

Appendix C: Master Training Plan (MTP) for Manpower and Force Management Positions

Priority Definitions

The training in the MTP is prioritized. The definition for each of the priorities is presented below:

- ***Priority I*** -- Mandatory training that is typically a condition of employment, must be successfully completed within a specified time period, and meets one or more of the following criteria: (1) employee must have for acceptable performance; (2) training is essential for mission accomplishment; (3) training is mandated by higher authority (law or DOD) or is required for certification, health, or safety reasons; (4) training is mandated by the Assistant Secretary of the Army (Manpower and Reserve Affairs) as an ACTEDS leader development core course; or (5) is essential functional training for interns.
- ***Priority II*** -- Training that should be successfully completed within a specified time period, but may be delayed if funding is not available, and should meet one or both of the following criteria: (1) employee should have for maximum proficiency and/or (2) training improves the quality of mission accomplishment.
- ***Priority III*** -- Recommended training that should be funded after Priority I and II requirements and should meet one or both of the following: (1) provides or enhances competencies needed on the job and/or (2) leads to improvement of mission accomplishment.

Substituting Priority III Courses from Vendors

The Priority III (recommended) courses in the MTP from private sector vendors are examples of the training recommended for Manpower and Force Management positions. If the incumbent or supervisor finds a course that is similar to a course listed in the plan, the course can be substituted for the one listed in the MTP. The purpose of listing specific examples is to show the depth and breadth of information that should be covered, target audience, and types of courses that are appropriate.

Progression Level Definitions

CP-26 has the following five progression levels:

- a. Intern level. This level includes entry level positions GS-5 through GS-9.
- b. Specialist level. This level includes mid-level full performance positions at grades GS-9 through GS-12.

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- c. Intermediate level. This level includes specialist positions at grades GS-12 and GS-13.
- d. Management level. This level includes positions, usually GS-13 through GS-15, that have substantial technical or managerial responsibilities.
- e. Executive level. This level includes SES positions.

CF-26 training. Managers and supervisors should use this inventory of courses to select appropriate training for career field employees based on the competencies associated with their jobs.

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
Accounting for Non-Accountants USDA Graduate School Classroom 2 Days	Priority III Interns Functional Trainee Specialist Intermediate	T10 Efficiency Review and Productivity Programs T11 Budget Preparation and Submission Procedures and Processes T21 Planning, Programming, Budgeting, and Execution System (PPBES) T24 DA Program Budget Guidance Development T26 Army Appropriation and Account Structure P 4 Analyze
Action Officer Development Course Army Institute for Professional Development Correspondence	Priority I Interns Newly assigned action officers	P2 Plan and Organize P4 Analyze P5 Communicate Orally P6 Write P7 Innovate P8 Initiate Action
Action Officer Force Integration Course Army Force Management School Classroom 5 Days	Priority I Specialist Intermediate Management	T5 Systems Interface and Their Effects on Manpower and Equipment T7 Manpower Allocation Principles, Policies, Processes, and Procedures Development T12 Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations T21 Planning, Programming, Budgeting, and Execution System (PPBES) T27 Force Structure Analysis and Approval Process T29 Total Army Analysis (TAA) Process

Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
Activity-Based Costing	Priority III	T10 Efficiency Review and Productivity

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
USDA Graduate School Classroom 2 Days	Intermediate Managers	Programs T11 Budget Preparation and Submission Procedures and Processes T12 Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations T21 Planning, Programming, Budgeting, and Execution System (PPBES) T24 DA Program Budget Guidance Development T26 Army Appropriation and Account Structure P4 Analyze
Advanced Briefing Techniques USDA Graduate School Classroom 2 Days	Priority III Intermediate Managerial	P3 Human Relations P 5 Communicate Orally P6 Write
Adverse and Performance-Based Actions USDA Graduate School Classroom 4 Days	Priority III Intermediate Managerial	T50 Management-Employee Relations
Army Comptroller Course (ACC) Syracuse University Classroom 20 Days	Priority II Intern (Second Year)	T1 - Manpower Policy and Guidance T2 - Army, MACOM, and Installation Mission/Functions T4 - Management Information and Workload Reporting Systems T5 - Systems Interface T9 - Commercial Activities Program & Other Contracting Out T10 - Efficiency Review and Productivity Programs T11 - Budget Preparation and Submission T12 - Interrelationships of Force Structure, Manpower, Equipment, Budget T21 - PPBES

