Supervisor or Training Manager
<b>10. Leadership &amp; Organizational Management Course (Mandatory)</b>	Resident Course	GS, MC	TBD	Review and analyze managerial methods and techniques in expressing information and identifying problems involved in the decision making process.	TBD	TBD	Assigned Supervisor or Training Manager
<b>11. Leadership &amp; Organizational Management Course (Mandatory)</b>	Resident Course	CALIBRE	32	Understand the goals, roles and activities of working capital funds (WCF) and how they function in the federal government. It describes the utilization of a revolving fund concept in designing a business-like enterprise to operate within the federal government environment. You will learn the process and cycle of operations for revolving funds; the goals, objectives and methods of cost accounting for working capital funds; and the unique aspects of cash and cost management.	TBD	Alexandria, VA	Assigned Supervisor or Training Manager
<b>12. Army Working Capital Fund (Mandatory)</b>	Resident Course	DFM&CS	32	Acquaints mid-to senior-level personnel with the merits of the Decision Support instruction so they recognize and more readily accept appropriate analysis and recommendations from their subordinates. Enables decisions makers to make informed decisions that better utilize resources and improve mission effectiveness.	TBD	Maxwell AFB, AL	Assigned Supervisor or Training Manager
<b>13. Defense Decision Support Course (Mandatory)</b>	Resident Course						

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<b>PART E: CORE COMPETENCY TRAINING (cont.) PRIORITY 2:</b>							
1. Activity Based Costing (43AQ)	Resident Course	GS	16	Understand the entire activity based costing process and methodology.	TBD	TBD	Assigned Supervisor or Training Manager
2. Performance Measurement and Budgeting	Resident Course	GS	16	Understand the process and benefits, and how to evaluate and report performance progress.	TBD	TBD	Assigned Supervisor or Training Manager
3. Basic Cost Accounting Concepts	Resident Course	GS	24	Determine cost categories and controllable versus non-controllable costs. Understand how to plan and control the budget and variances.	TBD	TBD	Assigned Supervisor or Training Manager
4. Basic Governmental Auditing	Resident Course	GS	40	Review basic government audit procedures and standards.	TBD	TBD	Assigned Supervisor or Training Manager
5. Federal Budget Process	Resident Course	GS	16	Understand budget terms and the budget process.	TBD	TBD	Assigned Supervisor or Training Manager
<b>PRIORITY 3:</b>							
1. Budget Execution	Resident Course	GS	32	Explain sequence of events in budget execution.	TBD	TBD	Assigned Supervisor or Training Manager
2. Budget Formulation	Resident Course	GS	32	Use proper budget terminology and show how the federal agency develops its budget submission.	TBD	TBD	Assigned Supervisor or Training Manager
3. Federal Appropriations Law	Resident Course	GS	32	Understand the laws governing federal appropriations.	TBD	TBD	Assigned Supervisor or Training Manager
4. Federal Appropriations Law Update	Resident Course	GS	8	Understand key principles of appropriations law.	TBD	TBD	Assigned Supervisor or Training Manager
5. Budget Justification & Presentation	Resident Course	GS	32	Understand the budget justification process.	TBD	TBD	Assigned Supervisor or Training Manager
6. Performance Based Budgeting	Resident Course	GS	16	Understand how to prepare performance based budgets.	TBD	TBD	Assigned Supervisor or Training Manager
7. Force Integration Training	Resident Course	ASMC	40	Understand how the Army fits together.	TBD	Ft. Belvoir, VA	Assigned Supervisor or Training Manager

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<b>PART F: ON-THE-JOB TRAINING</b>							
1. Installation				Upon completion of Organizational Assignments, the intern will be able to:	TBD	TBD	Assigned Supervisor or Training Manager
a. Army Budget System	OJT	Assigned Work Center	80	a. Prepare a diagram/flow chart explaining the Army budget system and define elements of the budget cycle. Define Army Management Structure including appropriations, budget programs, budget project accounts, and activity accounts. Relate various programs (investment or capital acquisition, research and development, and working capital) to the appropriations and corresponding budgetary control forms and procedures.			
b. Army Management Structure	OJT	Assigned Work Center	320				
c. Distribution & Control of Funds	OJT	Assigned Work Center	120	b. Explain the procedures for secondary commitments and obligation and assist senior budget analysts in controlling and balancing obligations and recommending budget adjustments.			
d. Resource Management	OJT	Assigned Work Center	120	c. Identify organizational missions and workloads of supporting elements or subordinate activities. Describe the relationship of fund distribution and procedures of each to the overall budget processing to include the various budget documents involved.			
e. Installation Budgeting	OJT	Assigned Work Center	120	d. Assist in preparing an installation budget for revolving fund accounts. Describe the methods used to develop resource requirements including both financed and unfinanced requirements, phase financial requirements, and the supporting budget schedules.			
f. Budget Formulation	OJT	Assigned Work Center	440	e. Assist senior budget analysts in applying the methods and techniques for consolidating and integrating subordinate activity operating budgets into a balanced budget. Review latest budget manpower guidance from higher authority and provide it to site directors for budget program planning.			
g. Budget Reporting	OJT	Assigned Work Center	440	f. Assist senior analysts in preparing, coordinating, validating, and reconciling budget report input into the COB estimate. Convert budget report information to the proper data processing mode. Distribute quarterly allotments, monitor resource use, and identify surpluses/shortages in time for corrective action and shifting resource allocations.			
h. Budget Execution	OJT	Assigned Work Center	710				



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<b>PART F: ON-THE-JOB TRAINING (cont.)</b>							
2. Subordinate Command a. Distribution & Control of Funds b. Army Mission Funding c. Logistics Funding	OJT	Assigned Work Center	TBD	Obtain a hands-on understanding and application of resource and financial management at the subordinate command level.	TBD	TBD	Assigned Supervisor or Training Manager
3. MACOM a. Budget Programs Management b. Fund Distribution & Allotment Control c. Budget Reprogramming d. Funding Priorities	OJT	Assigned Work Center	TBD	Obtain a hands-on understanding and application of resource and financial management at the major command (MACOM) level.	TBD	TBD	Assigned Supervisor or Training Manager
4. HQDA Level a. POM Process b. Budget Justification c. Army Appropriations	OJT	Assigned Work Center	TBD	Obtain hands-on understanding and application of resource and financial management at Headquarters Department of the Army level.	TBD	TBD	Assigned Supervisor or Training Manager
5. OSD Level a. Interdepartmental Financial Issues b. Joint Financial Management Activities c. Financial Stewardship d. Consolidated Financial Reporting	OJT	Assigned Work Center	TBD	Obtain a hands-on understanding and application of resource and financial management at the Department of Defense (DoD) level.	TBD	TBD	Assigned Supervisor or Training Manager

**MASTER INTERN TRAINING PLAN  
ACCOUNTING  
UNIVERSAL TRAINING**

TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
<b>PART A: ORIENTATION</b>							
1. Employee Orientation a. Federal employment, civil service, employee benefits, standards of conduct, security requirements, etc. b. Benefits Orientation for New Employees c. Army Career Management Programs	OJT	Assigned Work Center	40	Upon completion the intern will be able to: a. Demonstrate an understanding of the provisions, benefits, and responsibilities of federal employment and the provisions and structure of the Army Comptroller Career Management system. b. Identify the key components of the federal benefits package. Learn appropriate resources to assist in developing and maintaining a financial plan. c. Describe the organization of the government, Department of Defense, Department of the Army, Major Army Commands, and the unit of assignment.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
2. Organization of DoD/DA a. Overall Organization of DoD and DA b. Organization and Mission of Assigned Organization	OJT	Assigned Work Center	40	a. Describe the mission, organization, and functions of the Comptroller organization. b. Describe the basic functions of the director for resource management; describe what each function encompasses; and list the services a resource management office can provide managers.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
3. Comptroller Organization Orientation a. Finance and Accounting b. Program and Budget c. Management	OJT	Assigned Work Center	40	a. Identify the responsibilities of the finance and disbursement operations of a finance and accounting office. Gain an understanding of accepted principles, standards, and theories of professional accounting. b. Demonstrate knowledge of Planning, Programming, Budgeting, and Execution System (PPBES), Program Budget Guidance (PBG), Command Budget Estimate (COB), Program Objective Memorandum (POM), Mission Area Materiel Plan (MAMP), Long Range Research and Development Plan (LRRDAP).	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<b>PART B: GENERAL FUNCTIONAL SKILLS TRAINING</b>							
1. Empowering Yourself for Success	Resident Course	EEO	5	Improve communications skills.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
2. Effective Writing	Resident Course	GS	24	Write attention-getting, logical memos. Reports and other documents.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
3. Briefing Techniques	Resident Course	GS	24	Organize and present a concise briefing.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
4. Technical Writing	Resident Course	GS	TBD	Enhance writing skills.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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<b>PART B: GENERAL FUNCTIONAL SKILLS TRAINING (cont.)</b> 5. Report Writing	Resident Course	GS	TBD	Produce well-written reports that present facts and ideas clearly and logically.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<b>PART C: LEADER DEVELOPMENT TRAINING</b> <b>PRIORITY 1:</b> 1. Civilian Education System (CES) Foundation course (Mandatory)	Resident	AMSC	60	a. Know how to apply Army leadership doctrine, leadership styles, and Army ethical standard; group development theories, strategies for dealing with conflict and basics of communication including Army communication types, and skills of listening, providing feedback and the basics of oral and written communication. b. Know the operational concept and structure of the Army. Learn requirements for staff work.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
2. Action Officer Development Course (Mandatory)	Online	AIPD	TBD		Complete prior to internship graduation	TBD	Assigned Supervisor or Training Manager
3. General Schedule (GS 101) (Mandatory)	Online	WHS Online	5	GS 101 uses four lessons to introduce the nuts and bolts of GS: GS Classification Architecture and Salary Structure Changing Positions within the General Schedule Performance Management Career Development	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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<b>PART D: ROTATIONAL ASSIGNMENTS</b> Interns are given multiple rotational assignments in each of the finance analyst core competency groups. <b>1. Financial Stewardship</b> a. Accounting	RA	Rotational	120	a. Demonstrate knowledge in the design, development, operation, or inspection of accounting standards, policies, and requirements; the examination, analysis, and interpretation of accounting data, records, or reports; and the provision of accounting or financial management advice and assistance to management. b. Demonstrate knowledge of the accepted accounting principles, policies, procedures, and a general knowledge of the overall accounting structure and systems. c. Demonstrate knowledge of the laws, regulations, and various directives pertaining to appropriations, funds usage, and overall program planning and development. d. Demonstrate knowledge of the accounting systems and subsystems, e.g., program planning, budget execution, and attainment reporting, in order to coordinate accounting decisions with other organizations for processing fiscal and accounting data.	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
b. Budgeting	RA	Rotational	120	a. Demonstrate knowledge of program, budget, and accounting terminology, concepts, principles, laws, processes, and procedures for formulating, presenting, defending, and executing budgets. b. Demonstrate knowledge of the agency budget principles and procedures, processes, and their financial management systems in regards to the administrative control of resources, fund allocation, and fund control. c. Demonstrate knowledge of budget and financial analysis techniques and state-of-the-art developments in the budget field. d. Demonstrate an ability to perform a variety of budgeting systems assignments requiring new and innovative approaches to structuring and modifying budgeting systems.	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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<p><b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b>  <b>1. Financial Stewardship (cont.)</b>  c. Resource and Program Management</p>	RA	Rotational	120	<p>a. Demonstrate knowledge of missions and functions of federal agencies and the branches of government, e.g., OMB, Treasury, GSA, OPM, legislative, judicial, and executive and their roles in Defense operations.</p> <p>b. Demonstrate knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve effectiveness and customer service.</p> <p>c. Demonstrate an understanding of general manpower management and organizational functions to include requirements determination, allocation, utilization, documentation, costing, and reporting processes as they relate to financial management.</p> <p>d. Demonstrate an ability to research, interpret, and apply laws, regulations, directives, policies, Comptroller General decisions, and court opinions governing the agency's management processes.</p>	<p>1<sup>st</sup> Year  3<sup>rd</sup> Quarter  through  2<sup>nd</sup> Year  1<sup>st</sup> Quarter</p>	TBD	Assigned Supervisor or Training Manager
<p>d. Managerial Fiscal Responsibility</p>	RA	Rotational	120	<p>a. Demonstrate knowledge of the requirements and principles of the federal manager's Financial Integrity Act (FMFIA).</p> <p>b. Demonstrate an ability to implement management controls systems within the agency, including a quality assurance program, and to effectively support program auditors, respond to findings, and harness audit information for program improvement.</p> <p>c. Demonstrate skills in maintaining administrative control of resources, fund allocation and fund control, paperwork management, program objectives, inter- and intra-agency reimbursable agreements, and funding and financial reports.</p> <p>d. Demonstrate ability in monitoring agency's use of funds; provide advice on agency's fund control system; prepare apportionment's and the OMB required documents; design and use system processes and procedures that ensure financial integrity.</p> <p>e. Demonstrate ability to establish and administer management controls to provide information to and acquire information from appropriate systems; to disseminate that information to appropriate users.</p>	<p>1<sup>st</sup> Year  3<sup>rd</sup> Quarter  through  2<sup>nd</sup> Year  1<sup>st</sup> Quarter</p>	TBD	Assigned Supervisor or Training Manager

