

ANNEX E

COURSE DESCRIPTIONS - RESIDENT

COURSE TO COMPETENCY GROUP MATRIX				
COURSE TITLE			TRAINING SOURCE	CORE COMPETENCY GROUP*
*FS-Financial Stewardship	FDS-Financial Decision Support	LOM – Leadership & Organizational Management		
1.	Accounts Payable		USAFS	FS
2.	Activity Based Costing		USDA	FDS
3.	Advanced Auditing Techniques		USAAA	FS
4.	Advanced Communication Course		USAAA	FS/FDS
5.	Advanced Cost and Price Analysis		MGTC	FDS
6.	Advanced Management Accounting and Analysis		USAFS	FDS
7.	Advanced Management Analysis		USDA	FDS
8.	Advanced Management Seminar		USDA	FDS
9.	Adverse and Performance Based Actions		USDA	LOM
10.	Apex Orientation for New SES		OSD	LOM
11.	Appropriations Law Seminar		MGTC	FS
12.	Army Comptroller Course		FM&C	FS/FDS
13.	Army Comptrollership Program		FM&C	FS/FDS /LOM
14.	Assertiveness Skills		USDA	LOM
15.	Audit Management School (DoD)		DOD/USAA	LOM
16.	Audit Process - Basic		USAAA	FS/FDS
17.	Basic Agency Software Training Course		USDA	FDS
18.	Basic Communication Course		USAAA	FDS/ LOM
19.	Basic Communications Skills		USDA	LOM
20.	Basic Contract Administration		USDA	FDS
21.	Basic Contracting		ALMC	FDS
22.	Basic Employee Relations		USDA	LOM
23.	Basic Federal Accounting Principles		MGTC	FS
24.	Basic Governmental Auditing		USDA	FS
25.	Basic Labor Relations		USDA	LOM
26.	Basic Statistics		USDA	FDS
27.	Bookkeeping and Accounting (Government)		USDA	FS
28.	Budget Analysis Workshop		USDA	FDS
29.	Budget and Accounting for Revolving Funds		USDA	FDS
30.	Budget Execution		USDA	FDS

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*FS-Financial Stewardship		FDS-Financial Decision Support	
		LOM – Leadership & Organizational Management	
31.	Budget Formulation	USDA	FDS
32.	Budget Justification and Presentation	USDA	FDS
33.	Computer Training Courses: Various Software Applications	USDA	FDS
34.	Contract Pricing	AFIT	FDS
35.	Contracting Officer’s Representative	USDA	FDS
36.	Cost /Schedule Control Systems Criteria (C/SCSC)	AFIT	FDS
37.	Cost Accounting Concepts	USDA	FDS
38.	Cost Accounting I & II	USDA	FS/FDS
39.	Cost Accounting Standards	USDA	FS/FDS
40.	Cost and Price Analysis	USDA	FDS
41.	Cost Benefit Analysis Workshop	USDA	FDS
42.	Cost Estimating for Engineers	ALMC	FDS
43.	Cost Risk Analysis	USDA	FDS
44.	Data Collection and Analysis	USDA	FDS
45.	Decision Risk Analysis	ALMC	FDS
46.	Defense Regional Inter-Service Support (DRIS) Agreements	ALMC	FDS
47.	Defense Resource Management Course	NPGS	FS/FDS
48.	DoD Graduate Level Financial Management Program	USN	FS/FDS/LOM
49.	Economics of Analysis	USDA	FDS
50.	Effective Briefing Techniques	USDA	LOM
51.	Enhanced Defense Financial Management Training	USDA	FS/FDS
52.	Equal Opportunity Seminar for General Officers/SES Members	DEOMI	LOM
53.	Establishing and Evaluating Team Performance	USDA	LOM
54.	Ethics and Integrity in Government Acquisition	USDA	FS/FDS
55.	Ethics for Senior Executives	USDA	LOM
56.	Executive Development Seminar	OPM	LOM
57.	Executive Management	DSMC	LOM
58.	Federal Appropriations Law Course	USDA	FS
59.	Federal Appropriations Law Update	USDA	FS
60.	Federal Budget Process	USDA	FDS
61.	Federal Government Accounting I	USDA	FS
62.	Federal Government Accounting Standards	FMS	FS
63.	Federal Governmental Accounting II	USDA	FS
64.	Fiscal Law Course	JAG	FS

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*FS-Financial Stewardship FDS-Financial Decision Support LOM – Leadership & Organizational Management			
65.	Force Integration Course for General Officers/SES Members	AFMS	LOM
66.	Fraud Awareness	USAAA	FS
67.	Fundamentals of Cost Analysis	ALMC	FDS
68.	Fundamentals of Earned Value Management	DSMC	FDS
69.	Fundamentals of Systems Acquisition Management	DSMC	FDS
70.	Government Bookkeeping and Accounting	USDA	FS
71.	Installation Logistics Management	ALMC	FDS
72.	Intermediate Auditor School	USAAA	FS/FDS/LOM
73.	Intermediate Cost Analysis	AFIT	FDS
74.	Intern Leadership Development Course	CAL	LOM
75.	Interpersonal Communications	USDA	LOM
76.	Introduction to Federal Accounting	USDA	FS
77.	Introduction to Financial Management	USDA	FDS
78.	Introduction to Information Management in the Federal Government	USDA	FDS
79.	Introduction to Life-Cycle Costing	AFIT	FDS
80.	Introduction to Management Analysis	USDA	FDS
81.	Introduction to Personnel Management	USDA	LOM
82.	Leadership Development Program	CCL	LOM
83.	Leadership Education and Development	CAL	LOM
84.	Leadership: Change, Challenge and Empowerment	USDA	LOM
85.	Management Accountability and Control	USDA	FS/FDS
86.	Management Analysis: Data Gathering	USDA	FDS
87.	Management Analysis: Planning Course	USDA	FDS
88.	Managing Workforce Diversity	USDA	LOM
89.	Manpower and Force Management	ALMC	FDS
90.	Military Accounting	USAFS	FS
91.	National Security Decision-making Seminar	SYRACUSE	LOM
92.	National Security Leadership Course	SYRACUSE	LOM
93.	National Security Management Course	SYRACUSE	LOM
94.	Operations Research Special Topics Seminar	ALMC	FDS
95.	Operations Research/Systems Analysis Continuing Education Program	USAAA	FDS

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*FS-Financial Stewardship FDS-Financial Decision Support LOM – Leadership & Organizational Management			
96.	OPM Briefing for New SES	OPM	LOM
97.	Organizational Leadership for Executives	CAL	LOM
98.	Performance Measurement: Financial and Program Evaluation	USDA	FDS
99.	Personnel Management for Executives (PME) I, II	AMSC	LOM
100.	Personnel Management for Supervisors and Managers	USDA	LOM
101.	Planning, Programming, Budgeting and Execution System	USAFS	FS/FDS/LOM
102.	Position Classification for Supervisors and Administrative Staff	USDA	LOM
103.	Position Classification: Analysis and Evaluation	USDA	LOM
104.	Practical Comptrollership	NPGS	FS/FDS
105.	Professional Military Comptroller School	USAF	FS/FDS
106.	Professional Resource Management Course	USA/SYR	FS/FDS/LOM
107.	Program Evaluation Techniques	USDA	FDS
108.	Program for Senior Managers in Government	SYRACUSE	LOM
109.	Project Management	USDA	FDS
110.	Reengineering in the Public Sector	USDA	FDS
111.	Report Writing	USDA	FS/FDS
112.	Resource Management Budget Course	USAFS	FDS
113.	Senior Course Tracks	USAAA	FS/FDS/LOM
114.	Senior Executive Service (SES) Training Course	HQDA/NCR	LOM
115.	Statistics for Management	USDA	FDS
116.	Supervising/Managing the Audit	USAAA	FS/LOM
117.	Supervision and Group Performance	USDA	LOM
118.	Supervisor Development Course (SDC) (Correspondence)	AIPD	LOM
119.	Sustaining Base Leadership and Management Program	AMSC	LOM
120.	System Acquisition Management for General and Flag Officers	DSMC	FDS
121.	Team Leadership Essentials	USDA	LOM
122.	Technical Writing	USDA	FS/FDS/LOM

TRAINING SOURCES	ACRONYMS
Army Force Management School	AFMS
Army Management Staff College	AMSC
Air Force Institute of Technology	AFIT
Center for Army Leadership	CAL
Defense Acquisition University	DAU
Defense Systems Management College	DSMC
Financial Management & Comptroller	FM&C
U.S. Treasury-Center for Applied Financial Management	FMS
Federal Executive Institute	FEI
Government Affairs Institute - Brookings Institution	GAI
U. S. General Services Administration	GSA
Center for Creative Leadership	CCL
Headquarters, Department of the Army	HQDA
Army Legislative Affairs Fellowship Program	ALAFP
Management Concepts, Incorporated	MGTC
Office of Personnel Management	OPM
Naval Center for Acquisition Training	NCAT
U.S. Office Of Personnel Management	OPM
U.S. Department of Agriculture-Graduate School	USDA
U.S. Army Audit Agency	USAAA
U.S. Army Finance School	USAFS
U.S. Army Judge Advocate General School	JAG
U.S. Federal Financial Management Network	USFED
Interactive Technology Group	ITG
Naval Post Graduate School	NPGS
COMPETENCIES BY COMPETENCY GROUP	ACRONYMS
FINANCIAL STEWARDSHIP	FS
Accounting	FS
Auditing	FS
Fiscal Law	FS
Budgeting	FS
Managerial Fiscal Responsibility	FS
Resource and Program Management	FS
FINANCIAL DECISION SUPPORT	FDS
Acquiring and Contracting	FDS
Business Processes and Practices	FDS
Cost and Operations Research Analysis	FDS

COMPETENCIES BY COMPETENCY GROUP	ACRONYMS
FINANCIAL DECISION SUPPORT (continued)	FDS
Information Technology (IT) Management and Application	FDS
Managerial Services	FDS
Organizational Performance Measurement	FDS
Project Management	FDS
LEADERSHIP & ORGANIZATIONAL MANAGEMENT	LOM
Interpersonal Skills	LOM
Human Resource Management	LOM
Leadership & Management Development	LOM
Strategic Vision	LOM

CONTINUING PROFESSIONAL EDUCATION AND CONTINUING EDUCATION UNITS

Many courses, workshops, training events, and meetings award Continuing Professional Education (CPE) or Continuing Education Unit (CEU) credits. The following describes CPE and CEU credits:

1. Continuing Professional Education (CPE): An academic measure used by various states and licensing organizations to encourage and enhance professionals to keep current in theoretical and procedures changes in their chosen career field. The academic measure for calculating CPE credits is a fifty (50) minute contact hour as equivalent to one CPE credit. The National Registry of CPE Sponsors further quantifies CPE credits as:

- a. Under the semester system, 15 contact hours are equivalent to one CPE credit.
- b. Under the quarter system, 10 contact hours are equivalent to one CPE credit.
- c. Self-study programs base CPE credit on average completion time per course.