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		T24 - DA Program Budget Guidance T26 - Army Appropriation and Account Structure P3 - Human Relations P4 - Analyze P5 - Communicate Orally P6 - Write
Army Comptrollership Program Syracuse University Classroom 280 Days	Competitive Managerial	T2 Mission/Functions and Organizational Structures of TDA and TOE/MTOE T4 Management Information and Workload Reporting System T11 Budget Preparation and Submission Procedures and Processes T12 Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations T17 Statistical and Quantitative Analysis, Operations Research, and Management/Industrial Engineering Techniques T24 DA Program Budget Guidance Development P3 Human Relations P4 Analyze P5 Communicate Orally P6 Write P7 Innovate
Army Congressional Fellowship Program 12 months, Intermittent	Competitive Managerial	Varies
Army War College Classroom 10-12 months	Competitive Managerial	T12 Interrelationships of Force Structure, Manpower, Equipment, Budget and Authorizations T43 Battlefield Concepts of Operation and Interoperability Dependency of TOE Units in Theater Operations

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		P5 Communicate Orally P6 Write
Basic Communication Skills USDA Graduate School Classroom 5 Days	Priority III Intern Functional Trainee Specialist	P3 Human Relations P5 Communicate Orally P6 Write
Basic Contract Administration USDA Graduate School Classroom 5 Days	Priority III Specialist Intermediate	T9 Commercial Activities (CA) Program and Other Contracting Out Programs T10 Efficiency Review and Productivity Programs T13 Manpower Requirements Determination Programs P2 Plan and Organize P4 Analyze
Basic Cost Accounting Concepts USDA Graduate School Classroom 3 Days	Priority III Specialist Intermediate	T10 Efficiency Review and Productivity Programs T13 Manpower Requirements Determination Programs T24 DA Program Budget Guidance Development T25 Command Program Budget Document Development and Processing P2 Plan and Organize P4 Analyze
Basic Position Classification USDA Graduate School Classroom 10 Days	Priority III Specialist Intermediate	T48 Federal Position Management and Classification Standards, Position Review
Basic Statistics USDA Graduate School Classroom 4 Days	Priority III Functional Trainee Specialist	T10 Efficiency Review and Productivity Programs T13 Manpower Requirements Determination Programs T17 Statistical and Quantitative Analysis,

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		Operations Research, and Management/ Industrial Engineering Techniques T18 Work Measurement Techniques
Benchmarking for Government Organizations USDA Graduate School Classroom 2 Days	Priority III Intermediate Managerial	T10 Efficiency Review and Productivity Programs T13 Manpower Requirements Determination Programs P2 Plan and Organize P4 Analyze P7 Innovate P8 Initiate Action
Briefing Techniques USDA Graduate School Classroom 3 Days	Priority III Intermediate Managerial	P3 Human Relations P5 Communicate Orally P6 Write
Budget Analysis Workshop USDA Graduate School Classroom 4 Days	Priority III Functional Trainee Specialist Intern	T10 Efficiency Review and Productivity Programs T13 Manpower Requirements Determination Programs T21 Planning, Programming, Budgeting, and Execution System (PPBES) T24 DA Program Budget Guidance Development T25 Command Program Budget Document Development and Processing P2 Plan and Organize P4 Analyze
Budget Execution USDA Graduate School Classroom 4 Days	Priority III Specialist Intermediate Managerial Intern	T21 Planning, Programming, Budgeting, and Execution System
Budget Formulation USDA Graduate School	Priority II Intern	T11 Budget Preparation and Submission Procedures and Processes

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
Classroom 4 Days	Functional Trainee Specialist	T21 Planning, Programming, Budgeting, and Execution System T24 DA Program Budget Guidance Development
Budget Justification and Presentation USDA Graduate School Classroom 3 Days	Priority III Intermediate Managerial	T11 Budget Preparation and Submission Procedures and Processes T21 Planning, Programming, Budgeting, and Execution System T25 Command Program Budget Document Development and Processing
Business Process Re-engineering USDA USDA Graduate School Classroom 2 Days	Priority III Intermediate Managerial	T3 Policy and Programs to Establish Change and Formalize Missions, Functions, and Organizational Structure P2 Plan and Organize P3 Human Relations P4 Analyze P7 Innovate
Clear Writing through Critical Thinking USDA Graduate School Classroom 3 Days	Priority III Intern Functional Trainee Specialist	P6 Write
Combat and Materiel Development Subcourse Army Force Management School Classroom 4 Days	Priority II Specialist Intermediate	T2 Mission/Functions and Org Structures of TDA and TOE/MTOE T5 Systems Interface and Their Effects on Manpower and Equipment T12 Interrelationships of Force Structure, Mpr, Equipment, Budget, and Authorizations T22 Authorization and Documentation Systems T23 TOE/BOIP/MTOE/TDA Review and Analysis Techniques T27 Force Structure Analysis and Approval Process T28 Mpr and Force Structure Information Sys T29 Total Army Analysis (TAA) Process