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<p>PART D: ROTATIONAL ASSIGNMENTS (cont.)</p> <p>1. Financial Stewardship (cont.)</p> <p>e. Federal Appropriations Law</p>	RA	Rotational	40	<p>Demonstrate knowledge of the systematic examination (Financial Audit) and appraisal of financial records, financial and management reports, management controls, policies, and practices affecting or reflecting the financial condition and operating results of an activity or organization; or analytical work (Operational Audit) related to the development and execution of audit policies and programs when such work requires the application of professional accounting, knowledge, standards, and principles.</p>	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<p>f. Auditing</p>	RA	Rotational	40	<p>a. Demonstrate knowledge of the techniques for summarizing the results of audit surveys, e.g., memorandum, local survey report, and multi-location audit circular.</p> <p>b. Demonstrate skills in the application of audit standards promulgated by non-governmental bodies, e.g., Institute of Internal Auditors and the American Institute of CPAs.</p> <p>c. Demonstrate knowledge of the criteria for conducting a go/no-go decision at the end of the audit planning phase, the end of survey phase, and possibly during execution phase of an audit.</p> <p>d. Demonstrate knowledge of generally accepted professional auditing practices, principles, standards, theories, and procedures, along with an awareness of current trends and future developments in the auditing profession, e.g., Comptroller General Government Auditing Standards (GAS), OMB, DoD and military service policies and procedures and regulations governing conduct of financial and performance audits and FMFIA, OMB Circular A-123, DoDD 5010.38, and other applicable agency regulation.</p>	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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<b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b> <b>2. Financial Decision Support</b> a. Managerial Services	RA	Rotational	120	a. Demonstrate knowledge of generally accepted management principles, practices, and functions. b. Demonstrate knowledge of complex/large-scale management improvement study design parameters, and analytical techniques that apply to organizational development concepts, principles, and processes. c. Demonstrate knowledge of performance effectiveness concepts, productivity measurement and improvement systems, and business reengineering processes. d. Demonstrate knowledge of the requirements and principles of the federal manager's Financial Integrity Act (FMFIA).	1 <sup>st</sup> Year 2 <sup>nd</sup> Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
b. Business Processes and Practices	RA	Rotational	80	a. Demonstrate an ability to implement management controls systems within the agency, including a quality assurance program, and to effectively support program auditors, respond to findings, and harness audit information for program improvement. b. Demonstrate an ability to acquire and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. c. Demonstrate an ability to use new technology and best business practices to enhance decision-making.	1 <sup>st</sup> Year 2 <sup>nd</sup> Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
c. Organizational Performance Measurement	RA	Rotational	80	a. Demonstrate knowledge of the management and evaluation systems that use performance measurement to achieve program objectives. b. Demonstrate an ability to manage the evaluation systems that use performance measurement to achieve program objectives. c. Demonstrate knowledge of the various types of performance measurement and what levels of information they provide to decision-makers. d. Demonstrate knowledge of the methods for evaluating programs that have a diverse customer base.	1 <sup>st</sup> Year 2 <sup>nd</sup> Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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<p><b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b>  <b>2. Financial Decision Support (cont.)</b>                      d. Cost/Operations Research Analysis</p>	RA	Rotational	80	<p>a. Understand how the budget is formulated and executed, major budget phases, and the impact of the government Performance and Results Act on the budget process.</p> <p>b. Demonstrate knowledge of concepts, principles, and procedures (including methods of statistics such as analysis of variance, confidence intervals, regression, etc.) for performing cost and economic analyses and estimates for a variety of programs (e.g., information systems, ADP hardware/software, force structure, training, manpower, weapon systems, etc.)</p> <p>c. Demonstrate knowledge of operations research techniques (e.g., linear programming, queuing theory, modeling and simulations, decision risk analysis, etc.)</p> <p>d. Demonstrate knowledge of policies and procedures governing Defense cost and economic analysis programs, and life cycle management techniques for various systems, programs, and acquisition strategies.</p>	1 <sup>st</sup> Year 2nd Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<p>e. Acquiring and Contracting</p>	RA	Rotational	80	<p>a. Demonstrate knowledge of basic contracting procedures, types of contracts and evaluation of requests for proposals, contractor proposals, cost/performance and schedule data.</p> <p>b. Demonstrate knowledge of acquisition strategies such as dual sourcing, multi-year procurement, sole source competition, etc.</p>	1 <sup>st</sup> Year 2nd Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<p>f. IT/Resource Management Application</p>	RA	Rotational	40	<p>a. Demonstrate knowledge of cost effective and efficient approaches for integrating information technology (IT) into the workplace for improving program effectiveness, developing IT-based strategies to enhance decision-making and improving customer.</p> <p>b. Demonstrate skills in personal computing, e.g., spreadsheets, word processing, graphics, database management, common packages.</p>	1 <sup>st</sup> Year 2nd Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager



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<p><b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b>  <b>3. Leadership and Organizational Management</b>                      a. Strategic Vision</p>	RA	Rotational	20	a. Demonstrate knowledge of the Strategic Planning Process and how it relates to financial management. b. Demonstrate an ability to develop creative and innovative solutions to complex financial, budget, and program management issues. c. Demonstrate an ability to identify problems and potential concerns, provide leadership, and involve others in the decision-making process, and build support for options that provide solutions d. Demonstrate knowledge of applicable legislative, administrative and regulatory requirements as well as organization specific strategic planning guidance.	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager
<p>b. Interpersonal Skills</p>	RA	Rotational	20	a. Demonstrate an ability to use the personal/professional business habits of communicating effectively and honestly with the result of attracting others to a similarly reasonable and logical point of view. b. Demonstrate an ability of expressing information in writing and orally, in a succinct and organized manner that is appropriate for the intended audience; effectively listens to others and clarifies information as needed; accurately uses English language (i.e., grammar, spelling, punctuation, syntax). c. Demonstrate knowledge of the need to consider and respond appropriately to the needs, feelings, and capabilities of different people in different situations. d. Demonstrate an ability to demonstrate tact, empathy, sensitivity, and respect in the interaction with others.	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager

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<p><b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b>  <b>3. Leadership and Organizational Management (cont.)</b>                      c. Leadership and Management Development</p>	RA	Assigned Work Center	20	a. Demonstrate knowledge of the factors affecting the organization and the leaders ability to act as a catalyst for change, when needed; influencing, motivating, and challenging subordinates. Ability to design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.  b. Demonstrate an ability to demonstrate leadership in setting the workforce's expected performance levels commensurate with the organization's strategic objectives; inspiring, motivating, and guiding others towards goal accomplishment.  c. Demonstrate an ability to empower people by sharing power and authority.  d. Demonstrate an ability to foster commitment, team spirit, pride, trust, and group identity.  e. Demonstrate an ability to develop leadership in others through coaching and mentoring.  f. Demonstrate an ability to continuously develop one's leadership and managerial skills' potential through training.	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager

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<b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b> <b>3. Leadership and Organizational Management (cont.)</b> d. Human Resource Management	RA	Assigned Work Center	20	a. Demonstrate knowledge of how human resource management (HRM) policies and practices support the missions and functions of the organization; knowledge of the applicable HRM legislative, administrative, and regulatory requirements; and the impacts of human resource management policies on external organizations. b. Demonstrate knowledge of how HRM policies and practices support the missions and functions of the organization and the impact on policies in external organizations. c. Demonstrate ability at building teams and fostering cooperation throughout the organization. d. Demonstrate ability to manage HRM resources to planning, recruitment, and selection processes to acquire and maintain a diverse workforce in support of the organizations mission and meeting customer needs. e. Demonstrate ability to assess employees' unique developmental needs and providing developmental opportunities that maximize each employee's capabilities in an effort to optimize workforce potential while meeting the organizations strategic vision.	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager
<b>PART E: CORE COMPETENCY TRAINING</b> <b>PRIORITY 1: Mandatory</b>							
1. Army Planning, Programming, Budgeting, and Execution Course (Mandatory)	Resident Course	AFMS, GS, MC	40 - 80	Review and analyze resource management organization and functions, manpower management accounting, budgeting, economic analysis, and internal control.	TBD	TBD	Assigned Supervisor or Training Manager
2. Fiscal Law (Mandatory)	Online	JAG School	40	Review appropriation and administrative law pertaining to fund control.	TBD	TBD	Assigned Supervisor or Training Manager
3. Analysis Course (Mandatory)	Resident Course	GS, MC	32	Trace procedures, processes, and documentation through an organization or an automated system.	TBD	TBD	Assigned Supervisor or Training Manager
4. One Financial Stewardship Course (Mandatory)	Resident Course	GS, MC	TBD	Review practices, procedures, and methods used for controlling financial resources.	TBD	TBD	Assigned Supervisor or Training Manager
5. One Financial Decision Support Course (Mandatory)	Resident Course	GS, MC	TBD	Review managerial tools and techniques that can assist managers in the financial decision-making process.	TBD	TBD	Assigned Supervisor or Training Manager
6. Data Collection and Analysis Course (Mandatory)	Resident Course	GS, MC	40	Identify, filter, and sort data to aid in financial decision-making.	TBD	TBD	Assigned Supervisor or Training Manager
7. Contracting Course (Mandatory)	Resident Course	GS, MC	40	Understand the essential elements of government contracts.	TBD	TBD	Assigned Supervisor or Training Manager

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<b>CORE COMPETENCY TRAINING (cont'd)</b>							
<b>PRIORITY 1: (Mandatory) cont'd</b>							
8. Principles of Cost Analysis Management (Mandatory)	Resident Course	AFMS SU	80	Define cost data and apply appropriate quantitative techniques to estimate costs for major defense acquisition programs. Explain policies governing cost estimating. Perform a life cycle cost analysis.	TBD	Fl. Jackson, SC	Assigned Supervisor or Training Manager
9. Army Comptroller Course (Mandatory)	Resident Course		160	Obtain a broad overview of Army Comptroller duties and functions.	2 <sup>nd</sup> Year of Internship	Syracuse, NY	Assigned Supervisor or Training Manager
10. Leadership & Organizational Management Course (Mandatory)	Resident Course	GS, MC	TBD	Review and analyze managerial methods and techniques in expressing information and identifying problems involved in the decision making process	TBD	TBD	Assigned Supervisor or Training Manager
11. Leadership & Organizational Management Course (Mandatory)	Resident Course	GS, MC	TBD	Review and analyze managerial methods and techniques in expressing information and identifying problems involved in the decision making process	TBD	TBD	Assigned Supervisor or Training Manager
12. Army Working Capital Fund (Mandatory)	Resident Course	CALIBRE	32	Understand the goals, roles and activities of working capital funds (WCF) and how they function in the federal government. It describes the utilization of a revolving fund concept in designing a business-like enterprise to operate within the federal government environment. You will learn the process and cycle of operations for revolving funds, the goals, objectives and methods of cost accounting for working capital funds; and the unique aspects of cash and cost management.	TBD	Alexandria, VA	Assigned Supervisor or Training Manager
13. Defense Decision Support Course (Mandatory)	Resident Course	DFM&CS	32	Acquaint mid-to senior-level personnel with the merits of the Decision Support instruction so they recognize and more readily accept appropriate analysis and recommendations from their subordinates. Enables decisions makers to make informed decisions that better utilize resources and improve mission effectiveness.	TBD	Maxwell AFB, AL	Assigned Supervisor or Training Manager