2. Continuing Education Credit (CEU): A nationally recognized, uniform unit of measurement used to quantify continuing education and training activities. The CEU is defined as ten contact hours of participation in an organized continuing education experience under responsible sponsorship, capable direction and qualified instruction. The above information is provided as general guidelines. CEU courses are not designed to convert training hours into semester hours. A college, university or training organization is not required to grant as much credit as recommended by the reviewers.

Clarification on the amount of CPE/CEU credits granted for all courses must be obtained from the training activity.

The following resident course descriptions identify known CPE or CEU credits by course.

COURSE DESCRIPTIONS - RESIDENT

1. ACCOUNTS PAYABLE

COURSE LENGTH: 1 week, 3 days

SPONSOR/LOCATION: US Army Finance School, Fort Jackson, SC

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Covers organization and functions of commercial accounts branch. Includes instruction on receipt, examination, preparation, and processing of vouchers from commercial vendors. Discusses the prompt payment act, including calculation of discounts and interest penalties. Covers imprest fund and small purchase procedures. Discusses commercial accounts section.

2. ACTIVITY BASED COSTING

COURSE LENGTH: 2 Days

SPONSOR/LOCATION: Graduate School, USDA Audit Training Institute,
Washington, DC

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (16 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Results Driven (Accountability)

DESCRIPTION: Course covers basics of activity based costing to determine unit costs and to find ways to improve timeliness, quality and cost of program delivery. Addresses cost pools, activity drivers, and unit costs. Course will examine the application of ABC a tool to be used for making decisions in budgeting, pricing, consolidation, outsourcing, and monitoring efficiency and quality of costs.

3. ADVANCED AUDIT TECHNIQUES

COURSE LENGTH: 4 1/2 days

SPONSOR/LOCATION: US Army Audit Agency/Various locations

TARGET CAREER PHASE: Specialist/Journey Level & Manager (Lead Auditor/Auditor in Charge/Supervisory - Auditor/GS-12/15)

COMPETENCY GROUP/CPE/CEU: Financial Stewardship

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Results Driven (Problem Solving, Technical Credibility)

DESCRIPTION: Designed to fill the need of a "bridge" connecting training on computer skills and knowledges, and the use of the computer in an audit environment. Students must bring their own laptop computer with them for this hands on course. A sample of subjects in this course include using Excel advanced analytical (regression) to reduce audit effort/cycle time, developing file "sweeps" in ACCESS, determining how to "go get data" off a mainframe, testing internal controls, improving report adjudication and providing customers with understandable statistical measures of precision.

4. ADVANCED COMMUNICATION COURSE

COURSE LENGTH: 1 Week

SPONSOR/LOCATION: US Army Audit Agency/Various locations

TARGET CAREER PHASE: Specialist/Journey Level & Manager - Auditor-in-Charge/GS-12-14

COMPETENCY GROUP/CPE/CEU: Financial Stewardship

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: This one-week course emphasizes skills and techniques for reviewing work papers, findings, and audit reports.

5. ADVANCED COST & PRICE ANALYSIS

COURSE LENGTH: 5 Days

SPONSOR/LOCATION: Management Concepts Incorporated, Vienna, VA

TARGET CAREER PHASE: Specialist/Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (40 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Results Driven (Decisiveness, Problem Solving)

DESCRIPTION: Course covers the troublesome areas of contract cost and price analysis. Specifically addresses cost estimating; contractor price, cost and profit analysis; contract pricing negotiations; pricing problems after contract award; analysis of direct costs.

6. ADVANCED MANAGEMENT ACCOUNTING AND ANALYSIS

COURSE LENGTH: 2 weeks

SPONSOR/LOCATION: US Army Finance School, Fort Jackson, SC

TARGET CAREER PHASE: Intern/Entry Level & Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (80 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Deals with appropriated fund accounting. One week focuses on the Army Accountant's Handbook; the other addresses accounting analysis, including a staff study.

7. ADVANCED MANAGEMENT ANALYSIS

COURSE LENGTH: 4 - 5 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (2.4 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Results Driven (Problem Solving)

DESCRIPTION: Compares various approaches to organizational problems. Uses case studies to learn how to plan a study, spot and analyze the problem systematically, analyze organizational direction, find out how workers feel, judge efficiency, economy, effectiveness, and productivity, and talk with management.

8. ADVANCED MANAGEMENT SEMINAR

COURSE LENGTH: 1 week

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support; Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Leading People (Conflict Management, Cultural Awareness)

DESCRIPTION: Provides opportunities to begin experimenting and testing individual managerial style, concepts and approaches. Provides a total systems experience.

9. ADVERSE AND PERFORMANCE-BASED ACTIONS

COURSE LENGTH: 4 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: All Levels –(Anyone who needs a thorough knowledge of how to process formal cases against problem employees under adverse action (5 USC 752) and performance-based action (5 USC 432) regulations, including personnel specialists and agency managers).

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(2.4 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Leading People (Conflict Management)

DESCRIPTION: Course designed to learn the correct steps for initiating and processing a formal adverse action claim. Course outlines the rules/procedures for determining case jurisdiction and causes; Penalties; Appeals and grievance procedures; and discusses “Whistle-blower” issues.

10. APEX ORIENTATION PROGRAM

COURSE LENGTH: 2 weeks (within 1 year of appointment to the SES)

SPONSOR/LOCATION: DOD, SES Education and Training Office, Washington Headquarters Services (Personnel & Security Division) 5001 Eisenhower Avenue, Alexandria, VA. Washington DC, Charlottesville, VA and travel to Unified Combatant Commands

TARGET CAREER PHASE: SES

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading Change (Service Motivation, Strategic Thinking), Leading People (Cultural Awareness, Integrity/Honesty), Building Coalitions/Communication (Influencing/Negotiating, Partnering, Political Savvy)

DESCRIPTION: The program addresses issues and topics of common concern, regardless of Component affiliation including DOD goals and priorities; the Joint Chiefs and Joint Commands; Component plans and perspectives; Service structures; acquisition; budget and financial administration; personnel and resources; leadership; evolving issues; logistics; diversity; ethics; integrity; conflict of interest; and protocol. The program includes a one-week residential seminar and a week of travel to four Unified Combatant Commands and neighboring military installations. The purpose of the travel week is to enhance the participants' knowledge of the joint military environment and give them a greater appreciation of the roles and responsibilities of U.S. service members.

11. APPROPRIATIONS LAW SEMINAR

COURSE LENGTH: 4 Days

SPONSOR/LOCATION: Management Concepts Incorporated, Vienna, VA

TARGET CAREER PHASE: Specialist/Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship (32 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Course interprets appropriations; determining appropriation availability as to purpose; establishing appropriation availability time and amount; obligating appropriations; responding to continuing resolutions.

12. ARMY COMPTROLLER COURSE

COURSE LENGTH: 4 Weeks

SPONSOR/LOCATION: Syracuse University, Syracuse, N.Y.

TARGET CAREER PHASE: Specialist/Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: The Army Comptrollership Course (ACC) is a 4-week comprehensive training experience, intended for journey-level Army civilian careerists and newly designated FA 45 officers. ACC is a training course in Army financial management and comptrollership focusing on federal budget challenges, strategic planning, PPBES, fiscal law, activity and service-based costing, manpower management, contracting, management controls, competitive sourcing, financial operations, the legislative process, and installation and major command resource management. Concept is to put newly designated FA 45 officers on equal footing, since fewer than 20 percent will have had military comptrollership training or experience before being designated. ACC will be mandatory for FA 45s after Command and Staff College.

13. ARMY COMPTROLLERSHIP PROGRAM (ACP)

COURSE LENGTH: 14 months

SPONSOR/LOCATION: Syracuse University, Syracuse, NY

TRAINING CATEGORY: Competitive

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Stewardship, Financial Decision Support, Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies): Leading Change (Continual Learning) , Leading People (Team Building), Results Driven (Problem Solving), Business Acumen (Financial Management) Building Coalitions/Communication (Oral Communication, Written Communication)

DESCRIPTION: Provides a high quality, accelerated program of advanced education in resource management for selected Army officers and Department of the Army civilians. Includes a post-ACP operational assignment and placement prior to reporting to Syracuse University. Training provides the future resource managers with a conceptual perspective, practical analytical tools, and management skills required in the increasingly complex resource management environment. Requires a major research paper. May lead to a master's degree in business administration. Degree candidates are required to complete 51 credits. All students must successfully complete or obtain a waiver of the required management core courses.

14. ASSERTIVENESS SKILLS

COURSE LENGTH: 2 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Manager

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(1.2 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies): Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communications)

DESCRIPTION: Emphasizes differences between non-assertive, assertive, and aggressive behaviors and how verbal and nonverbal behavior influence others' behavior. Teaches more productive ways to communicate instructions, recommendations, and feelings.