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
		T30 Systems/Materiel Acquisition and Fielding Process T31 Requirements Determination Process T32 BOIP T33 Manpower Requirements Criteria Program T34 Consolidated TOE Update (CTU) T36 Force Development Interrelationships Among Organizational, Force, Systems, and Document Integration T37 Mpr Requirements Determination for TOEs T38 Requirements System (TOE, BOIP) T40 Army Type Classification Policy and Procedures T41 Processing and Use of Line Item Number Data T42 Force Design Update T44 Equipment Requirement, Authorization, and Utilization Policies and Procedures T45 Equipment Survey Policies and Procedures
Combat Development Course Army Logistics Management College Classroom 10 Days	Priority II Intermediate Specialist Intern	T2 Mission/Functions and Organizational Structures of TDA and TOE/MTOE T22 Authorization and Documentation Systems T23 TOE/BOIP/MTOE/TDA Review and Analysis Techniques T27 Force Structure Analysis and Approval Process T28 Mpr and Force Structure Info Systems T29 Total Amy Analysis (TAA) Process T30 Systems/Materiel Acquisition and Fielding Process T31 Requirements Determination Process T32 BOIP --Analysis and Approval Process for Equipment and Personnel Aspects of TOE and

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
		Basis of Issue Plan T33 Manpower Requirements Criteria Program T34 Consolidated TOE Update (CTU) T35 Policies and Procedures for Position Conversions, Grade and Specialty Code Changes, Special Skill Requirements T36 Force Development Interrelationships Among Organizations, Force, Systems, and Document Integration T37 Mpr Requirements Determination for TOEs T39 TOE Development Policy, Programs, and Processes to Include Analytical Procedures T40 Army Type Classification Policy and Procedures T41 Processing and Use of Line Item Number Data T42 Force Design Update T43 Battlefield Concepts of operation and Interoperability Dependency of TOE Units in Theater Operations T44 Equipment Requirement, Authorization, and Utilization Policies and Procedures T45 Equipment Survey Policies and Procedures T46 Army Cataloging System
Communicating for Results USDA Graduate School Classroom 2 Days	Priority III Specialist Intermediate Managerial	P5 Communicate Orally
Cost Analysis USDA Graduate School Classroom 5 Days	Priority III Specialist Intermediate	T9 Commercial Activities (CA) Program and Other Contracting Out Programs T10 Efficiency Review and Productivity Programs T13 Manpower Requirements Determination

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		Programs T24 DA Program Budget Guidance Development T25 Command Program Budget Document Development and Processing P2 Plan and Organize P4 Analyze
Cost Benefit Analysis Workshop USDA Graduate School Classroom 3 Days	Priority III Specialist Intermediate	T9 Commercial Activities (CA) Program and Other Contracting Out Programs T10 Efficiency Review and Productivity Programs T13 Manpower Requirements Determination Programs T24 DA Program Budget Guidance Development T25 Command Program Budget Document Development and Processing T26 Army Appropriation and Account Structure P2 Plan and Organize P4 Analyze
Cost and Price Analysis USDA Graduate School Classroom 5 Days	Priority III Specialist Intermediate	T9 Commercial Activities (CA) Program and Other Contracting Out Programs T10 Efficiency Review and Productivity Programs T13 Manpower Requirements Determination Programs T24 DA Program Budget Guidance Development T25 Command Program Budget Document Development and Processing T26 Army Appropriation and Account Structure P2 Plan and Organize P4 Analyze
Creating the Learning Organization	Priority III	P8 Initiate Action

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
USDA Graduate School Classroom 2 Days	Specialist Intermediate Managerial	
Data Collection and Analysis USDA Graduate School Classroom 5 Days	Priority III Functional Trainee Specialist	T10 Efficiency Review and Productivity Programs T13 Manpower Requirements Determination Programs T17 Statistical and Quantitative Analysis, Operations Research, and Management/ Industrial Engineering Techniques T18 Work Measurement Techniques
Dealing with Workplace Negativity USDA Graduate School Classroom 2 Days	Priority III Functional Trainee Specialist	P3 Human Relations
Defense Leadership and Management Program Classroom and Rotational/Developmental Assignments	Competitive Intermediate	P1 Direct Work Activities P2 Plan and Organize P3 Human Relations P4 Analyze P5 Communicate Orally P6 Write P7 Innovate P8 Initiate Action
Defense Regional Interservice Support (DRIS) Agreements Course Army Logistics Management College Classroom 5 Days	Priority III Intermediate Managerial	T2 Army, MACOM, and Installation Mission/Functions, and Organizational Structures of TDA TOE/MTOE T9 Commercial Activities (CA) Program and Other Contracting Out Programs T10 Efficiency Review and Productivity Programs T12 Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations T36 Force Development Interrelationships