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<b>PART E: CORE COMPETENCY TRAINING (cont.) PRIORITY 2:</b>							
1. Advanced Management Accounting and Analysis	Resident Course	AFMS	80	Work with the Army Accountant's Handbook and accounting analysis handle appropriated fund accounting.	TBD	TBD	Assigned Supervisor or Training Manager
2. Activity Based Costing	Resident Course	GS	16	Understand the entire activity based costing process and methodology.	TBD	TBD	Assigned Supervisor or Training Manager
3. Performance Measurement and Budgeting	Resident Course	GS	16	Understand the process and benefits, and how to evaluate and report performance progress.	TBD	TBD	Assigned Supervisor or Training Manager
4. Basic Cost Accounting Concepts	Resident Course	GS	24	Determine cost categories and controllable versus non-controllable costs. Understand how to plan and control the budget and variances.	TBD	TBD	Assigned Supervisor or Training Manager
5. Basic Governmental Auditing	Resident Course	GS	40	Review basic government audit procedures and standards.	TBD	TBD	Assigned Supervisor or Training Manager
6. Federal Budget Process	Resident Course	GS	16	Understand budget terms and the budget process.	TBD	TBD	Assigned Supervisor or Training Manager
<b>PRIORITY 3:</b>							
1. Basic Management Statistics	Resident Course	AMEC	40	Identify elementary concepts and techniques of collection, analysis, and presentation of statistical data.	TBD	TBD	Assigned Supervisor or Training Manager
2. Budget Execution	Resident Course	GS	32	Explain sequence of events in budget execution.	TBD	TBD	Assigned Supervisor or Training Manager
3. Budget Formulation	Resident Course	GS	32	Use proper budget terminology and show how the Federal agency develops its budget submission.	TBD	TBD	Assigned Supervisor or Training Manager
4. Introduction to Federal Accounting	Resident Course	GS	32	Understand basic accounting principles and practices in federal agencies.	TBD	TBD	Assigned Supervisor or Training Manager
5. Introduction to ADP	Resident Course	GS	40	Discuss automated systems development, user-manager roles information requirements and design of reports.	TBD	TBD	Assigned Supervisor or Training Manager
6. Introduction to Financial Management	Resident Course	GS	40	Describe the functional areas of financial management, budgeting, accounting, internal control, and management services.	TBD	TBD	Assigned Supervisor or Training Manager
7. Practice Problems in Government Accounting	Resident Course	GS	40	Gain the capability to plan and conduct management studies for the purpose of defining, analyzing and solving management problems.	TBD	TBD	Assigned Supervisor or Training Manager
8. Resources Management Budget	Resident Course	AFMS	80	Describe the Army's budget formulation process from activity to Congress.	TBD	TBD	Assigned Supervisor or Training Manager
9. Army Fiscal Code	Non-Resident Course	AFMS	5	Use the Army Fiscal and the Army Management Structure.	TBD	TBD	Assigned Supervisor or Training Manager
10. Expenditure Accounting Part I	Non-Resident Course	AFMS	8	Presents procedures of military accounting expenditure documents and the effects of processing on the Army Standard Financial System (STANFINS).	TBD	TBD	Assigned Supervisor or Training Manager

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<b>PART E: CORE COMPETENCY TRAINING (cont.) PRIORITY 3: (cont.)</b>							
11. Expenditure Accounting Part II	Non-Resident Course	AFMS	8	Identify and explain various STANFINS basic records.	TBD	TBD	Assigned Supervisor or Training Manager
12. Comptrollership in the Army	Non-Resident Course	AFMS	8	Explain the evolution of comptrollership and its organizations within the DoD, DA, and Standard Installation Organization.			
13. Review and Analysis	Non-Resident Course	AFMS	8	Highlights the DA review and analysis process.	TBD	TBD	Assigned Supervisor or Training Manager
14. Federal Appropriations Law	Resident Course	GS	32	Understand the laws governing federal appropriations.	TBD	TBD	Assigned Supervisor or Training Manager
15. Federal Appropriations Law Update	Resident Course	GS	8	Understand key principles of appropriations law.	TBD	TBD	Assigned Supervisor or Training Manager
16. Budget Justification & Presentation	Resident Course	GS	32	Understand the budget justification process.	TBD	TBD	Assigned Supervisor or Training Manager
17. Performance Based Budgeting	Resident Course	GS	16	Understand how to prepare performance based budgets.	TBD	TBD	Assigned Supervisor or Training Manager
18. Force Integration Training	Resident Course		40	Understand how the Army fits together.	TBD	TBD	Assigned Supervisor or Training Manager
<b>PART F: ON-THE-JOB TRAINING</b>							
1. Document Control	OJT	Assigned Work Center	200	Use knowledge of professional accounting principles, methods, theory, and practices to accurately interpret and apply to applicable directives. Will use and improve accounting systems and analysis.	TBD	TBD	Assigned Supervisor or Training Manager
2. Accounts Maintenance	OJT	Assigned Work Center	320		TBD	TBD	Assigned Supervisor or Training Manager
3. Ledgers and Reports	OJT	Assigned Work Center	320	Maintain original entry and general ledger books; assist with report preparation and reconciliation. Will assist in verification of posting and maintenance of subsidiary ledgers. Participate in month-end balancing of accounts, correct accounting errors, and reconcile costs to obligations.	TBD	TBD	Assigned Supervisor or Training Manager
4. Analysis & Reconciliation	OJT	Assigned Work Center	320	Review reports, schedules, and analyses. Interpret the significance of accounting data. Obtain accounting information needed from review of unfamiliar program or operational areas. Determine shortcomings of previously prepared reports and analyses.	TBD	TBD	Assigned Supervisor or Training Manager
5. Cost Accounting	OJT	Assigned Work Center	200		TBD	TBD	Assigned Supervisor or Training Manager
6. Stock Fund or Revolving Funds and Financial Inventory Accounting	OJT	Assigned Work Center	240		TBD	TBD	Assigned Supervisor or Training Manager

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<b>PART F: ON-THE-JOB TRAINING (cont.)</b>							
7. Policy Procedures & Systems	OJT	Assigned Work Center	80	Recognize, clarify, and record all documents/transactions affecting the fiscal and financial condition of various accounting methods including: Army Industrial Fund, Stock Fund/Financial Inventory, Cost Accounting, and Appropriation Accounting.	TBD	TBD	Assigned Supervisor or Training Manager
8. Pay & Examination	OJT	Assigned Work Center	200	Identify regulatory documents and assist in preparing, processing, certifying, and approving military and civilian pay, travel vouchers, and commercial vouchers for payment.	TBD	TBD	Assigned Supervisor or Training Manager
9. Disbursing	OJT	Assigned Work Center	40		TBD	TBD	Assigned Supervisor or Training Manager
10. Quality Assurance	OJT	Assigned Work Center	340	Assist in analyzing data from the Defense Finance and Accounting Service (DFAS) and outside audit activities and identify necessary follow-up actions. Review internal controls and procedures to ensure maintenance of a high quality level. Review quality assurance procedures and standard operating procedures.	TBD	TBD	Assigned Supervisor or Training Manager

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TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
<b>PART F: ON-THE-JOB TRAINING (cont.)</b>				Upon completion of Organizational Assignments, the intern will be able to:	TBD	TBD	Assigned Supervisor or Training Manager
11. Installation							
a. Army Budget System	OJT	Assigned Work Center	80	a. Prepare a diagram/flow chart explaining the Army budget system and define elements of the budget cycle. Define Army Management Structure including appropriations, budget programs, budget project accounts, and activity accounts. Relate various programs (investment or capital acquisition, research and development, and working capital) to the appropriations and corresponding budgetary control forms and procedures.			
b. Army Management Structure	OJT	Assigned Work Center	320				
c. Distribution & Control of Funds	OJT	Assigned Work Center	120	b. Explain the procedures for secondary commitments and obligation and assist senior budget analysts in controlling and balancing obligations and recommending budget adjustments.			
d. Resource Management	OJT	Assigned Work Center	120	c. Identify organizational missions and workloads of supporting elements or subordinate activities. Describe the relationship of fund distribution and procedures of each to the overall budget documents involved.			
e. Installation Budgeting	OJT	Assigned Work Center	440	d. Assist in preparing an installation budget for revolving fund accounts. Describe the methods used to develop resource requirements including both financed and unfinanced requirements, phase financial requirements, and the supporting budget schedules.			
f. Budget Formulation	OJT	Assigned Work Center	440	e. Assist senior budget analysts in applying the methods and techniques for consolidating and integrating subordinate activity operating budgets into a balanced budget. Review latest budget manpower guidance from higher authority and provide it to site directors for budget program planning.			
g. Budget Reporting	OJT	Assigned Work Center	710	f. Assist senior analysts in preparing, coordinating, validating, and reconciling budget report input into the COB estimate. Convert budget report information to the proper data processing mode. Distribute quarterly allotments, monitor resource use, and identify surpluses/shortages in time for corrective action and shifting resource allocations.			
h. Budget Execution	OJT	Assigned Work Center					



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<b>PART F: ON-THE-JOB TRAINING (cont.)</b>							
12. Subordinate Command a. Distribution & Control of Funds b. Army Mission Funding	OJT	Assigned Work Center	TBD	Obtain a hands-on understanding and application of resource and financial management at the subordinate command level.	TBD	TBD	Assigned Supervisor or Training Manager
13. MACOM a. Budget Programs Management b. Fund Distribution & Allotment Control c. Budget Reprogramming d. Funding Priorities	OJT	Assigned Work Center	TBD	Obtain a hands-on understanding and application of resource and financial management at the major command (MACOM) level.	TBD	TBD	Assigned Supervisor or Training Manager
14. HQDA Level a. POM Process b. Budget Justification c. Army Appropriations	OJT	Assigned Work Center	TBD	Obtain hands-on understanding and application of resource and financial management at Headquarters Department of the Army level.	TBD	TBD	Assigned Supervisor or Training Manager
15. OSD Level a. Interdepartmental Financial Issues b. Joint Financial Management Activities c. Financial Stewardship d. Consolidated Financial Reporting	OJT	Assigned Work Center	TBD	Obtain a hands-on understanding and application of resource and financial management at the Department of Defense (DoD) level.	TBD	TBD	Assigned Supervisor or Training Manager

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TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
<b>PART A: ORIENTATION</b>							
1. Employee Orientation a. Federal employment, civil service, employee benefits, standards of conduct, security requirements, etc. b. Benefits Orientation for New Employees c. Army Career Management Programs	OJT	Assigned Work Center	40	Upon completion the intern will be able to: a. Demonstrate an understanding of the provisions, benefits, and responsibilities of federal employment and the provisions and structure of the Army Comptroller Career Management system. b. Identify the key components of the federal benefits package. Learn appropriate resources to assist in developing and maintaining a financial plan. c. Describe the organization of the government, Department of Defense, Department of the Army, Major Army Commands, and the unit of assignment.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
2. Organization of DoD/DA a. Overall Organization of DoD and DA b. Organization and Mission of Assigned Organization	OJT	Assigned Work Center	40	a. Describe the mission, organization, and functions of the Comptroller organization. b. Describe the basic functions of the director for resource management; describe what each function encompasses; and list the services a resource management office can provide managers.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
3. Comptroller Organization Orientation a. Finance and Accounting b. Program and Budget c. Management	OJT	Assigned Work Center	40	a. Identify the responsibilities of the finance and disbursement operations of a finance and accounting office. Gain an understanding of accepted principles, standards, and theories of professional accounting. b. Demonstrate knowledge of Planning, Programming, Budgeting, and Execution System (PPBES), Program Budget Guidance (PBG), Command Budget Estimate (COB), Program Objective Memorandum (POM), Mission Area Materiel Plan (MAMP), Long Range Research and Development Plan (LRRDAP).	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<b>PART B: GENERAL FUNCTIONAL SKILLS TRAINING</b>							
1. Empowering Yourself for Success	Resident Course	EEO	5	Improve communications skills.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
2. Effective Writing	Resident Course	GS	24	Write attention-getting, logical memos. Reports and other documents.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
3. Briefing Techniques	Resident Course	GS	24	Organize and present a concise briefing.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
4. Technical Writing	Resident Course	GS	TBD	Enhance writing skills.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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<b>PART B: GENERAL FUNCTIONAL SKILLS TRAINING (cont.)</b>							
5. Report Writing	Resident Course	US Dept of Agriculture	TBD	Produce well-written reports that present facts and ideas clearly and logically.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<b>PART C: LEADER DEVELOPMENT TRAINING</b>							
<b>PRIORITY 1:</b>							
1. Civilian Education System (CES) Foundation course (Mandatory)	Online	AMSC	60	a. Know how to apply Army leadership doctrine, leadership styles, and Army ethical standard; group development theories, strategies for dealing with conflict and basics of communication including Army communication types, and skills of listening, providing feedback and the basics of oral and written communication. b. Know the operational concept and structure of the Army.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
2. Action Officer Development Course (Mandatory)	Resident	AIPD	TBD	Learn requirements for staff work.	Complete prior to internship graduation	TBD	Assigned Supervisor or Training Manager
3. General Schedule (GS 101) (Mandatory)	Online	WHS Online	5	GS 101 uses four lessons to introduce the nuts and bolts of GS: GS Classification Architecture and Salary Structure Changing Positions within the General Schedule Performance Management Career Development	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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<p><b>PART D: ROTATIONAL ASSIGNMENTS (Mandatory)</b></p> <p>Interns are given multiple rotational assignments in each of the finance analyst core competency groups.</p> <p><b>1. Financial Stewardship</b></p> <p>a. Accounting</p>	RA	Rotational	120	<p>a. Demonstrate knowledge in the design, development, operation, or inspection of accounting standards, policies, and requirements; the examination, analysis, and interpretation of accounting data, records, or reports; and the provision of accounting or financial management advice and assistance to management.</p> <p>b. Demonstrate knowledge of the accepted accounting principles, policies, procedures, and a general knowledge of the overall accounting structure and systems.</p> <p>c. Demonstrate knowledge of the laws, regulations, and various directives pertaining to appropriations, funds usage, and overall program planning and development.</p> <p>d. Demonstrate knowledge of the accounting systems and subsystems, e.g., program planning, budget execution, and attainment reporting, in order to coordinate accounting decisions with other organizations for processing fiscal and accounting data.</p>	<p>1<sup>st</sup> Year 3<sup>rd</sup> Quarter through 2<sup>nd</sup> Year 1<sup>st</sup> Quarter</p>	TBD	Assigned Supervisor or Training Manager
<p>b. Budgeting</p>	RA	Rotational	120	<p>a. Demonstrate knowledge of program, budget, and accounting terminology, concepts, principles, laws, concepts, and processes for formulating, presenting, defending, and executing budgets.</p> <p>b. Demonstrate knowledge of the agency budget principles and procedures, processes, and their financial management systems in regards to the administrative control of resources, fund allocation, and fund control.</p> <p>c. Demonstrate knowledge of budget and financial analysis techniques and state-of-the-art developments in the budget field.</p> <p>d. Demonstrate an ability to perform a variety of budgeting systems assignments requiring new and innovative approaches to structuring and modifying budgeting systems.</p>	<p>1<sup>st</sup> Year 3<sup>rd</sup> Quarter through 2<sup>nd</sup> Year 1<sup>st</sup> Quarter</p>	TBD	Assigned Supervisor or Training Manager