15. AUDIT MANAGEMENT SCHOOL (DoD)

COURSE LENGTH: 1 week

SPONSOR/LOCATION: US Army Audit Agency/USAF Audit Agency/Various locations

TARGET CAREER PHASE: Specialist/Journey Level & Manager - Audit Manager/GS-12-13

COMPETENCY GROUP/CPE/CEU: Financial Stewardship

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: This course is held jointly with Air Force Audit Agency. The one week course will address the skill and knowledge required by auditor supervisors. The course provides tools to build and lead audit teams.

16. AUDIT PROCESS - BASIC

COURSE LENGTH: 2 weeks

SPONSOR/LOCATION: US Army Audit Agency/Various locations

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Introduces to new auditors the duties and responsibilities of Army internal auditors. Students learn the audit process through the completion of the "audit game."

17. BASIC AGENCY SOFTWARE TRAINING COURSE

COURSE LENGTH: Varies

SPONSOR/LOCATION: US Army Audit Agency/Various locations/Various vendors

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level - Staff Auditor/GS-5/7/9

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies): Business Acumen (Technology Management)

DESCRIPTION: Comprised of a combination of Microsoft Office (Powerpoint, ACCESS, Word, and Outlook) automation related training modules.

18. BASIC COMMUNICATION COURSE

COURSE LENGTH: 4 days

SPONSOR/LOCATION: US Army Audit Agency/Various locations

TARGET CAREER PHASE: Intern/Entry Level & Specialist/Journey Level - GS-9/11

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management and Financial Stewardship

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies): Building Coalitions/Communication (Oral communication, Written Communication)

DESCRIPTION: 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.

19. BASIC COMMUNICATIONS SKILLS

COURSE LENGTH: 5 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/Journey Level

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(3 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Building Coalitions/Communication (Oral Communication, Written Communication)

DESCRIPTION: For all employees who want to develop their basic communication skills speaking, listening and writing to become more effective on the job. Course topics: How to deal effectively with different personalities; How to gain valuable communication experience to help you achieve your goals; Understanding your own behavior style; How to deliver an oral presentation; Effective organization and composition of written work; Analyzing your verbal and nonverbal communication skills; Recognizing communication barriers and how to minimize them; and examining new approaches that will help you work well with others.

20. BASIC CONTRACT ADMINISTRATION

COURSE LENGTH: 5 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level (Personnel involved in the federal contracting process.)

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (3.0 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Course provides an understanding of how to administer contracts for supplies and services beginning with establishing a plan and ending with contract closeout. It makes you aware of the critical duties performed by contracting personnel during the post-award administration phase of the acquisition process.

21. BASIC CONTRACTING

COURSE LENGTH: 3 Weeks, 4 days

SPONSOR/LOCATION: U.S. Army Logistics Management College, Fort Lee, VA

TARGET CAREER PHASE: Intern/Entry Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (16 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: This is a survey course encompassing the entire contracting process from receipt through contract completion including close-out. Students are introduced to the organization and utilization of the federal Acquisition Regulation (FAR) and DoD Supplement to the FAR (DFARS), as well as ethics and basic contract law. Application of the information presented is reinforced through a series of practical exercises that emphasize commercial practices including simplified acquisition procedures.

22. BASIC EMPLOYEE RELATIONS

COURSE LENGTH: 4 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(2.4 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Leading People (Conflict Management)

DESCRIPTION: Topics covered include applicable statutes, conduct and discipline issues, performance, probationary periods, leave and control, medical issues and accommodating the disabled, performance management, grievances, appeals, awards and recognition, and new developments in employee relations.

23. BASIC FEDERAL ACCOUNTING PRINCIPLES

COURSE LENGTH: 5 Days

SPONSOR/LOCATION: Management Concepts Incorporated, Vienna, VA

TARGET CAREER PHASE: Intern/Entry Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship (24 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Course addresses the federal accounting cycle; double-entry accounting techniques; original entries; fund accounting concepts; standard general ledger, and journal entries.

24. BASIC GOVERNMENTAL AUDITING

COURSE LENGTH: 1 week

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship (40 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Provides information on explaining the requirements and expectations of a governmental auditor by: describing the legal and regulatory standards that apply to governmental auditors; address how Government Auditing Standards are applied in audits; identifies appropriate evidence and preparing audit working papers that meet Government Auditing Standards; developing audit findings with condition, criteria, cause, effect and recommendations; and communicating audit findings to several different audiences.

25. BASIC LABOR RELATIONS

COURSE LENGTH: 4 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(2.4 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Leading People (Conflict Management)

DESCRIPTION: Topics covered include stages of the collective bargaining process, labor relations program, employee-management relationship under Title VII, contract administration, negotiation process and resolution of impasses, grievance systems, and arbitration.

26. BASIC STATISTICS

COURSE LENGTH: 4 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (32 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Addresses the terms, symbols, and formulas used in descriptive statistics. Covers the concepts of correlation and regression analysis. Topics include the meaning and role of statistics, frequency distributions and arrays, means, measures of variation, and normal distribution.

27. BOOKKEEPING AND ACCOUNTING (GOVERNMENT)

COURSE LENGTH: 40 hours of training within 6 months time

SPONSOR/LOCATION: Graduate School, US Department of Agriculture's National Independent Study Center

TARGET CAREER PHASE: Intern/Entry Level & Specialist/Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Effect of financial transactions on specific categories of assets, liabilities, equity, income, cost, and expenses; journal vouchers (general journals); general ledger; trial balances; financial statements; compliance with General Accounting Office guidelines.

28. BUDGET ANALYSIS WORKSHOP

COURSE LENGTH: 3 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (32 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Develops workload, efficiency, and effectiveness measures for a typical Federal program; identifies strengths and weaknesses of budget justifications; conducts a mid-fiscal year financial review; comments on the financial implications of audit findings.

29. BUDGET AND ACCOUNTING FOR REVOLVING FUNDS

COURSE LENGTH: 3 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Demonstrates how revolving funds operate, how to prepare a budget for a typical program, how to interpret a Federal financial report, and ways to measure your revolving fund budget plan against actual program results.

30. BUDGET EXECUTION

COURSE LENGTH: 4 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (32 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Covers the "reformulation" of spending plans based on the appropriation bill as passed by Congress. Topics cover sequence of events in budget execution; impoundments, rescissions, and deferrals; reporting on budget execution; anti-deficiency act; reprogramming of funds; decision-making in budget execution; following OMB Cir A-34; and writing a budget execution plan.

31. BUDGET FORMULATION

COURSE LENGTH: 4 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (32 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Teaches students to use proper budget terminology, to describe how a Federal agency develops its budget submission, calculate from raw data the number needed for a budget submission, complete budget schedules in tune with OMB Cir A-11, and rework budget schedules to keep current with Presidential directives.

32. BUDGET JUSTIFICATION AND PRESENTATION

COURSE LENGTH: 3 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (24 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Presents justifications, assembling of technical support for presentation, advocate funding and personnel resource requirements to Congress.

33. COMPUTER TRAINING COURSES: (Various Software Applications)

COURSE LENGTH: Each software application course - 2 day

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Technology Management)

DESCRIPTION: dBASE III PLUS covers database management and concepts; EXCEL covers Microsoft's spreadsheet and operations, FOXPRO covers database and related concepts; POWERPOINT Microsoft's presentation software; WINDOWS covers Microsoft's interface with the disk operating system, the use of icons, print manager and other tasks; and WORD for WINDOWS covers Microsoft's word processing application.

34. CONTRACT PRICING

COURSE LENGTH: 2 weeks

SPONSOR/LOCATION: Air Force Institute of Technology/
Wright-Patterson Air Force Base, OH

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (7.3 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Estimates environment in which price analysis takes place, sources of data, methods for analyzing direct and indirect costs, performing profit analysis, and selected current pricing topics.

35. CONTRACTING OFFICER'S REPRESENTATIVE

COURSE LENGTH: 1 week, 4 days

SPONSOR/LOCATION: US Army Logistics Management College, Fort Lee, VA

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (1.8 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Provides overview of legal requirements and fundamentals of contracting that lead to award of a contract. Course concentrates on service contracts.

36. COST/SCHEDULE CONTROL SYSTEMS CRITERIA (C/SCSC)

COURSE LENGTH: 3 weeks

SPONSOR/LOCATION: Air Force Institute of Technology
Wright-Patterson Air Force Base, OH

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Results Driven (Accountability, Technical Credibility), Business Acumen (Financial Management)

DESCRIPTION: Provides an understanding of the evaluation and surveillance techniques of contractor-initiated performance measurement systems. Course content includes in-depth analysis of the C/SCSC criteria and their interrelationships, effect on contractor performance measurement and the discipline, visibility, and integrity effects they have on contractor management control systems.

37. COST ACCOUNTING CONCEPTS

COURSE LENGTH: 3 days

SPONSOR/LOCATION: US Department of Agriculture/Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: This course will provide concepts and practical applications of how cost accounting may be employed in operations. Topics covered include the role of managerial cost accounting, scope and objectives of Federal Accounting Standards Advisory Board, cost processes and methodology, and basic principles and concepts.

38. COST ACCOUNTING I & II

COURSE LENGTH: 1 semester credit

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers, Evening School.

TARGET CAREER PHASE: Intern/Entry Level & Specialist/Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship & Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Aspects of job order cost accounting systems and procedures, uses in decision-making, analyses, and control.

39. COST ACCOUNTING STANDARDS

COURSE LENGTH: 24 hours

SPONSOR/LOCATION: USDA Graduate School Audit Training Institute,
Washington, DC

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Stewardship & Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: For contracts auditing: federal Cost Accounting Standard clauses applications to contracts and grants with local and state governments, education institutions, and nonprofit organizations.

40. COST AND PRICE ANALYSIS

COURSE LENGTH: 3 weeks

SPONSOR/LOCATION: US Department of Agriculture/Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager; Contract specialists, program managers, project managers, cost analysts, price analysts, accountants, auditors, financial managers, purchasing agents and others who need an overview of contract pricing.