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
		Among Organizational, Force, Systems, and Document Integration P2 Plan and Organize P4 Analyze
Defense Resources Management Course Defense Resources Management Institute, Naval Postgraduate School Classroom 20 Days	Priority III Intermediate Managerial	T6 Manpower Allocation and Utilization Control Guidelines T7 Manpower Allocation Principles, Policies, Processes, and Procedures Development T11 Budget Preparation and Submission Procedures and Processes T12 Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations. T17 Statistical and Quantitative Analysis, Operations Research, and Management/ Industrial Engineering Techniques T21 Planning, Programming, Budgeting, and Execution System (PPBES) T36 Force Development Interrelationships Among Organizational, Force, Systems, and Document Integration P2 Plan and Organize P3 Human Relations P4 Analyze P5 Communicate Orally
Developing and Implementing Performance Standards USDA Graduate School 3 Days	Priority III Intermediate Managerial	T52 Employee Development: Performance Appraisal, Performance, and Career Counseling P4 Analyze P5 Communicate Orally P6 Write
DOD Executive Leadership Course Classroom 55 Days	Competitive Intermediate	P3 Human Relations P5 Communicate Orally P6 Write
EEO for Supervisors and Managers	Priority III	T51 Supervisory Responsibilities in Federal

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
USDA Graduate School Classroom, 2 Days	Intermediate Managerial	EEO
EEO—Its Place in the Federal Government NISC – USDA Graduate School Correspondence	Priority III Intermediate Managerial	T50 Supervisory Responsibilities in Federal EEO
Effective Communication with Customers USDA Graduate School Classroom 2 Days	Priority III Intern Functional Trainee Specialist Intermediate	P5 Communicate Orally
Effective Writing USDA Graduate School Classroom 3 Days	Priority III Intern Functional Trainee Specialist	P6 Write
Employee Performance and Conduct Problems USDA Graduate School Classroom 2 Days	Priority III Intermediate Managerial	T49 Management-Employee Relations P3 Human Relations
Executive Leadership Program for Mid-Level Employees USDA Graduate School – Leadership Development Academy 365 Days	Competitive GS-11 or 12 Employees	T48 Federal Position Management and Classification Standards, Position Review T49 Management-Employee Relations T50 Supervisory Responsibilities in Federal EEO T51 Federal Merit Promotion/Internal Placement Procedures T52 Employee Development. Performance Appraisal, Performance, and Career Counseling P1 Direct Work Activities P2 Plan and Organize P3 Human Relations P4 Analyze P5 Communicate Orally P6 Write

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
		P7 Innovate P8 Initiate Action
Federal Budget Process USDA Graduate School Classroom 2 Days	Priority III Managerial	T11 Budget Preparation and Submission Procedures and Processes T21 Planning, Programming, Budgeting, and Execution System (PPBES)
Force Development and Documentation Subcourse Army Force Management School Classroom 4 Days	Priority III Specialist Intermediate	T1 Manpower Policy and Guidance T2 Mission/Functions and Organizational Structures of TDA and TOE/MTOE T5 Systems Interface and Their Effects on Manpower and Equipment T7 Manpower Allocation Principles, Policies, Processes, and Procedures Development T8 Manpower Allocation Rules and Workload Factors Utilization T12 Interrelationships of Force Structure, Mpr, Equipment, Budget, and Authorizations T21 Planning, Programming, Budgeting, and Execution System (PPBES) T22 Authorization and Documentation Systems T23 TOE/BOIP/MTOE/TDA Review and Analysis Techniques T24 DA Program Budget Guidance Development T26 Army Appropriation and Account Structure T27 Force Structure Analysis and Approval Process T28 Manpower and Force Structure Information Systems T29 Total Army Analysis (TAA) Process T30 Systems/Materiel Acquisition and Fielding Process T31 Requirements Determination Process