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<p>PART D: ROTATIONAL ASSIGNMENTS (cont.) Financial Stewardship (cont.) c. Resource and Program Management</p>	RA	Rotational	120	<p>a. Demonstrate knowledge of missions and functions of federal agencies and the branches of government; e.g., OMB, Treasury, GSA, OPM, legislative, judicial, and executive and their roles in Defense operations.</p> <p>b. Demonstrate knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve effectiveness and customer service.</p> <p>c. Demonstrate an understanding of general manpower management and organizational functions to include requirements determination, allocation, utilization, documentation, costing, and reporting processes as they relate to financial management.</p> <p>d. Demonstrate an ability to research, interpret, and apply laws, regulations, directives, policies, Comptroller General decisions, and court opinions governing the agency's management processes.</p>	<p>1<sup>st</sup> Year 3<sup>rd</sup> Quarter through 2<sup>nd</sup> Year 1<sup>st</sup> Quarter</p>	TBD	Assigned Supervisor or Training Manager
<p>d. Managerial Fiscal Responsibility</p>	RA	Rotational	120	<p>a. Demonstrate knowledge of the requirements and principles of the federal manager's Financial Integrity Act (FMFIA).</p> <p>b. Demonstrate an ability to implement management controls systems within the agency, including a quality assurance program, and to effectively support program auditors, respond to findings, and harness audit information for program improvement.</p> <p>c. Demonstrate skills in maintaining administrative control of resources, fund allocation and fund control, paperwork management, program objectives, inter- and intra-agency reimbursable agreements, and funding and financial reports.</p> <p>d. Demonstrate ability in monitoring agency's use of funds; provide advice on agency's fund control system; prepare apportionment's and the OMB required documents; design and use system processes and procedures that ensure financial integrity.</p> <p>e. Demonstrate ability to establish and administer management controls to provide information to and acquire information from appropriate systems; to disseminate that information to appropriate users.</p>	<p>1<sup>st</sup> Year 3<sup>rd</sup> Quarter through 2<sup>nd</sup> Year 1<sup>st</sup> Quarter</p>	TBD	Assigned Supervisor or Training Manager

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<p>PART D: ROTATIONAL ASSIGNMENTS (Mandatory) (cont.)</p> <p>Financial Stewardship (cont.)</p> <p>e. Federal Appropriations Law</p>	RA	Rotational	40	<p>Demonstrate knowledge of the systematic examination (Financial Audit) and appraisal of financial records, financial and management reports, management controls, policies, and practices affecting or reflecting the financial condition and operating results of an activity or organization; or analytical work (Operational Audit) related to the development and execution of audit policies and programs when such work requires the application of professional accounting, knowledge, standards, and principles.</p>	<p>1<sup>st</sup> Year 3<sup>rd</sup> Quarter through 2<sup>nd</sup> Year 1<sup>st</sup> Quarter</p>	TBD	Assigned Supervisor or Training Manager
<p>f. Auditing</p>	RA	Rotational	40	<p>a. Demonstrate knowledge of the techniques for summarizing the results of audit surveys, e.g., memorandum, local survey report, and multi-location audit circular.</p> <p>b. Demonstrate skills in the application of audit standards promulgated by non-governmental bodies, e.g., Institute of Internal Auditors and the American Institute of CPAs.</p> <p>c. Demonstrate knowledge of the criteria for conducting a go/no-go decision at the end of the audit planning phase, the end of survey phase, and possibly during execution phase of an audit.</p> <p>d. Demonstrate knowledge of generally accepted professional auditing practices, principles, standards, theories, and procedures, along with an awareness of current trends and future developments in the auditing profession, e.g., Comptroller General Government Auditing Standards (GAS), OMB, DoD and military service policies and procedures and regulations governing conduct of financial and performance audits and FMFIA, OMB Circular A-123, DoDD 5010.38, and other applicable agency regulation.</p>	<p>1<sup>st</sup> Year 3<sup>rd</sup> Quarter through 2<sup>nd</sup> Year 1<sup>st</sup> Quarter</p>	TBD	Assigned Supervisor or Training Manager

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<b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b> <b>2. Financial Decision Support</b> a. Managerial Services	RA	Rotational	120	a. Demonstrate knowledge of generally accepted management principles, practices, and functions. b. Demonstrate knowledge of complex/large-scale management improvement study design parameters, and analytical techniques that apply to organizational development concepts, principles, and processes. c. Demonstrate knowledge of performance effectiveness concepts, productivity measurement and improvement systems, and business reengineering processes. d. Demonstrate knowledge of the requirements and principles of the federal manager's Financial Integrity Act (FMFIA).	1 <sup>st</sup> Year 2 <sup>nd</sup> Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
b. Business Processes and Practices	RA	Rotational	80	a. Demonstrate an ability to implement management controls systems within the agency, including a quality assurance program, and to effectively support program auditors, respond to findings, and harness audit information for program improvement. b. Demonstrate an ability to acquire and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. c. Demonstrate an ability to use new technology and best business practices to enhance decision-making.	1 <sup>st</sup> Year 2 <sup>nd</sup> Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
c. Organizational Performance Measurement	RA	Rotational	80	a. Demonstrate knowledge of the management and evaluation systems that use performance measurement to achieve program objectives. b. Demonstrate an ability to manage the evaluation systems that use performance measurement to achieve program objectives. c. Demonstrate knowledge of the various types of performance measurement and what levels of information they provide to decision-makers. d. Demonstrate knowledge of the methods for evaluating programs that have a diverse customer base.	1 <sup>st</sup> Year 2 <sup>nd</sup> Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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<b>PART D: ROTATIONAL ASSIGNMENTS (Mandatory) (cont.)</b>  <b>Financial Decision Support (cont.)</b> d. Cost/Operations Research Analysis	RA	Rotational	80	a. Understand how the budget is formulated and executed, major budget phases, and the impact of the government Performance and Results Act on the budget process.  b. Demonstrate knowledge of concepts, principles, and procedures (including methods of statistics such as analysis of variance, confidence intervals, regression, etc.) for performing cost and economic analyses and estimates for a variety of programs (e.g., information systems, ADP hardware/software, force structure, training, manpower, weapon systems, etc.)  c. Demonstrate knowledge of operations research techniques (e.g., linear programming, queuing theory, modeling and simulations, decision risk analysis, etc.)  d. Demonstrate knowledge of policies and procedures governing Defense cost and economic analysis programs, and life cycle management techniques for various systems, programs, and acquisition strategies.	1 <sup>st</sup> Year 2 <sup>nd</sup> Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
e. Acquiring and Contracting	RA	Rotational	80	a. Demonstrate knowledge of basic contracting procedures, types of contracts and evaluation of requests for proposals, contractor proposals, cost/performance and schedule data.  b. Demonstrate knowledge of acquisition strategies such as dual sourcing, multi-year procurement, sole source competition, etc.	1 <sup>st</sup> Year 2 <sup>nd</sup> Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
f. IT/Resource Management Application	RA	Rotational	40	a. Demonstrate knowledge of cost effective and efficient approaches for integrating information technology (IT) into the workplace for improving program effectiveness, developing IT-based strategies to enhance decision-making and improving customer.  b. Demonstrate skills in personal computing, e.g., spreadsheets, word processing, graphics, database management, common packages.	1 <sup>st</sup> Year 2 <sup>nd</sup> Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager



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<b>PART D: ROTATIONAL ASSIGNMENTS</b> (Mandatory) (cont.)  <b>3. Leadership and Organizational Management</b> a. Strategic Vision	RA	Rotational	20	a. Demonstrate knowledge of the Strategic Planning Process and how it relates to financial management.  b. Demonstrate an ability to develop creative and innovative solutions to complex financial, budget, and program management issues.  c. Demonstrate an ability to identify problems and potential concerns, provide leadership, and involve others in the decision-making process, and build support for options that provide solutions  d. Demonstrate knowledge of applicable legislative, administrative and regulatory requirements as well as organization specific strategic planning guidance.	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager
b. Interpersonal Skills	RA	Rotational	20	a. Demonstrate an ability to use the personal/professional business habits of communicating effectively and honestly with the result of attracting others to a similarly reasonable and logical point of view.  b. Demonstrate an ability of expressing information in writing and orally, in a succinct and organized manner that is appropriate for the intended audience; effectively listens to others and clarifies information as needed; accurately uses English language (i.e., grammar, spelling, punctuation, syntax).  c. Demonstrate knowledge of the need to consider and respond appropriately to the needs, feelings, and capabilities of different people in different situations.  d. Demonstrate an ability to demonstrate tact, empathy, sensitivity, and respect in the interaction with others.	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager

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<p><b>PART D: ROTATIONAL ASSIGNMENTS (Mandatory) (cont.)</b></p> <p><b>3. Leadership and Organizational Management (cont.)</b></p> <p>c. Leadership and Management Development</p>	RA	Assigned Work Center	20	<p>a. Demonstrate knowledge of the factors affecting the organization and the leaders ability to act as a catalyst for change, when needed; influencing, motivating, and challenging subordinates. Ability to design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.</p> <p>b. Demonstrate an ability to demonstrate leadership in setting the workforce's expected performance levels commensurate with the organization's strategic objectives; inspiring, motivating, and guiding others towards goal accomplishment.</p> <p>c. Demonstrate an ability to empower people by sharing power and authority.</p> <p>d. Demonstrate an ability to foster commitment, team spirit, pride, trust, and group identity.</p> <p>e. Demonstrate an ability to develop leadership in others through coaching and mentoring.</p> <p>f. Demonstrate an ability to continuously develop one's leadership and managerial skills' potential through training.</p>	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager

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<b>PART D: ROTATIONAL ASSIGNMENTS (Mandatory) (cont.)</b>							
d. <b>Leadership and Organizational Management (cont.)</b> -Human Resource Management	RA	Assigned Work Center	20	a. Demonstrate knowledge of how human resource management (HRM) policies and practices support the missions and functions of the organization; knowledge of the applicable HRM legislative, administrative, and regulatory requirements; and the impacts of human resource management policies on external organizations.  b. Demonstrate knowledge of how HRM policies and practices support the missions and functions of the organization and the impact on policies in external organizations.  c. Demonstrate ability at building teams and fostering cooperation throughout the organization.  d. Demonstrate ability to manage HRM resources planning, recruitment, and selection processes to acquire and maintain a diverse workforce in support of the organizations mission and meeting customer needs.  e. Demonstrate ability to assess employees' unique developmental needs and providing developmental opportunities that maximize each employee's capabilities in an effort to optimize workforce potential while meeting the organizations strategic vision.	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager
<b>PART E: CORE COMPETENCY TRAINING</b>							
<b>PRIORITY 1:</b>							
1. Army Planning, Programming, Budgeting, and Execution Course (Mandatory)	Resident Course	AFMS, GS or MC	40	Review and analyze resource management organization and functions, manpower management accounting, budgeting, economic analysis, and internal control.	TBD	TBD	Assigned Supervisor or Training Manager
2. Fiscal Law (Mandatory)	Online	JAG School	40	Review appropriation and administrative law pertaining to fund control.	TBD	TBD	Assigned Supervisor or Training Manager
3. Analysis Course (Mandatory)	Resident Course	GS, MC	TBD	Trace procedures, processes, and documentation through an organization or an automated system.	TBD	TBD	Assigned Supervisor or Training Manager
4. One Financial Stewardship Course (Mandatory)	Resident Course	GS, MC	TBD	Review practices, procedures, and methods used for controlling financial resources.	TBD	TBD	Assigned Supervisor or Training Manager
5. One Financial Decision Support Course (Mandatory)	Resident Course	GS, MC	TBD	Review managerial tools and techniques that can assist managers in the financial decision-making process.	TBD	TBD	Assigned Supervisor or Training Manager
6. Data Collection and Analysis Course (Mandatory)	Resident Course	GS, MC	TBD	Identify, filter, and sort data to aid in financial decision-making.	TBD	TBD	Assigned Supervisor or Training Manager
7. Contracting Course (Mandatory)	Resident Course	GS, MC	TBD	Understand the essential elements of government contracts.	TBD	TBD	Assigned Supervisor or Training Manager
8. Principles of Cost Analysis Management (Mandatory)	Resident Course	AFMS	80	Define cost data and apply appropriate quantitative techniques to estimate costs for major defense acquisition programs. Explain policies governing cost estimating. Perform a life cycle cost analysis.	TBD	Ft. Jackson, SC	Assigned Supervisor or Training Manager