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (3.0 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Gain the general concepts, principles and basic techniques of cost and price analysis; Learn to estimate the price of contracts and proposals under competitive and non-competitive market conditions; Identify and use various pricing techniques, such as catalog or market pricing, comparative and historical pricing and value analysis.

41. COST BENEFIT ANALYSIS WORKSHOP

COURSE LENGTH: 3 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level (While there is no grade restriction, this course is designed for mid-level managers, analysts and staff who have no previous training in cost-benefit analysis and who are in positions where a working knowledge of cost-benefit analysis is important.

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (24 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Courses addresses: Quantify benefits from available data; Performance of basic cost-benefit studies; Time-value of money in cost-benefit studies; Planning framework for cost-benefit studies; Types and behaviors of costs; Present value concept; Cost-effectiveness vs. cost-benefit Internal rate of return; OMB Circular A-94.

42. COST ESTIMATING FOR ENGINEERS

COURSE LENGTH: 2 weeks

SPONSOR/LOCATION: US Army Logistics Management College, Fort Lee, VA

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Provides an overview into the qualitative and quantitative techniques used in cost estimating and cost analysis. Addresses methods of developing cost estimates, as well as procedures for evaluating uncertainties in the cost estimates. Topics include design-to-cost, statistics, regression analysis, economic analysis, and learning curve theory.

43. COST RISK ANALYSIS

COURSE LENGTH: 3 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/Regional Training Centers, Evening School

TARGET CAREER PHASE: Intern/Entry Level & Specialist/Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (9.9 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies): Business Acumen (Financial Management)

DESCRIPTION: Cash vs. accrual-based costing, unit cost determination, fixed and variable costs, standard costs, variance analysis, incremental costs, replacement costs.

44. DATA COLLECTION AND ANALYSIS

COURSE LENGTH: 1 week

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies): Results Driven (Accountability, Problem Solving), Business Acumen (Financial Management)

DESCRIPTION: Shows how to collect and analyze data and how methods shape results and reliability of management study or audit.

45. DECISION RISK ANALYSIS

COURSE LENGTH: 2 weeks

SPONSOR/LOCATION: US Army Logistics Management College, Fort Lee, VA

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Provides theory and application of methodology for a decision risk analysis. Subjects include an analytical techniques, clinic, decision analysis, subjective estimation, network techniques, and simulation. Case studies emphasized.

46. DEFENSE REGIONAL INTER-SERVICE SUPPORT (DRIS) AGREEMENTS

COURSE LENGTH: 1 week

SPONSOR/LOCATION: US Army Logistics Management College, Fort Lee, VA

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Concentrates on DRIS regulatory policies and procedures, organizational functions and responsibilities, inter-service, interdepartmental and interagency support agreement negotiations, DRIS studies, preparation of DD Form 1144 and supporting documents, and DRIS reporting.

47. DEFENSE RESOURCES MANAGEMENT COURSE (DRMC)

COURSE LENGTH: 4 weeks

SPONSOR/LOCATION: Defense Resources Management Institute,
Naval Postgraduate School/Monterey, CA

TRAINING CATEGORY: Competitive

TARGET CAREER PHASE: Specialist/Journey Level & Manager & Executive

COMPETENCY GROUP/CPE/CEU: Financial Stewardship, Financial Decision Support

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Results Driven (Accountability, Decisiveness, Problem Solving), Business Acumen (Financial Management)

DESCRIPTION: Gives managers an opportunity to develop understanding of the concepts, principles, processes, applications and techniques of Defense Management Integration concepts, principles and techniques of management decision theory, economic reasoning, and quantitative analysis. Emphasis on the analytical aspects of resource management, including needs, objectives, alternatives, analytical models, effectiveness, cost and criteria analysis.

48. DEPARTMENT OF DEFENSE (DoD) GRADUATE LEVEL FINANCIAL MANAGEMENT PROGRAM

COURSE LENGTH: 2 years

SPONSOR/LOCATION: Executive Agent, Department of Navy/Washington, DC

TRAINING CATEGORY: Competitive

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Stewardship, Financial Decision Support, Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (S): Leading Change (Continual Learning), Leading People (Team Building), Results Driven (Problem Solving), Business Acumen (Financial Management)

DESCRIPTION: The DoD GLFMP is a two year program after duty hours. This program provides selected DoD civilian financial management employees with two years of off-duty study at an accredited institution. Upon completion, the individual is eligible to apply for a Masters deg Public Administration with a concentration in Financial Management. The program is open to civilian financial management personnel in grades GS-9 and above, in the Metropolitan Washington, DC area; Norfolk, VA; and Pearl Harbor, HI.

49. ECONOMICS OF ANALYSIS (Quality, Productivity, and Cost-Benefit Analysis)

COURSE LENGTH: 5 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (2.3 CEU)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Results Driven (Accountability, Decisiveness, Entrepreneurship), Business Acumen
(Financial Management)

DESCRIPTION: This course is ideal for analysts interested in improving their understanding of analysis. Participants in recent quality enhancement efforts seeking a different point of view and managers wishing to understand the role of quality, productivity, and cost analysis. Techniques in improving their organizations will also benefit.

50. EFFECTIVE BRIEFING TECHNIQUES

COURSE LENGTH: 1 week

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(1.8 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Building Coalitions/Communication (Influencing/Negotiating, Oral Communication)

DESCRIPTION: Provides ideas on how to prepare and present ideas more productively in less time and with better success. Uses video tapes, lectures, role-playing, films, and discussions to emphasize techniques of effective oral presentations.

51. ENHANCED DEFENSE FINANCIAL MANAGEMENT TRAINING (EDFMT)

COURSE LENGTH: 1 week

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey & Manager & Executive

COMPETENCY GROUP/CPE/CEU: Financial Stewardship/40 CPEs

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading Change (Accountability, Decisiveness, Technical Credibility) Results Driven
(External Awareness, Service Motivation, Strategic Thinking) Business Acumen (Financial
Management)

DESCRIPTION: Goal is to improve the overall technical and managerial capabilities of the resource management workforce by reviewing and discussing twelve core competencies. The twelve core competencies are: Government Resource Management Environment, Defense Resource Management Environment, Manpower Management, Fiscal Law, Accounting Finance, Management/Internal Controls, Planning, Programming and Budgeting, Cost and Economic Analysis, Business Management Process Improvement and Auditing. Course also emphasizes departmental standards rather than service specific solutions. Overall objective is to review, discuss and identify where to obtain further information on all 12-core competencies.

52. EQUAL OPPORTUNITY SEMINAR FOR GENERAL OFFICERS/SES MEMBERS

COURSE LENGTH: 2 days (within one year of appointment)

SPONSOR/LOCATION: Defense Equal Opportunity Management Institute (DEOMI),
Patrick AFB, FL., Cocoa Beach, FL

TARGET CAREER PHASE: Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Leading People (Cultural Awareness, Team Building)

PURPOSE: To enhance the leadership skills required to manage a diverse workforce effectively.

53. ESTABLISHING AND EVALUATING TEAM PERFORMANCE

COURSE LENGTH: 2 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(1.2 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies): Leading
People (Team Building)

DESCRIPTION: Course is designed for leaders, managers and team members who want to build results-oriented teams and objectively measure team performance. The course discusses how to objectively assess your team's internal process, cost effectiveness, and actual results. Training on how to use the balanced scorecard system to capture your team's accomplishments, and help you to recognize your team's achievements despite the constraints of existing performance management systems. Attendees will design a team reward system that works, and also develop results-oriented objectives and measures using the peer appraisal system to assess your team's performance.

54. ETHICS AND INTEGRITY IN GOVERNMENT ACQUISITION

COURSE LENGTH: 1 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Stewardship & Financial Decision
Support (0.6 CEU)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading People (Integrity/Honesty), Results Driven (Accountability), Building
Coalitions/Communication (Political Savvy)

DESCRIPTION: Course designed for all federal acquisition officials, program officials or others who need to know federal rules on ethics and integrity in government contracting. The course will examine the impact of the rules of professional conduct on the interaction between government employees and contractor personnel; other topics discussed are acquisition integrity, whistleblower provisions, anti-gratuity provisions, and revolving door legislation. Discuss on the status of the most current federal legislation and regulations on ethics in government contracting.

55. ETHICS FOR SENIOR EXECUTIVES

COURSE LENGTH: 1 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(0.6 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Leading People (Cultural Awareness, Integrity/Honesty)

DESCRIPTION: Course designed to promote ethical practices in your organization, to recognize potential unethical situations and resolve them effectively, to avoid conflicts of interest. Expand your understanding of ethical issues in the workplace.

56. EXECUTIVE DEVELOPMENT SEMINAR

COURSE LENGTH: 2 weeks

SPONSOR/LOCATION: Office of Personnel Management Centers/
Denver, CO; Kings Point, NY; and Oak Ridge, TN

TARGET CAREER PHASE: Manager

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading Change (Creativity and Innovation, External Awareness), Leading People (Cultural Awareness, Integrity/Honesty, Team Building)

DESCRIPTION: Address competencies that relate to the social-political-economical environment of the Federal Executive. Broadens the participants' understanding and administrative and managerial abilities.

57. EXECUTIVE MANAGEMENT

COURSE LENGTH: 3 weeks

SPONSOR/LOCATION: Defense Systems Management College, Fort Belvoir, VA

TARGET CAREER PHASE: Manager

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(9.6 CEU)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading Change (External Awareness), Building Coalitions/Communication
(Influencing/Negotiating, Partnering, Political Savvy)

DESCRIPTION: Explores the perspectives and positions of key decision-makers of the legislative and executive branches, and defense industry. Emphasis is on recent legislative and executive actions affecting weapon systems and on the policy and procedural initiatives with a profound effect upon their acquisition.