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
		T32 BOIP T33 Manpower Requirements Criteria Program T34 Consolidated TOE Update (CTU) T36 Force Development Interrelationships Among Organizational, Force, Systems, and Document Integration T37 Manpower Requirements Determination for TOEs T38 Requirements System (TOE, BOIP) T40 Army Type Classification Policy and Procedures T41 Processing and Use of Line Item Number Data T42 Force Design Update T44 Equipment Requirement, Authorization, and Utilization Policies and Procedures T45 Equipment Survey Policies and Procedures
Force Management Course Army Force Management School Classroom 15 Days	Priority III Specialist Intern	T1 Manpower Policy and Guidance T2 Mission/Functions and Organizational Structures of TDA and TOE/MTOE T4 Management Information and Workload Reporting System T5 Systems Interface and Their Affects on Manpower and Equipment T7 Manpower Allocation Principles, Policies, Processes, and Procedures Development T8 Manpower Allocation Rules and Workload Factors Utilization T9 Commercial Activities (CA) Program and Other Contracting Out Programs T11 Budget Preparation and Submission Procedures and Processes T12 Interrelationships of Force Structure, Mpr, Equipment, Budget, and Authorizations

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
		T13 Mpr Requirements Deter Programs T16 Army Functional Dictionary and Standard Work Center Codes and Definitions T19 Manpower Survey Program T21 Planning, Programming, Budgeting, and Execution System (PPBES) T22 Authorization and Documentation Systems T23 TOE/BOIP/MTOE/TDA Review and Analysis Techniques T24 DA Program Budget Guidance Development T26 Army Appropriation and Account Structure T27 Force Structure Analysis and Approval Process T28 Manpower and Force Structure Information Systems T29 Total Army Analysis (TAA) Process T30 Systems/Materiel Acquisition and Fielding Process T31 Requirements Determination Process T32 BOIP T33 Manpower Requirements Criteria Program T34 Consolidated TOE Update (CTU) T36 Force Development Interrelationships Among Organizational, Force, Systems, and Document Integration T37 Manpower Requirements Determination for TOEs T38 Requirements System (TOE, BOIP) T40 Army Type Classification Policy and Procedures T41 Processing and Use of Line Item Number Data T42 Force Design Update

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
		T44 Equipment Requirement, Authorization, and Utilization Policies and Procedures T45 Equipment Survey Policies and Procedures
Fundamentals of Writing USDA Graduate School Classroom 3 Days	Priority III Intern Functional Trainee	P2 Plan and Organize P6 Write
General Officer/Senior Executive Service (GO/SES) Force Integration Course Army Force Management School Classroom 5 Days	Priority I Executive	T1 Manpower Policy and Guidance T7 Manpower Allocation Principles, Policies, Processes, and Procedures Development T27 Force Structure Analysis and Approval Process T36 Force Development Interrelationships Among Organizational, Force, Systems, and Document Integration
Harvard University Program for Senior Executive Fellows Harvard University Classroom 8 Weeks	Priority III Managerial Executive	P1 Direct Work Activities P2 Plan and Organize P3 Human Relations P4 Analyze P5 Communicate Orally P7 Innovate P8 Initiate Action
HQ ACPERS Fundamentals CPOCMA 4 Days	Priority III Intermediate	T5 Systems Interface and Their Affects on Manpower and Equipment T6 Manpower Allocation and Utilization Control Guidelines
Improving Employee Performance NISC – USDA Graduate School Correspondence	Priority III Intermediate Managerial	T52 Employee Development: Performance Appraisal, Performance, and Career Counseling P3 Human Relations
Industrial College of the Armed Forces Classroom 200 Days	Competitive Managerial	T1 Manpower Policy and Guidance T3 Policy and Programs to Establish Change and Formalize Missions, Functions, and Organizational Structure

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		T12 Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations T36 Force Development Interrelationships Among Organizational, Force, Systems, and Document Integration P5 Communicate Orally P6 Write
Installation Logistics Management Course Army Logistics Management College Classroom 12 Days	Priority III Intermediate Managerial	T1 Manpower Policy and Guidance T2 Mission/Functions and Organizational Structures of TDA and TOE/MTOE T7 Manpower Allocation Principles, Policies, Processes, and Procedures Development
Intern Leadership Development Course Center for Army Leadership Classroom 5 Days	Priority I Intern	P1 Direct Work Activities P2 Plan and Organize P3 Human Relations P5 Communicate Orally P8 Initiate Action
Interpersonal Communications USDA Graduate School Classroom 2 Days	Priority III Intern Functional Trainee Specialist Intermediate	P3 Human Relations P5 Communicate Orally
Introduction to Government Contracting USDA Graduate School Classroom 5 Days	Priority III Intern Functional Trainee	T9 Commercial Activities (CA) Program and Other Contracting Out Programs T19 Manpower Survey Program P2 Plan and Organize P4 Analyze
Introduction to Defense Financial Management Course Army Logistics Management College Classroom 5 Days	Priority III Functional Trainee Specialist	T11 Budget Preparation and Submission Procedures and Processes T17 Statistical and Quantitative Analysis, Operations Research, and Management/Industrial Engineering Techniques