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9. Army Comptroller Course (Mandatory)	Resident Course	SU	160	Obtain a broad overview of Army Comptroller duties and functions.	2 <sup>nd</sup> Year of Internship	Syracuse, NY	Assigned Supervisor or Training Manager
10. Leadership & Organizational Management Course (Mandatory)	Resident Course	GS, MC	TBD	Review and analyze managerial methods and techniques in expressing information and identifying problems involved in the decision making process	TBD	TBD	Assigned Supervisor or Training Manager
11. Leadership & Organizational Management Course (Mandatory)	Resident Course	GS, MC	TBD	Review and analyze managerial methods and techniques in expressing information and identifying problems involved in the decision making process	TBD	TBD	Assigned Supervisor or Training Manager
12. Army Working Capital Fund (Mandatory)	Resident Course	CALIBRE	32	Understand the goals, roles and activities of working capital funds (WCF) and how they function in the federal government. It describes the utilization of a revolving fund concept in designing a business-like enterprise to operate within the federal government environment. You will learn the process and cycle of operations for revolving funds; the goals, objectives and methods of cost accounting for working capital funds; and the unique aspects of cash and cost management.	TBD	Alexandria, VA	Assigned Supervisor or Training Manager
13. Defense Decision Support Course (Mandatory)	Resident Course	DFM&CS	32	Acquaints mid-to senior-level personnel with the merits of the Decision Support instruction so they recognize and more readily accept appropriate analysis and recommendations from their subordinates. Enables decisions makers to make informed decisions that better utilize resources and improve mission effectiveness	TBD	Maxwell, AFB	Assigned Supervisor or Training Manager
<b>PRIORITY 2:</b>							
1. Activity Based Costing	Resident Course	GS	16	Understand the entire activity based costing process and methodology.	TBD	TBD	Assigned Supervisor or Training Manager
2. Audit Process: Basic							
	Resident Course	AAA	76	Course is organized by audit phase. Course is designed to provide new auditors with a sense of duties and responsibilities during each phase of the audit process.	TBD	TBD	Assigned Supervisor or Training Manager
3. Communication Skills	Resident Course	AAA	36	Designed to improve oral and written communication skills and to impart audit-specific writing techniques. Interviewing and briefing techniques are also included in this course.	TBD	TBD	Assigned Supervisor or Training Manager
4. Practical Statistical Sampling for Auditors	Resident Course	GS	32	To develop and understanding on how to select and use the appropriate sampling tools.	TBD	TBD	Assigned Supervisor or Training Manager
5. Intermediate Auditor Tracks	Resident Course	AAA	40	Course organized by audit phase. This course focuses on the role of the intermediate level auditor during the audit process. Giving the auditor a basic understanding of planning, executing, and reporting phases with a concentration on audit planning, developing audit programs, assessing the reliability of electronic data, developing an audit area, answering the audit objective when writing a finding, and how to	TBD	TBD	Assigned Supervisor or Training Manager

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TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
6. Resource Management Budget Course (RMBC)	Resident Course	AFMS	80	prepare an audit report through graphics.  Examines the Army's budget formulation process from activity to Congressional level, including key aspects to planning and programming, the functions of the activity chief in preparation of the activity budget, the methods used, and the actions taken at all levels up to the President. Covers automatic and funded reimbursement programs and their effect on installation funds. Recommend PPBES prior to this training.	TBD	TBD	Assigned Supervisor or Training Manager
7. Performance Measurement and Budgeting	Resident Course	GS	16	Understand the process and benefits, and how to evaluate and report performance progress.	TBD	TBD	Assigned Supervisor or Training Manager
8. Basic Cost Accounting Concepts	Resident Course	GS	24	Determine cost categories and controllable versus non-controllable costs. Understand how to plan and control the budget and variances.	TBD	TBD	Assigned Supervisor or Training Manager
9. Basic Governmental Auditing	Resident Course	GS	40	Review basic government audit procedures and standards.	TBD	TBD	Assigned Supervisor or Training Manager
10. <b>Federal Budget Process</b>	Resident Course	GS	16	Understand budget terms and the budget process.	TBD	TBD	Assigned Supervisor or Training Manager

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TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
<b>PART E: CORE COMPETENCY TRAINING (cont.)</b>							
<b>PRIORITY 3:</b>							
1. Budget Execution	Resident Course	GS	32	Explain sequence of events in budget execution.	TBD	TBD	Assigned Supervisor or Training Manager
2. Budget Formulation	Resident Course	GS	32	Use proper budget terminology and show how the federal agency develops its budget submission.	TBD	TBD	Assigned Supervisor or Training Manager
3. Federal Appropriations Law	Resident Course	GS	32	Understand the laws governing federal appropriations.	TBD	TBD	Assigned Supervisor or Training Manager
4. Federal Appropriations Law Update	Resident Course	GS	8	Understand key principles of appropriations law.	TBD	TBD	Assigned Supervisor or Training Manager
5. Budget Justification & Presentation	Resident Course	GS	32	Understand the budget justification process.	TBD	TBD	Assigned Supervisor or Training Manager
6. Performance Based Budgeting	Resident Course	GS	16	Understand how to prepare performance based budgets.	TBD	TBD	Assigned Supervisor or Training Manager
7. Force Integration Training	Resident Course		40	Understand how the Army fits together.	TBD	TBD	Assigned Supervisor or Training Manager
<b>PART F: ON-THE-JOB TRAINING</b>							
1. Internal Audit (AAA) (IR)	OJT	Assigned Work Center	1650 1030	Apply basic auditing principles in analyzing problems and conducting reviews under the supervision of senior/lead auditors. Assist with analyzing data, preparing working papers, developing findings and recommendations, and preparing draft copies of the audit reports during the internal review process.	TBD	TBD	Assigned Supervisor or Training Manager
2. Audit Compliance/Follow-up Program (AAA) (IR)	OJT	Assigned Work Center	100 360	Describe and apply follow-up actions to ensure adequate/timely corrective action completion; determine if recommended corrective actions will correct or improve the conditions reported.	TBD	TBD	Assigned Supervisor or Training Manager
3. External Review (AAA) (IR)	OJT	Assigned Work Center	0 360	Understand and use the policies, responsibilities, and procedures for coordinating and responding to external audits and related reports; identify actions to correct deficiencies disclosed by external audit agencies. Assist with coordination efforts between external auditors and training site. Provide policy guidance on matters related to the audit; identify the items of audit reports that are critical and require prompt attention. Prepare and evaluate proposed responses for audit report recommendations.	TBD	TBD	Assigned Supervisor or Training Manager

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<b>PART F: ON-THE-JOB TRAINING (cont.)</b>							
4. Installation				Upon completion of Organizational Assignments, the intern will be able to:	TBD	TBD	Assigned Supervisor or Training Manager
a. Army Budget System	OJT	Assigned Work Center	80	a. Prepare a diagram/flow chart explaining the Army budget system and define elements of the budget cycle. Define Army Management Structure including appropriations, budget programs, budget project accounts, and activity accounts. Relate various programs (investment or capital acquisition, research and development, and working capital) to the appropriations and corresponding budgetary control forms and procedures.			
b. Army Management Structure	OJT	Assigned Work Center	320				
c. Distribution & Control of Funds	OJT	Assigned Work Center	120				
d. Resource Management	OJT	Assigned Work Center	120	b. Explain the procedures for secondary commitments and obligation and assist senior budget analysts in controlling and balancing obligations and recommending budget adjustments.			
e. Installation Budgeting	OJT	Assigned Work Center	120				
f. Budget Formulation	OJT	Assigned Work Center	440	c. Identify organizational missions and workloads of supporting elements or subordinate activities. Describe the relationship of fund distribution and procedures of each to the overall budget processing to include the various budget documents involved.			
g. Budget Reporting	OJT	Assigned Work Center	440				
h. Budget Execution	OJT	Assigned Work Center	710	d. Assist in preparing an installation budget for revolving fund accounts. Describe the methods used to develop resource requirements including both financed and unfinanced requirements, phase financial requirements, and the supporting budget schedules.			
				e. Assist senior budget analysts in applying the methods and techniques for consolidating and integrating subordinate activity operating budgets into a balanced budget. Review latest budget manpower guidance from higher authority and provide it to site directors for budget program planning.			
				f. Assist senior analysts in preparing, coordinating, validating, and reconciling budget report input into the COB estimate. Convert budget report information to the proper data processing mode. Distribute quarterly allotments, monitor resource use, and identify surpluses/shortages in time for corrective action and shifting resource allocations.			

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<b>PART F: ON-THE-JOB TRAINING (cont.)</b>							
5. Subordinate Command a. Distribution & Control of Funds b. Army Mission Funding c. Logistics Funding	OJT	Assigned Work Center	TBD	Obtain a hands-on understanding and application of resource and financial management at the subordinate command level.	TBD	TBD	Assigned Supervisor or Training Manager
6. MACOM a. Budget Programs Management b. Fund Distribution & Allotment Control c. Budget Reprogramming d. Funding Priorities	OJT	Assigned Work Center	TBD	Obtain a hands-on understanding and application of resource and financial management at the major command (MACOM) level.	TBD	TBD	Assigned Supervisor or Training Manager
7. HQDA Level a. POM Process b. Budget Justification c. Army Appropriations	OJT	Assigned Work Center	TBD	Obtain hands-on understanding and application of resource and financial management at Headquarters Department of the Army level.	TBD	TBD	Assigned Supervisor or Training Manager
8. OSD Level a. Interdepartmental Financial Issues b. Joint Financial Management Activities c. Financial Stewardship d. Consolidated Financial Reporting	OJT	Assigned Work Center	TBD	Obtain a hands-on understanding and application of resource and financial management at the Department of Defense (DoD) level.	TBD	TBD	Assigned Supervisor or Training Manager