58. FEDERAL APPROPRIATIONS LAW COURSE

COURSE LENGTH: 4 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager & Executive

COMPETENCY GROUP/CPE/CEU: Financial Stewardship (32 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: This course is designed for budget professional, unit managers or attorneys. Prerequisite knowledge: a comprehensive understanding of the laws governing federal appropriations. Course covers how to correctly interpret appropriations law; Know how to use valuable reference guides, including the General Accounting Offices (GAO) Principles of Federal Appropriations Law; Know what time frames apply to federal appropriations and why it is critical to adhere to them; and how to use federal appropriations only for the purpose intended.

59. FEDERAL APPROPRIATION LAW UPDATE

COURSE LENGTH: 1 day

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager (Managers who have completed “Federal Appropriation Law”)

COMPETENCY GROUP/CPE/CEU: Financial Stewardship (8 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: This course covers the key principles of appropriations law, recent comptroller General opinions that may impact your agency, a summary of the newly released Volume III of the “Principles of Federal Appropriations Law”, and the trends in appropriations restrictions and requirements.

60. FEDERAL BUDGET PROCESS

COURSE LENGTH: 2 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (16 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Presents four phases of budget process, roles played by departments and agencies, budget's effect on nation's economic health, and understanding of budgeting terms such as appropriation, apportionment, allotment, obligation and outlay.

61. FEDERAL GOVERNMENTAL ACCOUNTING I

COURSE LENGTH: 2 semester credits; correspondence, 14 lessons.

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Basic principles and practices of accounting and concepts and methods of fund control systems in federal agencies; accounting for funding, processes (appropriation, apportionment, allotment, obligation, disbursement, and reimbursement); transfer appropriation, and working fund advances.

62. FEDERAL GOVERNMENT ACCOUNTING STANDARDS

COURSE LENGTH: 2 Days

SPONSOR/LOCATION: The Center for Applied Financial Management/FMS/Treasury

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship (24 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Survey of Federal Accounting Concepts and Standards Introduction to federal accounting standards and concept issuance by Federal Accounting Standards Advisory Board and the Office of Management and Budget. Covers standards 1-8 and Concept statements on Objectives of Reporting and Entity and Display.

63. FEDERAL GOVERNMENTAL ACCOUNTING II

COURSE LENGTH: 2 semester credits; correspondence, 8 lessons.

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Stewardship

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Course covers: inventory and property accounting; reimbursable operations; financed revolving funds; advanced principles of accrual accounting; reporting of accrued expenditures and accrued revenues; preparation of financial reports; accounting in decentralized operations; consolidation of cost accounting for area of program responsibility; relationship to cost-based budgeting and year-end closing; accounting for lapsed appropriations; and transfers.

64. FISCAL LAW

COURSE LENGTH: 4 1/2 days

SPONSOR/LOCATION: The Judge Advocate General's School, Charlottesville, VA

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Stewardship

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Gives basic knowledge of law and regulations on obligation and expenditure of appropriated funds and insight into current DA fiscal problems. Covers statutory constraints and administrative proceedings in appropriation control and DoD obligation of funds. Web address: <http://www.jagcnet.army.mil/tjagsa>.

65. FORCE MANAGEMENT COURSE FOR SENIOR LEADERS

COURSE LENGTH: 1 week (within one year of appointment to the SES)

SPONSOR/LOCATION: Army Force Management School, Fort Belvoir, VA

TARGET CAREER PHASE: Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Leading Change (External Awareness, Flexibility) Leading People (Conflict Management, Cultural Awareness, Team Building)

DESCRIPTION: The course familiarizes senior executives with the how to and why of determining force requirements and alternative means of resourcing requirements in order to accomplish Army functions and missions as related to their executive-level management positions within the joint/combined arena.

66. FRAUD AWARENESS

COURSE LENGTH: 3 days

SPONSOR/LOCATION: US Army Audit Agency/Various Locations

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level (Lead Auditor GS-9)

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: This course is designed to give auditors a basic understanding of their role in detecting and reporting fraud, as well as how to work with Criminal Investigation Division (CID). Auditors learn how agents build their cases and what the agent needs from auditors to build a case. The course covers functional areas such as acquisition, contract and environmental.

67. FUNDAMENTALS OF COST ANALYSIS

COURSE LENGTH: 3 weeks

SPONSOR/LOCATION: US Army Logistics Management College, Fort Lee, VA

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (9.9 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Addresses origin of cost analysis and its impact on decision making and overview of the fundamental concepts in cost and economic analyses. Other concepts include economic life, sunk cost and inflation. Discusses concept and goal of design-to-cost/design-to-unit-production-cost commitments and their relationships to the life-cycle model.

68. FUNDAMENTALS OF EARNED VALUE MANAGEMENT

COURSE LENGTH: 8 Class Days

SPONSOR/LOCATION: Defense Systems Management College, Fort Belvoir, VA

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Details the basic principles in planning, organizing, and integrating a development/production contract. Focuses on the use of earned value for measuring progress.

69. FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT

COURSE LENGTH: Internet

SPONSOR/LOCATION: Defense System Management College, Fort Belvoir, VA

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Provides contracting personnel with a fundamental knowledge and in-depth understanding of the systems acquisition environment from requirement definition to field deployment.

70. GOVERNMENTAL BOOKKEEPING AND ACCOUNTING

COURSE LENGTH: 4 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Emphasizes basic accounting principles and practices in Federal agencies. Covers reversing entries, disposition of prior balances of undelivered orders, appropriations, estimated appropriation reimbursements, apportionments and allotments, pre-payments, acquisition and inventories, operating costs and expenses, equipment acquisition, disposal and depreciation, disposition of proceeds from sale of assets, sales on account, cash receipts, and adjusting/closing entries. Course offers refresher training for those with prior accounting.

71. INSTALLATION LOGISTICS MANAGEMENT

COURSE LENGTH: 2 weeks

SPONSOR/LOCATION: US Army Logistics Management College, Fort Lee, VA

TRAINING CATEGORY: Competitive

TARGET CAREER PHASE: Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Provides coverage of all functional areas of the Directorate of Logistics (DOL) responsibilities, practices, and problems at all levels of the organization to develop and to increase competence and effectiveness in logistic support at the installation. Objectives are well suited for individuals whose job responsibilities interface with installation logistics either at the installation level or in a major command.

72. INTERMEDIATE AUDITOR SCHOOL

COURSE LENGTH: 1 week

SPONSOR/LOCATION: US Army Audit Agency/TBD

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship and Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: This is a one-week course composed of three subject tracts to provide training in several areas. The focus will be on work papers, writing findings, and management controls. The week will begin with a two-day concentration on how to write work papers and evolve into writing findings for the next two days. The last day will focus on management controls and the auditors' responsibility and the Yellow Book Standards. Attendees are invited to attend the entire week, or just the tracks they feel are essential to them.

73. INTERMEDIATE COST ANALYSIS

COURSE LENGTH: 3 weeks

SPONSOR/LOCATION: Air Force Institute of Technology/
Wright-Patterson Air Force Base, OH

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (8.9 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Provides the experienced cost analyst with the mathematical and statistical tools necessary to develop cost estimates for weapons systems. The course covers estimating the cost of an entire weapons system advanced regression techniques, treatment of uncertainty in cost analysis, use of models, estimating operations and support costs, and performing economic analysis. Final course for costing personnel in the DoD cost and price analysis curriculum.

74. INTERN LEADERSHIP DEVELOPMENT COURSE (ILDC)

COURSE LENGTH: 1 week

SPONSOR/LOCATION: Center for Army Leadership/on-site at Army installations and activities

TARGET CAREER PHASE: Intern/Entry Level (First six months)

COMPETENCY GROUP/CPE/CEU: Leadership and Organization Management

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Leading People (Cultural Awareness, Integrity/Honesty, Team Building)

DESCRIPTION: Provides instruction in and practical application of leadership doctrine and competencies including professional ethics, management technologies, planning, decision making, technical and tactical competencies, team development, teaching and counseling, supervision, and communications. Additionally, the course addresses the operational concept and structure of the US Army.

75. INTERPERSONAL COMMUNICATIONS

COURSE LENGTH: 2 - 3 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Leadership and Organization Management
(1.2 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Building Coalitions/Communication (Influencing/Negotiating, Partnering)

DESCRIPTION: Explains the dynamics of work groups. Participants learn to pinpoint communication problems, say what they mean, and analyze and improve communication systems.

76. INTRODUCTION TO FEDERAL ACCOUNTING

COURSE LENGTH: 4 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship (32 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: This in-depth course was developed for federal accounting technicians and clerks who want to sharpen their accounting expertise. Course address: Mastering the key concepts of federal government accounting; Making sure you are using generally accepted accounting principles; Prepare accurate transaction data; Know how to use the standard general ledger; and better analyze transaction flow techniques.

77. INTRODUCTION TO FINANCIAL MANAGEMENT

COURSE LENGTH: 4 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (24 CPE)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies): Business Acumen (Financial Management)

DESCRIPTION: Provides overview of functional areas of financial management, budgeting, accounting, internal control, and management services. Case materials give experience in summarizing, analyzing, and reporting financial results. Provides an understanding of the roles budget analysts, accountants, and auditors play in accomplishing financial management goals.

78. INTRODUCTION TO INFORMATION MANAGEMENT IN THE FEDERAL GOVERNMENT

COURSE LENGTH: 2 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (1.2 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies): Business Acumen (Technology Management)

DESCRIPTION: Course designed for anyone seeking to enhance their knowledge and understanding of how Information Management is being practiced today, or those who work in one area of IM and wish to update or broaden their knowledge. The course is intended to be equally useful for both managers and users of information resources. Topic discussed include; How to recognize the latest trends and directions in Information Management and the consequences in the federal government; How to assess the role of an Information Management program in improving mission performance and service delivery; Provide an understanding of the nature and scope of the functions that comprise information resources management. Course will provide a solid foundation in the fundamental nature and principles of information management while enhancing your ability to effectively manage information resources. You will come away with a greater and enhance ability to discover management practices for assuring the most effective use of information resources.