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
		T21 Planning, Programming, Budgeting, and Execution System T24 DA Program Budget Guidance Development
Introduction to Federal Budgeting NISC – USDA Graduate School Correspondence	Priority III Functional Trainee Specialist Intermediate	T11 Budget Preparation and Submission Procedures and Processes T21 Planning, Programming, Budgeting, and Execution System P2 Plan and Organize P4 Analyze
Introduction to Financial Management USDA Graduate School Classroom 3 Days	Priority III Functional Trainee Specialist Intern	T11 Budget Preparation and Submission Procedures and Processes T21 Planning, Programming, Budgeting, and Execution System P2 Plan and Organize P4 Analyze
Introduction to Human Resource Management USDA Graduate School Classroom 3 Days	Priority III Interns	T48 Federal Position Management and Classification Standards, Position Review T49 Management-Employee Relations T50 Supervisory Responsibilities in Federal EEO T51 Federal Merit Promotion/Internal Placement Procedures T52 Employee Development: Performance Appraisal, Performance, and Career Counseling
Introduction to Human Resource Management for Supervisors NISC - USDA Graduate School Correspondence	Priority III Intermediate	T49 Management-Employee Relations
Introduction to Program Evaluation USDA Graduate School Classroom 5 Days	Priority III Specialist Intermediate	P2 Plan and Organize P4 Analyze

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Introduction to Risk Assessment USDA Graduate School Classroom 4 Days	Priority III Specialist Intermediate	T12 Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations T27 Force Structure Analysis and Approval Process T29 Total Army Analysis (TAA) Process T36 Force Development Interrelationships Among Organizational, Force, Systems, and Document Integration P4 Analyze
Introduction to Supervision USDA Graduate School Correspondence, Classroom 5 Days	Priority III Intermediate	T48 The Federal Position Management and Classification Standards, Position Review T49 Management-Employee Relations T50 Supervisory Responsibilities in Federal EEO T51 Federal Merit Promotion/Internal Placement Procedures T52 Employee Development: Performance Appraisal, Performance and Career Counseling P1 Direct Work Activities P3 Human Relations P7 Innovate
Labor Relations for Supervisors and Managers USDA Graduate School Classroom 3 Days	Priority III Intermediate Managerial	T49 Management-Employee Relations
Leadership: Change, Challenge, and Empowerment USDA Graduate School Classroom 3 Days	Priority III Intermediate Managerial	P1 Direct Work Activities P2 Plan and Organize P3 Human Relations P4 Analyze P7 Innovate
Leadership Development Program Center for Creative Leadership Classroom	Priority I Executive	P1 Direct Work Activities P3 Human Relations P7 Innovate

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
6 Days		
Leadership Education and Development Local commanders Classroom 5 Days	Priority I - for all new supervisors and space available for all others. Intermediate (space available)	P1 Direct Work Activities P2 Plan and Organize P3 Human Relations P5 Communicate Orally P8 Initiate Action
Leadership for a Democratic Society U. S. Office of Personnel Management Federal Executive Institute Classroom 20 Days	Competitive Managerial Executive	P1 Direct Work Activities P2 Plan and Organize P3 Human Relations P5 Communicate Orally P8 Initiate Action
Logistics Executive Development Course Army Logistics Management College Classroom 14 Weeks, 2 Days	Competitive	T5 Systems interface and their effects on manpower and equipment T12 Interrelationships of force structure, manpower, equipment, budget, and authorizations T44 Equipment requirement, authorization, and utilization polices and procedures T45 Equipment survey polices and prodecures
Management Analysis: Data Gathering USDA Graduate School Classroom 4 Days	Priority III Functional Trainee Specialist	T17 Statistical and Quantitative Analysis, Operations Research, and Management/ Industrial Engineering Techniques T18 Work Measurement Techniques P3 Human Relations P4 Analyze P5 Communicate Orally P6 Write P7 Innovate
Management Analysis: Planning USDA Graduate School Classroom 4 Days	Priority III Functional Trainee Specialist	T17 Statistical and Quantitative Analysis, Operations Research, and Management/ Industrial Engineering Techniques T18 Work Measurement Techniques P4 Analyze P7 Innovate