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<b>PART A: ORIENTATION</b>							
1. Employee Orientation a. Federal employment, civil service, employee benefits, standards of conduct, security requirements, etc. b. Benefits Orientation for New Employees c. Army Career Management Programs	OJT	Assigned Work Center	40	Upon completion the intern will be able to: a. Demonstrate an understanding of the provisions, benefits, and responsibilities of federal employment and the provisions and structure of the Army Comptroller Career Management system. b. Identify the key components of the federal benefits package. Learn appropriate resources to assist in developing and maintaining a financial plan. c. Describe the organization of the government, Department of Defense, Department of the Army, Major Army Commands, and the unit of assignment.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
2. Organization of DoD/DA a. Overall Organization of DoD and DA b. Organization and Mission of Assigned Organization	OJT	Assigned Work Center	40	a. Describe the mission, organization, and functions of the Comptroller organization. b. Describe the basic functions of the director for resource management; describe what each function encompasses; and list the services a resource management office can provide managers.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
3. Comptroller Organization Orientation a. Finance and Accounting b. Program and Budget c. Management	OJT	Assigned Work Center	40	a. Identify the responsibilities of the finance and disbursement operations of a finance and accounting office. Gain an understanding of accepted principles, standards, and theories of professional accounting. b. Demonstrate knowledge of Planning, Programming, Budgeting, and Execution System (PPBES), Program Budget Guidance (PBG), Command Budget Estimate (COB), Program Objective Memorandum (POM), Mission Area Materiel Plan (MAMP), Long Range Research and Development Plan (LRRDAP).	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<b>PART B: GENERAL FUNCTIONAL SKILLS TRAINING</b>							
1. Empowering Yourself for Success	Resident Course	EEO	5	Improve communications skills.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
2. Effective Writing	Resident Course	GS	24	Write attention-getting, logical memos. Reports and other documents.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
3. Briefing Techniques	Resident Course	GS	24	Organize and present a concise briefing.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
4. Technical Writing	Resident Course	GS	TBD	Enhance writing skills.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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<b>PART B: GENERAL FUNCTIONAL SKILLS TRAINING (cont.)</b> 5. Report Writing	Resident Course	US Dept of Agriculture	TBD	Produce well-written reports that present facts and ideas clearly and logically.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<b>PART C: LEADER DEVELOPMENT TRAINING</b> <b>PRIORITY 1:</b> 1. Civilian Education System (CES) Foundation course (Mandatory)	Resident	Army Management Staff College	60	a. Know how to apply Army leadership doctrine, leadership styles, and Army ethical standard; group development theories, strategies for dealing with conflict and basics of communication including Army communication types, and skills of listening, providing feedback and the basics of oral and written communication. b. Know the operational concept and structure of the Army. Learn requirements for staff work.	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
2. Action Officer Development Course (Mandatory)	Resident	Army Institute for Professional Development	TBD		Complete prior to internship graduation	TBD	Assigned Supervisor or Training Manager
3. General Schedule (GS 101) (Mandatory)	Online	WHS Online	5	GS 101 uses four lessons to introduce the nuts and bolts of GS: GS Classification Architecture and Salary Structure Changing Positions within the General Schedule Performance Management Career Development	1 <sup>st</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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<p><b>PART D: ROTATIONAL ASSIGNMENTS (Mandatory)</b></p> <p>Interns are given multiple rotational assignments in each of the finance analyst core competency groups.</p> <p><b>1. Financial Stewardship</b></p> <p>a. Accounting</p>	RA	Rotational	120	<p>a. Demonstrate knowledge in the design, development, operation, or inspection of accounting standards, policies, and requirements; the examination, analysis, and interpretation of accounting data, records, or reports; and the provision of accounting or financial management advice and assistance to management.</p> <p>b. Demonstrate knowledge of the accepted accounting principles, policies, procedures, and a general knowledge of the overall accounting structure and systems.</p> <p>c. Demonstrate knowledge of the laws, regulations, and various directives pertaining to appropriations, funds usage, and overall program planning and development.</p> <p>d. Demonstrate knowledge of the accounting systems and subsystems, e.g., program planning, budget execution, and attainment reporting, in order to coordinate accounting decisions with other organizations for processing fiscal and accounting data.</p>	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
<p>b. Budgeting</p>	RA	Rotational	120	<p>a. Demonstrate knowledge of program, budget, and accounting terminology, concepts, principles, laws, concepts, and processes for formulating, presenting, defending, and executing budgets.</p> <p>b. Demonstrate knowledge of the agency budget principles and procedures, processes, and their financial management systems in regards to the administrative control of resources, fund allocation, and fund control.</p> <p>c. Demonstrate knowledge of budget and financial analysis techniques and state-of-the-art developments in the budget field.</p> <p>d. Demonstrate an ability to perform a variety of budgeting systems assignments requiring new and innovative approaches to structuring and modifying budgeting systems.</p>	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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<b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b> <b>Financial Stewardship (cont.)</b> c. Resource and Program Management	RA	Rotational	120	a. Demonstrate knowledge of missions and functions of federal agencies and the branches of government, e.g., OMB, Treasury, GSA, OPM, legislative, judicial, and executive and their roles in Defense operations. b. Demonstrate knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve effectiveness and customer service. c. Demonstrate an understanding of general manpower management and organizational functions to include requirements determination, allocation, utilization, documentation, costing, and reporting processes as they relate to financial management. d. Demonstrate an ability to research, interpret, and apply laws, regulations, directives, policies, Comptroller General decisions, and court opinions governing the agency's management processes.	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
d. Managerial Fiscal Responsibility	RA	Rotational	120	a. Demonstrate knowledge of the requirements and principles of the federal manager's Financial Integrity Act (FMFIA). b. Demonstrate an ability to implement management controls systems within the agency, including a quality assurance program, and to effectively support program auditors, respond to findings, and harness audit information for program improvement. c. Demonstrate skills in maintaining administrative control of resources, fund allocation and fund control, paperwork management, program objectives, inter- and intra-agency reimbursable agreements, and funding and financial reports. d. Demonstrate ability in monitoring agency's use of funds; provide advice on agency's fund control system; prepare apportionment's and the OMB required documents; design and use system processes and procedures that ensure financial integrity. e. Demonstrate ability to establish and administer management controls to provide information to and acquire information from appropriate systems; to disseminate that information to appropriate users.	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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PART D: ROTATIONAL ASSIGNMENTS (cont.) Financial Stewardship (cont.) e. Federal Appropriations Law	RA	Rotational	40	a. Demonstrate knowledge of the systematic examination (Financial Audit) and appraisal of financial records, financial and management reports, management controls, policies, and practices affecting or reflecting the financial condition and operating results of an activity or organization; or analytical work (Operational Audit) related to the development and execution of audit policies and programs when such work requires the application of professional accounting, knowledge, standards, and principles.	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager
f. Auditing	RA	Rotational	40	a. Demonstrate knowledge of the techniques for summarizing the results of audit surveys, e.g., memorandum, local survey report, and multi-location audit circular.  b. Demonstrate skills in the application of audit standards promulgated by non-governmental bodies, e.g., Institute of Internal Auditors and the American Institute of CPAs.  c. Demonstrate knowledge of the criteria for conducting a go/no-go decision at the end of the audit planning phase, the end of survey phase, and possibly during execution phase of an audit.  d. Demonstrate knowledge of generally accepted professional auditing practices, principles, standards, theories, and procedures, along with an awareness of current trends and future developments in the auditing profession, e.g., Comptroller General Government Auditing Standards (GAS), OMB, DoD and military service policies and procedures and regulations governing conduct of financial and performance audits and FMFIA, OMB Circular A-123, DoDD 5010.38, and other applicable agency regulation.	1 <sup>st</sup> Year 3 <sup>rd</sup> Quarter through 2 <sup>nd</sup> Year 1 <sup>st</sup> Quarter	TBD	Assigned Supervisor or Training Manager

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PART D: ROTATIONAL ASSIGNMENTS (cont.) Financial Decision Support g. Managerial Services	RA	Rotational	120	<ul style="list-style-type: none"> <li>a. Demonstrate knowledge of generally accepted management principles, practices, and functions.</li> <li>b. Demonstrate knowledge of complex/large-scale management improvement study design parameters, and analytical techniques that apply to organizational development concepts, principles, and processes.</li> <li>c. Demonstrate knowledge of performance effectiveness concepts, productivity measurement and improvement systems, and business reengineering processes.</li> <li>d. Demonstrate knowledge of the requirements and principles of the federal manager's Financial Integrity Act (FMFIA).</li> </ul>	1 <sup>st</sup> Year 2 <sup>nd</sup> Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
	RA	Rotational	80	<ul style="list-style-type: none"> <li>a. Demonstrate an ability to implement management controls systems within the agency, including a quality assurance program, and to effectively support program auditors, respond to findings, and harness audit information for program improvement.</li> <li>b. Demonstrate an ability to acquire and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission.</li> <li>c. Demonstrate an ability to use new technology and best business practices to enhance decision-making.</li> </ul>	1 <sup>st</sup> Year 2 <sup>nd</sup> Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
	RA	Rotational	80	<ul style="list-style-type: none"> <li>a. Demonstrate knowledge of the management and evaluation systems that use performance measurement to achieve program objectives.</li> <li>b. Demonstrate an ability to manage the evaluation systems that use performance measurement to achieve program objectives.</li> <li>c. Demonstrate knowledge of the various types of performance measurement and what levels of information they provide to decision-makers.</li> <li>d. Demonstrate knowledge of the methods for evaluating programs that have a diverse customer base.</li> </ul>	1 <sup>st</sup> Year 2 <sup>nd</sup> Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD	Assigned Supervisor or Training Manager
	i. Organizational Performance Measurement	RA	Rotational	80	<ul style="list-style-type: none"> <li>a. Demonstrate knowledge of the management and evaluation systems that use performance measurement to achieve program objectives.</li> <li>b. Demonstrate an ability to manage the evaluation systems that use performance measurement to achieve program objectives.</li> <li>c. Demonstrate knowledge of the various types of performance measurement and what levels of information they provide to decision-makers.</li> <li>d. Demonstrate knowledge of the methods for evaluating programs that have a diverse customer base.</li> </ul>	1 <sup>st</sup> Year 2 <sup>nd</sup> Quarter through 2 <sup>nd</sup> Year 4 <sup>th</sup> Quarter	TBD

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<p><b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b>  <b>Financial Decision Support (cont.)</b>                      j. Cost/Operations Research Analysis</p>	RA	Rotational	80	<p>a. Understand how the budget is formulated and executed, major budget phases, and the impact of the Government Performance and Results Act on the budget process.</p> <p>b. Demonstrate knowledge of concepts, principles, and procedures (including methods of statistics such as analysis of variance, confidence intervals, regression, etc.) for performing cost and economic analyses and estimates for a variety of programs (e.g., information systems, ADP hardware/software, force structure, training, manpower, weapon systems, etc.)</p> <p>c. Demonstrate knowledge of operations research techniques (e.g., linear programming, queuing theory, modeling and simulations, decision risk analysis, etc.)</p> <p>d. Demonstrate knowledge of policies and procedures governing Defense cost and economic analysis programs, and life cycle management techniques for various systems, programs, and acquisition strategies.</p>	<p>1<sup>st</sup> Year 2nd Quarter through 2<sup>nd</sup> Year 4<sup>th</sup> Quarter</p>	TBD	Assigned Supervisor or Training Manager
<p>k. Acquiring and Contracting</p>	RA	Rotational	80	<p>a. Demonstrate knowledge of basic contracting procedures, types of contracts and evaluation of requests for proposals, contractor proposals, cost/performance and schedule data.</p> <p>b. Demonstrate knowledge of acquisition strategies such as dual sourcing, multi-year procurement, sole source competition, etc.</p>	<p>1<sup>st</sup> Year 2nd Quarter through 2<sup>nd</sup> Year 4<sup>th</sup> Quarter</p>	TBD	Assigned Supervisor or Training Manager
<p>l. IT/Resource Management Application</p>	RA	Rotational	40	<p>a. Demonstrate knowledge of cost effective and efficient approaches for integrating information technology (IT) into the workplace for improving program effectiveness, developing IT-based strategies to enhance decision-making and improving customer.</p> <p>b. Demonstrate skills in personal computing, e.g., spreadsheets, word processing, graphics, database management, common packages.</p>	<p>1<sup>st</sup> Year 2nd Quarter through 2<sup>nd</sup> Year 4<sup>th</sup> Quarter</p>	TBD	Assigned Supervisor or Training Manager

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<b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b> m. Leadership and Organizational Management a. Strategic Vision	RA	Rotational	20	a. Demonstrate knowledge of the Strategic Planning Process and how it relates to financial management.  Demonstrate an ability to develop creative and innovative solutions to complex financial, budget, and program management issues.  Demonstrate an ability to identify problems and potential concerns, provide leadership, and involve others in the decision-making process, and build support for options that provide solutions  d. Demonstrate knowledge of applicable legislative, administrative and regulatory requirements as well as organization specific strategic planning guidance.	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager
b. Interpersonal Skills	RA	Rotational	20	a. Demonstrate an ability to use the personal/professional business habits of communicating effectively and honestly with the result of attracting others to a similarly reasonable and logical point of view.  b. Demonstrate an ability of expressing information in writing and orally, in a succinct and organized manner that is appropriate for the intended audience; effectively listens to others and clarifies information as needed; accurately uses English language (i.e., grammar, spelling, punctuation, syntax).  c. Demonstrate knowledge of the need to consider and respond appropriately to the needs, feelings, and capabilities of different people in different situations.  d. Demonstrate an ability to demonstrate tact, empathy, sensitivity, and respect in the interaction with others.	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager



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<p><b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b> Leadership and Organizational Management (cont.)</p> <p>c. Leadership and Management Development</p>	RA	Assigned Work Center	20	<p>b. Demonstrate knowledge of the factors affecting the organization and the leaders ability to act as a catalyst for change, when needed; influencing, motivating, and challenging subordinates. Ability to design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.</p> <p>c. Demonstrate an ability to demonstrate leadership in setting the workforce's expected performance levels commensurate with the organization's strategic objectives; inspiring, motivating, and guiding others towards goal accomplishment.</p> <p>d. Demonstrate an ability to empower people by sharing power and authority.</p> <p>e. Demonstrate an ability to foster commitment, team spirit, pride, trust, and group identity.</p> <p>f. Demonstrate an ability to develop leadership in others through coaching and mentoring.</p> <p>g. Demonstrate an ability to continuously develop one's leadership and managerial skills' potential through training.</p>	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager

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<b>PART D: ROTATIONAL ASSIGNMENTS (cont.)</b> Leadership and Organizational Management (cont.) n. Human Resource Management	RA	Assigned Work Center	20	a. Demonstrate knowledge of how human resource management (HRM) policies and practices support the missions and functions of the organization; knowledge of the applicable HRM legislative, administrative, and regulatory requirements; and the impacts of human resource management policies on external organizations. b. Demonstrate knowledge of how HRM policies and practices support the missions and functions of the organization and the impact on policies in external organizations. c. Demonstrate ability at building teams and fostering cooperation throughout the organization. d. Demonstrate ability to manage HRM resources planning, recruitment, and selection processes to acquire and maintain a diverse workforce in support of the organizations mission and meeting customer needs. e. Demonstrate ability to assess employees' unique developmental needs and providing developmental opportunities that maximize each employee's capabilities in an effort to optimize workforce potential while meeting the organizations strategic vision.	Complete Prior to Internship Graduation	TBD	Assigned Supervisor or Training Manager
<b>PART E: CORE COMPETENCY TRAINING</b>							
<b>PRIORITY 1: (Mandatory)</b>	Resident Course	AFMS, GS or MC	40 - 80	Review and analyze resource management organization and functions, manpower management accounting, budgeting, economic analysis, and internal control.	TBD	TBD	Assigned Supervisor or Training Manager
1. Army Planning, Programming, Budgeting, and Execution Course (Mandatory)	Resident Course	GS, MC	TBD	Trace procedures, processes, and documentation through an organization or an automated system.	TBD	TBD	Assigned Supervisor or Training Manager
2. Fiscal Law (Mandatory)	Online	JAG School	40	Review appropriation and administrative law pertaining to fund control.	TBD	TBD	Assigned Supervisor or Training Manager
3. Analysis Course (Mandatory)	Resident Course	GS, MC	TBD	Review practices, procedures, and methods used for controlling financial resources.	TBD	TBD	Assigned Supervisor or Training Manager
4. One Financial Stewardship Course (Mandatory)	Resident Course	GS, MC	TBD	Review managerial tools and techniques that can assist managers in the financial decision-making process.	TBD	TBD	Assigned Supervisor or Training Manager
5. One Financial Decision Support Course (Mandatory)	Resident Course	GS, MC	TBD	Identify, filter, and sort data to aid in financial decision-making.	TBD	TBD	Assigned Supervisor or Training Manager
6. Data Collection and Analysis Course (Mandatory)	Resident Course	GS, MC	40	Understand the essential elements of government Contracts	TBD	TBD	Assigned Supervisor or Training Manager
7. Contracting Course (Mandatory)	Resident Course	AFMS	80	Define cost data and apply appropriate quantitative techniques to estimate costs for major defense acquisition programs. Explain policies governing cost estimating. Perform a life cycle cost analysis.	TBD	Fl. Jackson, SC	Assigned Supervisor or Training Manager
8. Principles of Cost Analysis Management (Mandatory)	Resident Course						

**MASTER INTERN TRAINING PLAN  
COST ANALYST  
UNIVERSAL TRAINING**

TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
9. Army Comptroller Course (Mandatory)	Resident Course	SU	160	Obtain a broad overview of Army Comptroller duties and functions.	2 <sup>nd</sup> Year of Internship	Syracuse, NY	Assigned Supervisor or Training Manager
10. Leadership & Organizational Management Course (Mandatory)	Resident Course	GS, MC	TBD	Review and analyze managerial methods and techniques in expressing information and identifying problems involved in the decision making process	TBD	TBD	Assigned Supervisor or Training Manager
11. Leadership & Organizational Management Course (Mandatory)	Resident Course	GS, MC	TBD	Review and analyze managerial methods and techniques in expressing information and identifying problems involved in the decision making process	TBD	TBD	Assigned Supervisor or Training Manager
12. Army Working Capital Fund (Mandatory)	Resident Course	CALIBRE	32	Understand the goals, roles and activities of working capital funds (WCF) and how they function in the federal government. It describes the utilization of a revolving fund concept in designing a business-like enterprise to operate within the federal government environment. You will learn the process and cycle of operations for revolving funds; the goals, objectives and methods of cost accounting for working capital funds; and the unique aspects of cash and cost management. Acquaints mid-to senior-level personnel with the merits of the Decision Support instruction so they recognize and more readily accept appropriate analysis and recommendations from their subordinates. Enables decisions makers to make informed decisions that better utilize resources and improve mission effectiveness.	TBD	Alexandria, VA	Assigned Supervisor or Training Manager
13. Defense Decision Support Course (Mandatory)	Resident Course	DFM&CS	32		TBD	Maxwell AFB, AL	Assigned Supervisor or Training Manager

**MASTER INTERN TRAINING PLAN  
COST ANALYST  
UNIVERSAL TRAINING**

TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
<b>PART E: CORE COMPETENCY TRAINING (cont.) PRIORITY 2:</b>							
1. Fundamentals of Business Financial Management	Resident Course	DAU	32	Describe the PPBES process and its relationship to the development of program budget submissions. Summarize the process by which budget authority is appropriated, executed, and reprogrammed.	TBD	TBD	Assigned Supervisor or Training Manager
2. Basics of Contracting	Resident Course	DAU	152	Analyze contracting requirements. Plan competition and source selections. Evaluate quotes and offers.	TBD	TBD	Assigned Supervisor or Training Manager
3. Fundamentals of Contract Pricing	Resident Course	DAU	112	Determine the sources and means of acquiring data for cost and price analysis. Analyze direct and indirect costs. Perform a profit analysis, including the appropriate use and application of requirements relative to cost of money.	TBD	TBD	Assigned Supervisor or Training Manager
4. Activity Based Costing	Resident Course	GS	16	Understand the entire activity based costing process and methodology.	TBD	TBD	Assigned Supervisor or Training Manager
5. Performance Measurement and Budgeting	Resident Course	GS	16	Understand the process and benefits, and how to evaluate and report performance progress.	TBD	TBD	Assigned Supervisor or Training Manager
6. Basic Cost Accounting Concepts	Resident Course	GS	24	Determine cost categories and controllable versus non-controllable costs. Understand how to plan and control the budget and variances.	TBD	TBD	Assigned Supervisor or Training Manager
8. Basic Governmental Auditing	Resident Course	GS	40	Review basic government audit procedures and standards.	TBD	TBD	Assigned Supervisor or Training Manager
9. Federal Budget Process	Resident Course	GS	16	Understand budget terms and the budget process.	TBD	TBD	Assigned Supervisor or Training Manager
<b>PRIORITY 3:</b>							
1. Introduction to Federal Budgeting	Resident Course	GS	24	Discuss the federal budget process. Prepare budget assumptions. Prepare a formal unit budget.	TBD	TBD	Assigned Supervisor or Training Manager
2. Introduction to Operations Research Systems Analysis	Non-Resident Course	ALMC	80	Understand the principles and techniques used in statistical and quantitative analysis, to include probability theory and distributions, sampling and estimation, and regression and correlation analysis.	TBD	TBD	Assigned Supervisor or Training Manager
3. Fundamentals of Systems Acquisition Management	Non-Resident Course	DAU	480	Recognize the regulations and governing structures, fundamental precepts and bases of the diverse, interrelated, and changing nature in the different disciplines of defense systems acquisition management.	TBD	TBD	Assigned Supervisor or Training Manager
4. Introduction to Defense Financial Management	Non-Resident Course	ALMC	40	Understand defense financial systems and controls, to include, financial laws, PPBS, defense appropriations, working capital funds, review and analysis, and productivity programs.	TBD	TBD	Assigned Supervisor or Training Manager
5. Budget Execution	Resident Course	GS	32	Explain sequence of events in budget execution.	TBD	TBD	Assigned Supervisor or Training Manager
6. Budget Formulation	Resident Course	GS	32	Use proper budget terminology and show how the federal agency develops its budget submission.	TBD	TBD	Assigned Supervisor or Training Manager

**MASTER INTERN TRAINING PLAN  
COST ANALYST  
UNIVERSAL TRAINING**

TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
7. Federal Budget Process	Resident Course	GS	16	Understand budget terms and the budget process.	TBD	TBD	Assigned Supervisor or Training Manager
8. Federal Appropriations Law	Resident Course	GS	32	Understand the laws governing federal appropriations.	TBD	TBD	Assigned Supervisor or Training Manager
9. Federal Appropriations Law Update	Resident Course	GS	8	Understand key principles of appropriations law.	TBD	TBD	Assigned Supervisor or Training Manager
10. Budget Justification & Presentation	Resident Course	GS	32	Understand the budget justification process.	TBD	TBD	Assigned Supervisor or Training Manager
11. Performance Based Budgeting	Resident Course	GS	16	Understand how to prepare performance based budgets.	TBD	TBD	Assigned Supervisor or Training Manager
12. Force Integration Training	Resident Course	AMSC	40	Understand how the Army fits together.	TBD	Ft. Belvoir, VA	Assigned Supervisor or Training Manager

**MASTER INTERN TRAINING PLAN  
COST ANALYST  
UNIVERSAL TRAINING**

TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
<b>PART F: ON-THE-JOB TRAINING</b>							
1. Installation				Upon completion of Organizational Assignments, the intern will be able to:	TBD	TBD	Assigned Supervisor or Training Manager
a. Army Budget System	OJT	Assigned Work Center	80	a. Prepare a diagram/flow chart explaining the Army budget system and define elements of the budget cycle. Define Army Management Structure including appropriations, budget programs, budget project accounts, and activity accounts. Relate various programs (investment or capital acquisition, research and development, and working capital) to the appropriations and corresponding budgetary control forms and procedures.			
b. Army Management Structure	OJT	Assigned Work Center	320				
c. Distribution & Control of Funds	OJT	Assigned Work Center	120	b. Explain the procedures for secondary commitments and obligation and assist senior budget analysts in controlling and balancing obligations and recommending budget adjustments.			
d. Resource Management	OJT	Assigned Work Center	120	c. Identify organizational missions and workloads of supporting elements or subordinate activities. Describe the relationship of fund distribution and procedures of each to the overall budget processing to include the various budget documents involved.			
e. Installation Budgeting	OJT	Assigned Work Center	120	d. Assist in preparing an installation budget for revolving fund accounts. Describe the methods used to develop resource requirements including both financed and unfinanced requirements, phase financial requirements, and the supporting budget schedules.			
f. Budget Formulation	OJT	Assigned Work Center	440	e. Assist senior budget analysts in applying the methods and techniques for consolidating and integrating subordinate activity operating budgets into a balanced budget. Review latest budget manpower guidance from higher authority and provide it to site directors for budget program planning.			
g. Budget Reporting	OJT	Assigned Work Center	440	f. Assist senior analysts in preparing, coordinating, validating, and reconciling budget report input into the COB estimate. Convert budget report information to the proper data processing mode. Distribute quarterly allotments, monitor resource use, and identify surpluses/shortages in time for corrective action and shifting resource allocations.			
h. Budget Execution	OJT	Assigned Work Center	710				

**MASTER INTERN TRAINING PLAN  
COST ANALYST  
UNIVERSAL TRAINING**

TRAINING DESCRIPTION	TYPE	SOURCE	LENGTH (HOURS)	KNOWLEDGE, SKILL, OR ABILITY TO BE ACQUIRED	INDIVIDUAL DATES	TRAINING LOCATION	PLANNING SUPERVISOR
<b>PART F: ON-THE-JOB TRAINING (cont.)</b>							
2. Subordinate Command a. Distribution & Control of Funds b. Army Mission Funding c. Logistics Funding	OJT	Assigned Work Center	TBD	Obtain a hands-on understanding and application of resource and financial management at the subordinate command level.	TBD	TBD	Assigned Supervisor or Training Manager
3. MACOM a. Budget Programs Management b. Fund Distribution & Allotment Control c. Budget Reprogramming d. Funding Priorities	OJT	Assigned Work Center	TBD	Obtain a hands-on understanding and application of resource and financial management at the major command (MACOM) level.	TBD	TBD	Assigned Supervisor or Training Manager
4. HQDA Level a. POM Process b. Budget Justification c. Army Appropriations	OJT	Assigned Work Center	TBD	Obtain hands-on understanding and application of resource and financial management at Headquarters Department of the Army level.	TBD	TBD	Assigned Supervisor or Training Manager
5. OSD Level a. Interdepartmental Financial Issues b. Joint Financial Management Activities c. Financial Stewardship d. Consolidated Financial Reporting	OJT	Assigned Work Center	TBD	Obtain a hands-on understanding and application of resource and financial management at the Department of Defense (DoD) level.	TBD	TBD	Assigned Supervisor or Training Manager

## VENDOR AND SCHOOL ABBREVIATIONS

1. Graduate School - GS
2. Management Concepts - MC
3. Army Management Staff College - AMSC
4. U.S. Army Financial Management School - FMS
5. Defense Acquisition University - DAU
6. Army Institute for Professional Development - AIPD
7. Syracuse University – SU
8. Defense Financial Management and Comptroller School - DFM&CS



Appendix H  
Mobility Agreement



**DEPARTMENT OF THE ARMY**  
 OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1  
 CIVILIAN PERSONNEL OPERATIONS CENTER, NORTH CENTRAL REGION  
 BUILDING 102, 1 ROCK ISLAND ARSENAL  
 ROCK ISLAND, IL 61299-7650

REPLY TO  
 ATTENTION OF DAPE-CP-NC (ACTEDS)

## DA EMPLOYMENT AND MOBILITY AGREEMENT FOR ACTEDS INTERNS

Name: \_\_\_\_\_ Social Security Number: \_\_\_\_\_

Execution of the following agreement is required as a condition of employment upon entrance into the position of \_\_\_\_\_ in the \_\_\_\_\_ career program.