79. INTRODUCTION TO LIFE CYCLE COSTING

COURSE LENGTH: 2 weeks

SPONSOR/LOCATION: Air Force Institute of Technology/
Wright-Patterson Air Force Base, OH

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Acquaints students with the concepts of Life Cycle Costing as it applies to the acquisition of systems and subsystems. Stresses the interdisciplinary nature of life cycle costing analysis and examines the influences of economic analysis, reliability, and maintainability, cost estimating techniques, models, logistics support, and procurement.

80. INTRODUCTION TO MANAGEMENT ANALYSIS

COURSE LENGTH: 4 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (2.4 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Presents basic organization and management theory; uses simple descriptive statistics to present facts. Students learn to measure work, write reports, and brief management.

81. INTRODUCTION TO PERSONNEL MANAGEMENT

COURSE LENGTH: 3 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(1.8 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies): Leading People (Conflict Management, Cultural Awareness, Integrity/Honesty)

DESCRIPTION: Course designed to provide an understanding of the terms and functions of federal personnel management. This course is especially useful for equal employment opportunity (EEO) staff and personnel assistants. Specifically the course will address: Understand the primary regulations, practices and policies of the federal personnel management system; How personnel laws and regulations are implemented by the personnel office; Position classification, position management and merit promotion principles, performance management requirements, labor, employee relations and EEO procedures; as well as personnel staffing and placement techniques.

82. LEADERSHIP DEVELOPMENT PROGRAM (LDP)

COURSE LENGTH: 1 week (within 18 months of appointment to the SES)

SPONSOR/LOCATION: Center for Creative Leadership/ various locations

TARGET CAREER PHASE: Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies): Leading People (Team Building) Results Driven (Accountability), Building Coalitions/Communication (Interpersonal Skills, Influencing/Negotiating)

DESCRIPTION: To build the confidence needed for leadership; increase the motivation and ability to set and achieve organizational and personal goals; stimulate personal and career growth through self-directed development; and, improve management skills by identifying strengths and weaknesses as perceived by others.

(Note: This course is highly desirable for individuals in grades GS-13, GS-14 and GS-15 level.)

83. LEADERSHIP EDUCATION AND DEVELOPMENT (LEAD)

COURSE LENGTH: 1 week

SPONSOR/LOCATION: Center for Army Leadership/Fort Leavenworth, KS and on-site at Army installations and activities.

TARGET CAREER PHASE: All Levels (New supervisors)

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading Change (Service Motivation), Leading People (Integrity/Honesty, Team Building)
Results Driven (Technical Credibility)

DESCRIPTION: Provides instruction in and practical application of leadership doctrine and competencies including professional ethics, counseling skills, communication, group development theory, team building, motivation, problem solving, and decision making.

84. LEADERSHIP: CHANGE, CHALLENGE AND EMPOWERMENT

COURSE LENGTH: 3 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager & Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(1.8 CEU)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading Change (Flexibility, Service Motivation, Vision), Leading People (Team Building)
Results Driven (Accountability, Technical Credibility)

DESCRIPTION: Course designed to master the leadership skills that will empower your employees to cope with change and new challenges. This course is designed for experienced supervisors and team leaders who understand the fundamental supervisory concepts and skills taught in Introduction to Supervision. Specific topics category: Enhancing the performance of your teams and employees; Creating a vision for your organization; Building group effectiveness and cooperation; How to improve your ability to lead and create a leadership environment; Creating a work environment that empowers your employees; Improving your leading and coaching skills to better support and develop your employees.

85. MANAGEMENT ACCOUNTABILITY AND CONTROL

COURSE LENGTH: 2 days

SPONSOR/LOCATION: Graduate School, USDA/Regional Training Centers

TARGET CAREER PHASE: Manager & Executive

COMPETENCY GROUP/CPE/CEU: Financial Stewardship & Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Provides information that describes management controls and their benefits effective government operations. Examine provisions of the Federal Managers' Financial Integ Act and guidelines for meeting those requirements. Apply GAO standards for management controls in government; evaluating and reporting on an agency's internal control structure and assess control risk; conducting management control reviews and taking corrective action as necessary; and recognizing material weaknesses and reporting on these and the general results control assessments.

**86. MANAGEMENT ANALYSIS: DATA GATHERING
(FORMERLY INTERMEDIATE MANAGEMENT ANALYSIS)**

COURSE LENGTH: 4 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (2.4 CEU)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Results Driven (Accountability, Decisiveness, Technical Credibility) Business Acumen
(Financial Management)

DESCRIPTION: Course designed for program and management analysts, auditors and other staff who want to improve their ability to produce thoroughly researched, useful management studies. Topics to discussed include: Assessment various ways to measure a causal model; Construct relevant hypotheses; Inspections and physical layout analyses; Development and execution of both a work sampling and a work distribution analysis; Constructing statistically reliable questionnaires; Flow chart procedures via single-column process flow charts and computerized flow charts; and effective interviewing techniques.

87. MANAGEMENT ANALYSIS: PLANNING COURSE

COURSE LENGTH: 4 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (2.4 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies): Results Driven (Problem Solving, Technical Credibility) Business Acumen (Financial Management)

DESCRIPTION: Course designed to teach the fundamentals of planning and preparing a valuable management analysis study for your organization. Recommended for all management and program analysts, technicians and assistants who want to increase efficiency and effectiveness on the job. Attendance will result in an improved understanding of the management analysis process.

88. MANAGING WORKFORCE DIVERSITY

COURSE LENGTH: 2 days on-site delivery - (This course is available for delivery on-site at a location of your choice. Please contact the Training Center serving your state for more information.)

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/Regional Training Centers

TARGET CAREER PHASE: All Levels

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies): Leading People (Cultural Awareness)

DESCRIPTION: Course designed for all federal employees. Course discusses the real issues faced by managers, supervisors, project and team leaders, diversity program managers and human resource managers. Topical Areas: Know the business necessity and benefits gained from managing diversity; Understand how behaviors impact people differently as a result of their gender, cultural and ethnic background; Identifying inclusive management practices for integrating a diverse workforce; Determining when diversity is part of an issue; Effects of managing diversity; Cross-cultural communication; Impact of cultural and ethnic differences; Gender equity and valuing differences.

89. MANPOWER AND FORCE MANAGEMENT

COURSE LENGTH: 2 weeks

SPONSOR/LOCATION: US Army Logistics Management College, Fort Lee, VA

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management, Human Resource Management)

DESCRIPTION: Highlights manpower and force management functions. The subjects covered during the manpower blocks of instruction are tailored to the manpower management functions described in AR 570-4. Addresses the fundamental aspects of planning and programming, requirements determination, standards and guidance, documentation, allocation and analysis and evaluation. Force management function areas covered include developing, manning, and equipping the force. Automated manpower and information systems are also discussed.

90. MILITARY ACCOUNTING

COURSE LENGTH: 3 weeks, 4 days

SPONSOR/LOCATION: US Army Finance School, Fort Jackson, SC

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Stewardship

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Acquaints the student with the principles, rules, procedures, and reporting requirements of the STANFINS system. Includes expenditure and reimbursement accounting, stock fund accounting, and miscellaneous accounting transactions.

91. NATIONAL SECURITY DECISION-MAKING SEMINAR

COURSE LENGTH: 2 1/2 weeks

SPONSOR/LOCATION: Syracuse University and Johns Hopkins University

TARGET CAREER PHASE: Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organization Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies): Leading Change (Service Motivation, Strategic Thinking) Leading People (Team Building), Results Driven (Decisiveness), Business Acumen (Technology Management), Building Coalitions/Communications (Influencing/Negotiating, Partnering, Political Savvy)

DESCRIPTION: The seminar focuses on decision-making skills and the psychology of crisis management and stress, and its effects on the nature of national security decisions and policies. It features a Civil War Staff Ride over a battlefield. This staff ride will examine current and past issues such as the relationship between strategy and policy, civilian-military relations, policy formulation, and decision-making. Lessons learned by examining the two great battles will help participants draw conclusions relative to the manner in which the Department of Defense conduct business today. Guest speakers and group discussions in the evening will capture the significance of these historic Civil War events and relate them to current issues facing today's decision-makers.

92. NATIONAL SECURITY LEADERSHIP COURSE

COURSE LENGTH: 1 week

SPONSOR/LOCATION: Syracuse University and Johns Hopkins University

TARGET CAREER PHASE: Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies): Leading Change (Service Motivation, Strategic Thinking) Leading People (Team Building), Results Driven (Decisiveness), Business Acumen (Technology Management), Building Coalitions/Communications (Influencing/Negotiating, Partnering, Political Savvy)

DESCRIPTION: The course provides a comprehensive understanding of the strategic context and underpinnings of U.S. national security and enhance the leadership skills necessary to overcome the internal and external impediments to the decision-making process in the rapidly evolving national security environment. It features case studies, simulations, and small group discussions and a 2-day Civil War Staff Ride. The staff ride examines current and past issues such as the relationship between strategy and policy, civilian-military relations, policy formulation, and decision-making.

93. NATIONAL SECURITY MANAGEMENT COURSE

COURSE LENGTH: 8 weeks

SPONSOR/LOCATION: Maxwell School of Citizenship and Public Affairs,
Syracuse University, Syracuse, NY

TARGET CAREER PHASE: Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organization Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading Change (Continual Learning, External Awareness, Strategic Thinking)

DESCRIPTION: Uses the high-level of experience and skill that participants bring to the classroom. Faculty members use case teaching. Examples of related issues covered in the curriculum include interplay between foreign and domestic policy; global economic forces and the determination of national economic policy; and regional problems in Central and Latin America and the Middle East.

94. OPERATIONS RESEARCH SPECIAL TOPICS SEMINAR

COURSE LENGTH: 3-5 days

SPONSOR/LOCATION: US Army Logistics Management College, Fort Lee, VA

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Provides education in a specific operations research technique. Topics include cost analysis and estimation, decision analysis, design and analysis of experiments, economic analysis, linear and goal programming, non-parametric statistics, probability, regression and correlation analysis, risk analysis, statistics, and venture evaluation and review techniques.