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Management Analysis: Statistical Review USDA Graduate School Classroom 4 Days	Priority III Specialist Intermediate	T17 Statistical and Quantitative Analysis, Operations Research, and Management/ Industrial Engineering Techniques T18 Work Measurement Techniques P4 Analyze
Management Decision Making and Problem Solving USDA Graduate School Classroom 2 Days	Priority III Intermediate Managerial	P1 Direct Work Activities P2 Plan and Organize P3 Human Relations P4 Analyze P7 Innovate P8 Initiate Action
Management Functions and Techniques USDA Graduate School Classroom 3 Days	Priority III Intermediate	P1 Direct Work Activities P2 Plan and Organize P3 Human Relations P4 Analyze P7 Innovate P8 Initiate Action
Manager Development Army Institute for Professional Development Correspondence	Priority I (for new managers) Managerial	T7 Manpower Allocation Principles, Policies, Processes, and Procedures Development T21 Planning, Programming, Budgeting, and Execution System (PPBES) P1 Direct Work Activities P2 Plan and Organize P3 Human Relations P4 Analyze P7 Innovate
Managing Attendance and Leave for Supervisors NISC – USDA Graduate School Correspondence	Priority III Intermediate Managerial	T49 Management-Employee Relations
Managing Organizational Change USDA Graduate School Classroom 2 Days	Priority III Intermediate Managerial	T3 Policy and Programs to Establish Change and Formalize Missions, Functions, and Organizational Structure P1 Direct Work Activities

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		P2 Plan and Organize P3 Human Relations P4 Analyze P5 Communicate Orally P7 Innovate P8 Initiate Action
Manpower and Force Management Army Logistics Management College Classroom 10 Days	Priority I Intern Functional Trainee Priority II Specialist	T1 Manpower and Policy Guidance T4 Management Information and Workload Reporting System T6 Manpower Allocation and Utilization Control Guidelines T7 Manpower Allocation Principles, Policies, Processes, and Procedures Development T8 Manpower Allocation Rules and Workload Factors Utilization T9 Commercial Activities (CA) Program and Other Contracting Out Programs T10 Efficiency Review and Productivity Programs T12 Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations T13 Manpower Requirements Determinations Programs T21 Planning, Programming, Budgeting, and Execution System (PPBES) T22 Authorization and Documentation Systems T24 DA Program Budget Guidance Development T25 Command Program Budget Document Development and Processing T26 Army Appropriation and Account Structure T27 Force Structure Analysis and Approval Process

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
		T28 Manpower and Force Structure Information Systems T29 Total Army Analysis (TAA) Process T32 BOIP (AR 71-2) T34 Consolidated TOE Update (CTU) T37 Manpower Requirements Determination for TOEs
MANPRINT Action Officer Army Logistics Management College Classroom 9 Days	Priority III Specialist Intermediate	T12 Interrelationships of Force Structure, Mpr, Equipment, Budget, and Authorizations T28 Mpr and Force Structure Information Systems T30 Systems/Materiel Acquisition and Fielding Process T33 Manpower Requirements Criteria Program T40 Army Type Classification Policy and Procedures T41 Processing and Use of Line item Number (LINS) Data T43 Battlefield Concepts of Operation and Interoperability Dependency of TOE in Theater Operations T44 Equipment Requirement, Authorization, and Utilization Policies and Procedures T45 Equipment Survey Policies and Procedures T46 Army Cataloging System P4 Analyze
National Security Management Course Syracuse University Classroom 40 Days	Competitive Managerial Executive	T3 Policy and Programs to Establish Change and Formalize Missions, Functions, and Organizational Structure T21 Planning, Programming, Budgeting, and Execution System (PPBES) T29 Total Army Analysis (TAA) Process

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Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
		T36 Force Development Interrelationships Among Organizational, Force, Systems, and Document Integration P4 Analyze
National War College 304 Days	Competitive Managerial	T43 Battlefield Concepts of Operation and Interoperability Dependency of TOE Units in Theater Operations
Organizational Leadership for Executives Center for Army Leadership Classroom 10 Days	Priority II (for Managers) Priority III (all others) Managerial	P1 Direct Work Activities P2 Plan and Organize P3 Human Relations P4 Analyze P5 Communicate Orally P7 Innovate
Organizational Study and Design USDA Graduate School Classroom 5 Days	Priority III Intermediate Managerial	T3 Policy and Programs to Establish Change and Formalize Missions, Functions, and Organizational Structure P2 Plan and Organize P3 Human Relations P4 Analyze P7 Innovate
Performance Measurement and Budgeting USDA Graduate School Classroom 2 Days	Priority III Intermediate Managerial	T11 Budget Preparation and Submission Procedures and Processes T21 Planning, Programming, Budgeting, and Execution System T25 Command Program Budget Document Development and Processing
Performance Measurement: Efficiency, Quality and Timeliness USDA Graduate School 3 Days	Priority III Specialist Intermediate	T10 Efficiency Review and Productivity Programs P2 Plan and Organize P4 Analyze
Personnel Management for Executives (PME I) Army Management Staff College Classroom 8 Days	Priority II Intermediate Managerial	T3 Policy and Programs to Establish Change and Formalize Missions, Functions, and Organizational Structure P3 Human Relations