Selection for the position is contingent upon the selectee's timely execution of this agreement.

1. Management acknowledges the obligation to exercise judgment and integrity in providing required training and directing permanent placement for interns.
2. The intern understands:
  - a. The requirements of the intern training plan for the career field which are set forth in the career field regulation AR 690-950.
  - b. Location of Initial Training site: \_\_\_\_\_
  - c. Entrance on Duty (EOD) date: \_\_\_\_\_
  - d. Normal duration of training: \_\_\_\_\_
  - e. During tenure in the Career Intern Program, promotions are dependent upon successful performance, appropriate conduct, completion of required training, and recommendation by the supervisor as follows:
    - (1) Entry Grade: **GS-**\_\_
    - (2) Target Grade: **GS-**\_\_
    - (3) Minimum Time to Grade **GS-**\_\_ is not less than twelve (12) months after EOD.
    - (4) Minimum Time to Grade **GS-**\_\_ is not less than twelve (12) months after promotion to the GS-\_\_ level.
  - f. Activity Career Program Manager (ACPM) will certify successful completion of training prior to promotion to target level. Management has the right to modify, substitute, and/or change required formal training/OJT as deemed necessary/appropriate.
  - g. Promotion beyond the target grade will be consistent with the Office of Personnel Management's merit promotion policy, appropriate DA career Management regulations, and local merit promotion plans.
  - h. Normally, interns are expected to remain with the Department of the Army for a period equal to the length of their training.
3. The intern understands and agrees to accept:
  - a. Permanent Changes of Station (PCS) and temporary training or developmental assignments at various installations and training sites during the internship as directed by the Command Program Manager or DA Functional Chief in the career program.
  - b. Assignment to a permanent duty location (PDL) wherever management determines to be appropriate prior to or upon completion of internship. Intern preferences for PDL, if one has not been identified, will be considered.
4. Appropriate pay adjustments will be provided to the in-service placement of current Federal employees within the entry level grade for which selected and initial PCS benefits will be provided under controlling regulations.
5. Authorized travel and transportation expenses incident to temporary duty or PCS, after EOD, will be borne by the Federal Government.
6. That this agreement is in effect and binding as long as the intern is on the centralized rolls and that failure to comply with this agreement may result in separation in accordance with applicable regulations.
7. This agreement may be terminated or modified by HQDA (with the concurrence of the civilian personnel director or designated representative at the command level at which the agreement is approved) for reasons which are in the best interests of the Army by issuing a written notice to that effect.
8. The intern, or the activity on behalf of the intern, may request in writing release from provisions of the agreement through command channels to HQDA in the event that subsequent circumstances become such that undue hardships or gross inequity would result if release were not granted.

\_\_\_\_\_  
 Applicant Signature

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 ACTEDS Placement Office Representative

\_\_\_\_\_  
 Date

# Appendix I

## Support Form

<b>SENIOR SYSTEM CIVILIAN EVALUATION REPORT SUPPORT FORM</b> <small>For use of this form, see AR 690-400; the proponent agency is ASA(M&amp;RA)</small>						
<b>PART I - RATEE IDENTIFICATION</b>						
a. NAME OF RATEE ( <i>Last, First, Middle Initial</i> )		b. PAY PLAN, SERIES/GRADE		c. ORGANIZATION/INSTALLATION		
<b>PART II - RATING CHAIN - YOUR RATING CHAIN FOR THE EVALUATION PERIOD IS:</b>						
RATER	NAME	POSITION				
INTERMEDIATE RATER <i>(Optional)</i>	NAME	POSITION				
SENIOR RATER	NAME	POSITION				
<b>PART III - VERIFICATION OF FACE-TO-FACE DISCUSSION</b>						
The following face-to-face discussions of duties, responsibilities, performance objectives, standards, and accomplishments for the rating period _____ to _____ took place:						
	DATES	RATEE INITIALS	RATER INITIALS	INTERMEDIATE RATER INITIALS	SENIOR RATER INITIALS <i>(if used)</i>	DATE
INITIAL						
MIDPOINT						
<b>PART IV - RATEE (Complete a, b, c below for this rating period)</b>						
a. STATE YOUR SIGNIFICANT DUTIES AND RESPONSIBILITIES. DUTY TITLE IS:						
b. INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES/INDIVIDUAL PERFORMANCE STANDARDS						

c. LIST YOUR SIGNIFICANT CONTRIBUTIONS

SIGNATURE AND DATE

**PART V - PERFORMANCE STANDARDS - SENIOR SYSTEM CIVILIAN POSITIONS**

To derive Objectives ratings, apply the applicable performance standards below; the standards are written at the SUCCESS level, e.g., Ratee, in most cases:

**TECHNICAL COMPETENCE.** Exhibits technical knowledge, skills, and abilities to get desired results within established time frames and with the appropriate level of supervision. Sets and meets realistic milestones. Establishes priorities that reflect mission and organizational needs. Plans so that adequate resources are available. Makes prompt and sound decisions.

**INNOVATION/INITIATIVE.** Develops and implements or suggests better ways of doing business--methods, equipment, processes, resources. Seeks/accepts developmental opportunities. Serves on professional/technical committees, writes technical papers, joins professional societies to enhance personal knowledge and advance state-of-the-art of profession.

**RESPONSIBILITY/ACCOUNTABILITY.** Uses resources prudently and for intended purposes. Complies with DA emphasis programs, e.g., EEO/AA, safety/security, internal control, inventory management, quality assurance, personnel management, contract awards to small business concerns. Supports and encourages Total Army Quality (TAQ) approaches, e.g., team effort, continuous process/product improvement and customer satisfaction. Takes responsibility for personal errors, takes or proposes timely/adequate corrective measures. Establishes personal performance objectives that are challenging and reflect mission needs.

**WORKING RELATIONSHIPS.** Is an effective team player. Works well with group and others to get the job done. Exhibits a customer care attitude; e.g., shows respect to others; is courteous and seeks acceptable compromise in areas of difference.

**COMMUNICATION.** Provides or exchanges accurate/complete oral and written ideas and information in a timely manner. Listens effectively so that resultant actions show understanding of what was said. Coordinates so that all relevant individuals and functions are included in/informed of decisions and actions.

**FOR SUPERVISORY POSITIONS ONLY:**

**ORGANIZATIONAL MANAGEMENT AND LEADERSHIP.** Provides vision and communicates mission and organizational goals to all subordinates. Sets standard/leads by example. Implements/complies with appropriate DA emphasis programs. Secures/allocates/manages resources for effectiveness and efficiency. Takes timely and appropriate personnel actions. Develops subordinates through mentoring, counseling, providing challenging training and work assignments and timely performance evaluations. Recruits and retains high quality people by creating a positive environment that offers challenge and growth.

**EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION (EEO/AA).** Applies EEO principles to all aspects of personnel management (e.g., hiring, training, work assignments/schedules, discipline, counseling and awards). As appropriate, takes immediate corrective action if sexual harassment or other discriminatory/unfair treatment is observed, reported or suspected. Provides leadership and emphasis to the execution of the Affirmative Employment Plan. Participates in EEO/AA activities and encourages subordinates to do so.



# Appendix J

## Performance Evaluation





PERIOD COVERED (YYYYMMDD)	RATEE'S NAME	SSN											
<b>PART VI - PERFORMANCE EVALUATION (Rater)</b>													
<p>a. PERFORMANCE DURING THIS RATING PERIOD</p> <p>Comparison of individual objectives against accomplishments and DA-established performance standards resulted in the following objectives ratings:</p> <p> <input type="checkbox"/> Excellence 75% or More Obj     <input type="checkbox"/> Excellence 25-74% Obj     <input type="checkbox"/> Success All or Excellence 1-24% Obj     <input type="checkbox"/> Needs Improvement 1 or More Obj     <input type="checkbox"/> Fails 1 or More Obj </p> <p>Includes Excellence in Org Mgt/Ldshp OR EEO/AA  Obj for supv/mgr    <input type="checkbox"/> Yes    <input type="checkbox"/> No </p>													
b. BULLET EXAMPLES													
<b>PART VII - INTERMEDIATE RATER (Optional)</b>													
BULLET COMMENTS													
<b>PART VIII - SENIOR RATER (if used) or RATER (no senior rater used)</b>  OVERALL PERFORMANCE RATING  <table style="border-collapse: collapse;"> <tr> <td style="border: 1px solid black; padding: 2px; text-align: center;">1</td> <td rowspan="3" style="font-size: 2em; padding: 0 5px;">}</td> <td rowspan="3" style="padding: 0 5px;"><b>SUCCESSFUL</b></td> </tr> <tr> <td style="border: 1px solid black; padding: 2px; text-align: center;">2</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px; text-align: center;">3</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px; text-align: center;">4</td> <td></td> <td style="padding: 0 5px;"><b>FAIR</b></td> </tr> <tr> <td style="border: 1px solid black; padding: 2px; text-align: center;">5</td> <td></td> <td style="padding: 0 5px;"><b>UNSUCCESSFUL (MUST Have Senior Rater Review)</b></td> </tr> </table>	1	}	<b>SUCCESSFUL</b>	2	3	4		<b>FAIR</b>	5		<b>UNSUCCESSFUL (MUST Have Senior Rater Review)</b>	<b>PART IX - SENIOR RATER (if used)</b>  BULLET COMMENTS (Performance/Potential)          A completed DA Form 7222-1 was received with this report and considered in my evaluation and review: <input type="checkbox"/> YES <input type="checkbox"/> NO (Explain)	
1	}			<b>SUCCESSFUL</b>									
2													
3													
4		<b>FAIR</b>											
5		<b>UNSUCCESSFUL (MUST Have Senior Rater Review)</b>											



# Appendix K

## Rotational Assignment Evaluation

**INTERN ROTATIONAL ASSIGNMENT WORKSHEET**

**INTERN NAME:**

**LOCATION OF ROTATIONAL ASSIGNMENT:**

**DATES OF ASSIGNMENT:            TO**

**OBJECTIVES OF ASSIGNMENT & ASSOCIATED CORE COMPETENCIES:**

**MAJOR DUTIES AND TASKS (LIST):**

**INTERN SUPERVISOR SIGNATURE:\_\_\_\_\_DATE:\_\_\_\_\_**

**ROTATIONAL ASSIGNMENT  
SUPERVISOR SIGNATURE:\_\_\_\_\_DATE:\_\_\_\_\_**

**INTERN SIGNATURE:\_\_\_\_\_DATE:\_\_\_\_\_**

## INTERN EVALUATION OF ROTATIONAL ASSIGNMENT

Intern Programs are designed to provide new employees and employees newly assigned to specific professional career programs with academic training and work experience. During the two-year intern program, interns are given an opportunity to expand their knowledge of the Army mission and programs, refine abilities, and develop skills needed to enter a target position at the end of the program. A rotational assignment is a vital part of the intern's professional development. Rotational assignments must be carefully planned and implemented. This form is designed to help plan and evaluate rotational assignments for interns. Each intern must fill out this form upon the completion of each rotational assignment.

- 1. What were the major tasks, projects and responsibilities you were assigned or completed during this rotational assignment?**
  
- 2. Did you achieve the learning objectives identified in your Intern Rotational Assignment Worksheet? If not, why? What core competencies were addressed in this assignment?**
  
- 3. What were the starting and ending dates of this rotational assignment? Was the time sufficient to achieve the stated learning objectives?**
  
- 4. Were the supervision and on-the-job training adequate to achieve stated learning objectives? If not, why?**
  
- 5. What are your recommendations for improving this rotational assignment?**

**Other Comments:**

INTERN SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

ROTATIONAL ASSIGNMENT LOCATION: \_\_\_\_\_

ROTATIONAL ASSIGNMENT DATES: \_\_\_\_\_

## **ROTATIONAL ASSIGNMENT SUPERVISOR EVALUATION**

During the two-year intern program, interns are given opportunities to expand their knowledge of the Army mission and programs, refine their abilities and develop skills needed to enter a target position at the end of the program. A rotational assignment is a vital part of the intern's professional development. Rotational assignments must be carefully planned and implemented.

This form is designed to evaluate and help plan rotational assignments for the interns. Every rotational assignment supervisor is requested to evaluate the intern's performance while in your organization.

**Intern Name:**

**Rotational Assignment Dates:**

- 1. Did the intern display highly developed interpersonal skills and a willingness to be a team player during this rotational assignment?**
- 2. Did he or she achieve the learning objectives identified in the Rotational Assignment Worksheet? If not, why?**
- 3. Did the intern display the ability to assist the office in its mission?**
- 4. What was your overall impression of the rotational assignment?**

**Please comment on the following questions:**

**1. What are the intern's greatest strengths?**

**2. How could the intern improve?**

**3. What could have improved the rotational assignment?**

**4. Based on this rotational assignment, would you host another intern?**

Other Comments:

ROTATIONAL ASSIGNMENT  
SUPERVISOR SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_