95. OPERATIONS RESEARCH/SYSTEMS ANALYSIS CONTINUING EDUCATION PROGRAM

COURSE LENGTH: 3-5 days

SPONSOR/LOCATION: US Army Logistics Management College, Fort Lee, VA

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Provides graduate level instruction in subjects of interest to Army operations research analysts. Provides professionals the opportunity to gain an in-depth knowledge of a particular subject and to keep pace with the latest developments in the field of operations research.

96. OPM -- SENIOR EXECUTIVE SERVICE BRIEFING FOR NEW EXECUTIVES

COURSE LENGTH: 2 days (optional)

SPONSOR/LOCATION: Personnel Management, The SES Learning Center, Washington DC.

COMPETENCY GROUP/CPE/CEU: Financial Decision Support, Leadership and Organizational Management (1.8 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Leading Change (External Awareness, Strategic Thinking, Vision), Building Coalitions/Communication (Influencing/Negotiating, Political Savvy, Partnering)

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

97. ORGANIZATIONAL LEADERSHIP FOR EXECUTIVES (OLE)

COURSE LENGTH: 2 weeks

SPONSOR/LOCATION: Center for Army Leadership, Fort Leavenworth, KS

TARGET CAREER PHASE: Specialist/Journey Level & Manager & Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading Change (Continual Learning, External Awareness), Leading People (Team Building), Results Driven (Accountability, Technical Credibility)

DESCRIPTION: Assists managers in looking beyond daily activities to assessing and interpreting the external environment, the organization, the leadership process, the need for subordinate development at all levels, and the need for continuing self-development. Includes: developing strategies for organizational excellence, influencing subordinate performance, managing innovation and change, diagnosing systemic problems, and building excellence into the leadership team.

98. PERFORMANCE MEASUREMENT: FINANCIAL AND PROGRAM EVALUATION

COURSE LENGTH: 2 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (16 CPE)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading Change (Strategic Thinking), Results Driven (Accountability, Technical Credibility), Business Acumen (Financial Management)

DESCRIPTION: This course is designed for professionals involved in the performance measurement, strategic planning or financial measurement process. Course will discuss: How to link financial and performance measures; How to follow the critical steps for developing performance measures; and how to recognize key indicators of financial performance. Create meaningful evaluation structures and reports.

99. PERSONNEL MANAGEMENT FOR EXECUTIVES (PME) I, II

COURSE LENGTH: PME I, 8 days - PME II, 4-5 days

SPONSOR/LOCATION: Army Management Staff College, Fort Belvoir, VA

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading People (Team Building), Results Driven (Accountability, Technical Credibility)

DESCRIPTION: PME I - Relates personnel management to the total management function; sharpens insights into the dynamics of organizational behavior and the role of executives in achieving results; improves management skills, and reveals current developments in personnel management.

PME II - Provides understanding of the theory, skills, and issues of PME and an understanding of group rapport and trust. Reinforces the human relations skills developed in PME I.

100. PERSONNEL MANAGEMENT FOR SUPERVISORS AND MANAGERS

COURSE LENGTH: 5 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager & Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(3 CEU)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading People (Integrity/Honesty, Team Building), Results Driven (Technical Credibility)

DESCRIPTION: Course addresses how the personnel management functions relate to your management responsibilities; How to use personnel staffing resources to meet your needs; How to select, promote and detail subordinates in accordance with merit promotion and equal opportunity principles; How to organize and manage positions; and How to develop employees. Specific topics discussed are: Merit principles and prohibited personnel practices; Position management and classification; Staffing and placement; Performance appraisal and incentive awards; Training and development; Employee relations; Benefits; and Labor/Management relations.

101. PLANNING, PROGRAMMING, BUDGETING, AND EXECUTION SYSTEM (PPBES)

COURSE LENGTH: 1 week, 4 days

SPONSOR/LOCATION: US Army Finance School, Fort Jackson, SC

TARGET CAREER PHASE: Intern/Entry Level & Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Stewardship, Financial Decision Support, Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies): Business Acumen (Financial Management)

DESCRIPTION: Provides training in resource management organization and functions, review and analysis, manpower management accounting, budgeting, economic analysis, and internal control. Students identify key documents and time sequences for PPBES, principles, rules and procedures for appropriated funds, fund flow from Congress to user, components of the Army's manpower management system, and apply obligation principles and rules.

102. POSITION CLASSIFICATION FOR SUPERVISORS AND ADMINISTRATIVE STAFF

COURSE LENGTH: 2 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager & Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(1.2 CEU)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading People (Team Building), Results Driven (Accountability, Technical Credibility)

DESCRIPTION: Course designed for supervisors, managers and administrative staff who prepare and evaluate job descriptions or have delegated position classification authority should take this course (Longer on-site courses go beyond basic principles to actual skills of classifying positions). Course addresses how to: Identify work characteristics that impact a positions classification; Recognize the basic principles underlying position management and how they impact other issues; Differentiate among position classification standards, qualification standards, performance standards and performance elements; Structure an organizational unit while balancing sound classification practices and principles.

103. POSITION CLASSIFICATION: ANALYSIS AND EVALUATION

COURSE LENGTH: 3 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager & Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(1.2 CEU)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Business Acumen (Human Resource Management)

DESCRIPTION: Course designed for position classification specialists and personnel management specialists in developmental positions. Participants must complete Basic Position Classification (42JA) or an equivalent course, and have at least one year of related work experience, before taking this course. Course give a good general understanding of position classification, and is very useful for supervisors, managers, and team leaders in the development of position descriptions.

104. PRACTICAL COMPTROLLERSHIP

COURSE LENGTH: 2 weeks

SPONSOR/LOCATION: Naval Post Graduate School/Monterey, CA

TARGET CAREER PHASE: Manager & Executive

COMPETENCY GROUP/CPE/CEU: Financial Decision Support and Financial
Stewardship

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Features a hands-on, how-to approach to the subject matter disciplines involved in the real world setting. Emphasizes acquisition of skills and knowledges directly applicable to the job.

105. PROFESSIONAL MILITARY COMPTROLLER SCHOOL (PMCS)

COURSE LENGTH: 6 weeks

SPONSOR/LOCATION: Air University, Center for Professional Development/
Maxwell Air Force Base, AL

TRAINING CATEGORY: Competitive

TARGET CAREER PHASE: Manager & Executive

COMPETENCY GROUP/CPE/CEU: Financial Decision Support and Leadership and
Organizational Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Business Acumen (Financial Management), Building Coalitions/Communication (Oral
Communication, Partnering, Written Communication)

DESCRIPTION: Contributes to the professional development of mid-career military and civilian comptroller personnel. Develops the financial management expertise of managers who are responsible for defense resources. Course topics are grouped under the following subject areas: financial management at the executive level; information management; comptrollership in operating activities; comptrollership in acquisition and support activities; analysis for resource management; executive communication; economics in resource management; leadership and management; executive stress and fitness.

106. PROFESSIONAL RESOURCE MANAGEMENT COURSE (PRMC)

COURSE LENGTH: 4 weeks

SPONSOR/LOCATION: Syracuse University, Syracuse, NY

TRAINING CATEGORY: Competitive

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support and Leadership and Organizational Management (14 CEU)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: An Army dedicated program, which is designed to contribute to the overall professional development of resource management personnel. Provide participants with a better understanding of the total Army resource management process and the environment in which it operates; and improves the management skills of participants. PRMC is a unique professional development experience designed to improve mid level, upwardly oriented resource managers interpersonal communication, analytical, negotiation and consensus building skills. The program critically examines all aspects of Planning, Programming, Budgeting, Execution System (PPBES) from Planning to Prior-Year Funds management to current issues in resource management (Outsourcing, Activity Based Management, etc.) Innovative approaches to reducing costs are also examined. PRMC makes use of simulations and exercises to integrate the skills and knowledge presented in the course. Exercises deals with all aspects of Federal spending and revenue collection and the difficulties in reaching consensus. PRMC curriculum includes Resource Management topics: Army Management, PPBES Overview, National Security, Congressional Simulation, Exercise in Hard Choices, and RM Simulation. Interpersonal Skills topics included in PRMC curriculum: Team Building, Internal Personal Communication, Conflict Resolution, Motivating and Marketing, Managing Diversity, Managing Organizations, Writing and Briefing Skills and Ethics. PRMC curriculum includes Quantitative/Accounting Skills: Quantitative Analysis, Cost Accounting, Activity Based Costing (ABC), Outsourcing, Managing Total Quality, and Internal Controls. This 4-week course is taught at Syracuse University three times a year. Syracuse University faculty teaches it, with guest presentations by senior HQDA and MACOM representatives.

107. PROGRAM EVALUATION TECHNIQUES

COURSE LENGTH: 1 week

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (3.0 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: This course is designed for personnel in the field of program evaluation or who need to review the basics of program evaluation. The course covers evaluating a program's effectiveness, describing programs effectively, identifying information that is useful in evaluation, collecting reliable data and analyzing data effectively, use of techniques to determine how your organization's products or services affect society and how much the effect is worth. By taking this course you will learn how to identify critical elements of the evaluation process, the phases of research design, techniques for evaluating the strengths and weaknesses of various data-gathering techniques, how to interpret statistical data, and a process for establishing a program's costs and benefits.

108. PROGRAM FOR SENIOR MANAGERS IN GOVERNMENT

COURSE LENGTH: 3 weeks

SPONSOR/LOCATION: John F. Kennedy School of Government, Harvard University

TARGET CAREER PHASE: Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organization Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading Change (Strategic Thinking, Vision), Leading People (Team Building), Results Driven (Problem Solving), Business Acumen (Human Resources Management), Building Coalitions/Communication (Influencing/Negotiating, Partnering, Political Savvy)

DESCRIPTION: This course addresses the complex problems faced by senior executives, including: planning coherent strategies, organization policy making processes, mobilizing support in an environment of shared responsibility, structuring credibility with the media, oversight modes, interest groups and special constituencies.

109. PROJECT MANAGEMENT

COURSE LENGTH: 4 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (2.4 CEU)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Results Driven (Accountability, Decisiveness, Technical Credibility), Business Acumen (Financial Management, Human Resource Management)

DESCRIPTION: This course is designed for professionals who manage major projects. Learn effective scope, time and cost management; sound project integration skills, techniques for managing project quality, a process for evaluating a project's human resource requirements, tips for managing the communications aspects of a project, techniques for managing project risk, and how to manage project procurement.

110. REENGINEERING IN THE PUBLIC SECTOR

COURSE LENGTH: 2 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager & Executive

COMPETENCY GROUP/CPE/CEU: Financial Decision Support (1.2 CEU)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading Change (Strategic Thinking, External Awareness, Vision), Leading People (Cultural Awareness Team Building) Results Driven (Entrepreneurship, Problem Solving, Customer Service, Decisiveness)

DESCRIPTION: Course designed for executives, managers, supervisors, team leaders and others involved in the reengineering process for their organization. This course will be conducted at an off-site facility to give you freedom from day-to-day office issues, an opportunity to focus on your concerns as manager, and time to make the most of the experience. Course presents the skills and knowledge you need to successfully apply reengineering tools in your agency; An understanding of the process of reengineering and how to apply in the federal government and your agency; Learn proven techniques for changing work processes, workflows, organizational structures, jobs and results evaluation.

111. REPORT WRITING

COURSE LENGTH: 3 days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Intern/Entry Level & Specialist/ Journey Level

COMPETENCY GROUP/CPE/CEU: Financial Decision Support and Leadership and
Organizational Management (1.8 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Building Coalitions/Communication (Written Communication)

DESCRIPTION: This course is designed for professionals who need to write logical and user-friendly reports. By taking this course you will learn how to choose the right style and tone, organize your report logically, pinpoint what your reader needs to know, incorporate research into your report, limit your report's scope and context for greater effectiveness, and the appropriate sentence structure and punctuation.

112. RESOURCE MANAGEMENT BUDGET COURSE (RMBC)

COURSE LENGTH: 2 weeks

SPONSOR/LOCATION: US Army Finance School, Fort Jackson, SC

TARGET CAREER PHASE: Intern/Entry Level & Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: 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.

113. SENIOR COURSE TRACKS

COURSE LENGTH: 1 week

SPONSOR/LOCATION: US Army Audit Agency/Various locations

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: This is a one-week multi-track course. During this training, senior auditors will focus on personnel management, review written audit products, marketing and current audit issues. Attendees are welcome to attend all tracks or select only those tracks that meet their training needs.

114. SENIOR EXECUTIVE SERVICE (SES) ORIENTATION COURSE

COURSE LENGTH: 1 week (when offered)

SPONSOR/LOCATION: Secretary of the Army (Manpower and Reserve Affairs) U.S.
Army SES Office, Washington DC 20310-0111

TARGET CAREER PHASE: Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading Change (Service Motivation, Strategic Thinking, Vision), Leading People, Results Driven (Accountability, Customer Service), (Team Building), Business Acumen (Human Resources Management) Building Coalitions/Communication (Partnering, Political Savvy)

DESCRIPTION: To assist newly appointed SES members in the transition to the Army's Executive Team by providing discussion and insight on the strategic and operational challenges faced by senior leaders and by obtaining a unified frame of reference and a common understanding of Army mission and challenges.

115. STATISTICS FOR MANAGEMENT

COURSE LENGTH: 1 week

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Business Acumen (Financial Management)

DESCRIPTION: Presents conceptual overview of statistics. Illustrates the many and varied uses of statistics, principles and methods of data collection, sampling, data analysis, management control systems, and pitfalls of statistics.

116. SUPERVISING/MANAGING THE AUDIT

COURSE LENGTH: 1 week

SPONSOR/LOCATION: Contractor/Various Locations

TARGET CAREER PHASE: Specialist/Journey Level & Manager - Supervisory Auditor/GS-13

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading Change (Service Motivation, Flexibility), Leading People (Conflict Management, Cultural Awareness, Integrity/Honesty, Team Building), Building Coalitions/Communication (Interpersonal Skills, Oral Communication, Written Communication)

DESCRIPTION: The focus of this one-week course is on the role and function of supervisors, communication skills for supervisors. Audit supervisors/managers will learn methods for performance feedback, setting goals and achieving them, and coaching and motivating skills.

117. SUPERVISION AND GROUP PERFORMANCE

COURSE LENGTH: 1 week

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager & Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(3.0 CEU)

EXECUTIVE CORE QUALIFICATION (Associated OPM Leadership Competencies):
Leading People (Conflict Management, Cultural Awareness, Team Building)

DESCRIPTION: Course is designed for supervisors, managers, team leaders, and others who want to build group process and leadership skills. Participants should first complete “Introduction to Supervision” or a similar course. By taking this course you will learn how to diagnose a group’s current stage of development, strategies to improve productivity and morale, plan and facilitate a productive meeting, negotiate individual and group conflicts, and the dynamics of change, and the reasons for resistance and the skills needed to implement change.

118. SUPERVISOR DEVELOPMENT COURSE (SDC)

SPONSOR/LOCATION: Army Correspondence Course Number 131 F21 (ST5001, ST 5002) Army Institute for Professional Development (AIPD)

TARGET CAREER PHASE: Manager & Executive

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading People (Conflict Management, Cultural Awareness, Team Building)

DESCRIPTION: Mandatory for all new civilian and military supervisors of civilians. Officially recommended training for all team leaders as soon as possible after assignment to a team leader position. Provides the new supervisors with the supervisory knowledge necessary to successfully manage work and lead people. The SDC is made up of two subcourses. Both Subcourse - ST5001: Managing and Leading and Subcourse - ST5002: Human Resources Management must be completed. These courses can be found at <http://www.atsc.army.mil/accp/aipd.htm>.

119. SUSTAINING BASE LEADERSHIP AND MANAGEMENT (SBLM) PROGRAM

COURSE LENGTH: 14 weeks

SPONSOR/LOCATION: Army Management Staff College, Fort Belvoir, VA

TRAINING CATEGORY: Competitive

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(42 CEU*)

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

Leading Change (Continual Learning, External Awareness, Flexibility, Service Motivation, Strategic Thinking, Vision), Leading People (Conflict Management, Cultural Awareness, Integrity/Honesty, Team Building), Results Driven (Accountability, Customer Service, Decisiveness, Entrepreneurship, Problem Solving, Technical Credibility), Business Acumen (Financial Management, Technology Management, Human Resources Management), Building Coalitions/Communication (Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication)

DESCRIPTION: The SBLM Program provides graduate-level, professional knowledge, skill, perspective across functional areas for leaders and managers who serve or will serve in the Army sustaining base. It encompasses the environment and context within which the Army must accomplish its mission; functional areas such as fiscal resources, personnel, logistics, acquisition and installation management; decision making tools and practices; and thinking skills applied to problem solving. Most learning occurs in seminars, with guest speakers, case studies, student research, and practical exercises rounding out the experience.

The content stresses critical thinking, active learning, and practical work among student and faculty-student teams. Students will complete two weeks of directed pre-course work prior to arrival for the resident 12-week program. Through frequent written and oral evaluations of progress, students demonstrate knowledge of the mission, roles, functions, and organization of Army, and relate Army systems (money, people, things, places) to each other and the larger economic, social, and political environments within which Army leaders must manage and make decisions.

120. SYSTEMS ACQUISITION MANAGEMENT (SAM) FOR GENERAL/FLAG OFFICERS

COURSE LENGTH: 4 1/2 Days

SPONSOR/LOCATION: Defense System Management College, Fort Belvoir, VA

TARGET CAREER PHASE: SES

COMPETENCY GROUP/CPE/CEU: Financial Decision Support

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Results Driven (Accountability, Customer Service, Decisiveness, Problem Solving), Business Acumen (Financial Management, Technology Management), Building Coalitions/Communication (Influencing/Negotiating, Partnering, Political Savvy)

DESCRIPTION: Explores how participants can better support, guide, and oversee acquisition programs. Participants have the opportunity to interact directly with senior leadership in order to benefit from their insight on current policy and acquisition initiatives.

121. TEAM LEADERSHIP ESSENTIALS

COURSE LENGTH: 3 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/
Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager (Managers, leaders of task forces, teams, work groups and anyone responsible for building and facilitating successful teams.)

COMPETENCY GROUP/CPE/CEU: Leadership and Organizational Management
(1.8 CEU)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies):
Leading People (Team Building)

DESCRIPTION: Learn to plan and manage tasks among team members; Enforce team norms and operating procedures; Manage organizational boundaries to provide the team with support and resources; Confidently facilitate difficult team conflicts; Coach and motivate your team to better performance; Develop trust and build confidence among your team members. Topics include: How to develop clear, agreed-upon goals; Your role and responsibility as a team leader; Appropriate leadership styles for each phase of group development; Collaborative problem solving techniques and decision making processes in groups; Appreciating and optimizing differences in behavioral styles; Team effectiveness and leadership models; Evaluating your team performance; and team leadership essentials.

122. TECHNICAL WRITING

COURSE LENGTH: 3 Days

SPONSOR/LOCATION: Graduate School, US Department of Agriculture/Regional Training Centers

TARGET CAREER PHASE: Specialist/Journey Level & Manager

COMPETENCY GROUP/CPE/CEU: Financial Stewardship, Financial Decision Support, Leadership and Organizational Management (1.8 CEU)

EXECUTIVE CORE QUALIFICATION (S) (Associated OPM Leadership Competencies): Building Coalitions/Communication (Written Communication)

DESCRIPTION: This course is designed for professionals who want to learn valuable proven skills for preparing complicated documents and reports that are will organized, clearly written and easy to follow. By taking this course you will learn how to consistently produce readable technical documents, avoid common writing pitfalls, apply readability formulas, conduct an audience analysis, and design document specifications: sentence to paragraph to full document design.