Appendix C: Master Training Plan for Manpower and Force Management Positions

Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
		P4 Analyze P5 Communicate Orally
Personnel Management for Executives (PME II) Army Management Staff College Classroom 4/5 Days	Priority III Intermediate Managerial	T3 Policy and Programs to Establish Change and Formalize Missions, Functions, and Organizational Structure P3 Human Relations P4 Analyze P5 Communicate Orally
Planning, Programming, Budgeting, and Execution System Finance School, U. S. Army Classroom 9 Days	Priority II Functional Trainee Specialist Intern	T10 Efficiency Review and Productivity Programs T11 Budget Preparation and Submission Procedures and Processes T12 Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations T21 Planning, Programming, Budgeting, and Execution System (PPBES) T24 DA Program Budget Guidance Development T26 Army Appropriation and Account Structure T27 Force Structure Analysis and Approval Process T 42 Force Design Update P4 Analyze
Position Classification for Supervisors and Administrative Staff USDA Graduate School Classroom 2 Days	Priority III Intern Functional Trainee Specialist	T48 Federal Position Management and Classification Standards, Position Review
Position Management USDA Graduate School Classroom 2 Days	Priority III Specialist Intermediate	T48 Federal Position Management and Classification Standards, Position Review

Appendix C: Master Training Plan for Manpower and Force Management Positions

Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
Positive Approaches to Difficult People USDA Graduate School Classroom 2 Days	Priority III Intern Functional Trainee Specialist	P3 Human Relations
Professional Military Comptroller Air University Center for Professional Development Classroom 36 Days	Priority III Intermediate Managerial	T6 Manpower Allocation and Utilization Control Guidelines T9 Commercial Activities (CA) Program and Other Contracting Out Programs T11 Budget Preparation and Submission Procedures and Processes T12 Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations P2 Plan and Organize P4 Analyze
Professional Resource Management Course Syracuse University Classroom 20 Days	Competitive Intermediate	T9 Commercial Activities CA Program and Other Contracting Out Programs T11 Budget Preparation Submission Procedures Processes T12 Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations T21 Planning, Programming, Budgeting, and Execution System (PPBES) T24 DA Program Budget Guidance Development T26 Army Appropriation and Account Structure P2 Plan and Organize P3 Human Relations P4 Analyze P5 Communicate Orally. P6 Write P7 Innovate

Appendix C: Master Training Plan for Manpower and Force Management Positions

Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
Project Management USDA Graduate School Classroom 4 Days	Priority III Intern Functional Trainee Specialist	P2 Plan and Organize P4 Analyze P8 Initiate Action
Report Writing USDA Graduate School Classroom 3 Days	Priority III Intern Functional Trainee	P4 Analyze P6 Write
Resource Management Budget Finance School, U. S. Army Classroom 5 Days	Priority II Intern Functional Trainee	T6 Manpower Allocation and Utilization Control Guidelines T7 Manpower Allocation Principles, Policies, Processes, and Procedures Development T11 Budget Preparation and Submission Procedures and Processes T12 Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations T21 Planning, Programming, Budgeting, and Execution System (PPBES) T24 DA Program Budget Guidance Development T25 Command Program Budget Document Development and Processing T26 Army Appropriation and Account Structure P4 Analyze
Secretary of the Army Research and Study Fellowships 180/365 Days	Competitive GS-12 and above	Varies
Solving Performance and Conduct Problems NISC – USDA Graduate School	Priority III Intermediate	T49 Management-Employee Relations P3 Human Relations

Appendix C: Master Training Plan for Manpower and Force Management Positions

Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
Correspondence	Managerial	
Strategic Planning: GPRA and NPR-Based USDA Graduate School Classroom 3 Days	Priority III Intermediate Managerial	T3 Policy and Programs to Establish Change and Formalize Missions, Functions, and Organizational Structure T17 Statistical and Quantitative Analysis, Operations Research, and Management/ Industrial Engineering Techniques T18 Work Measurement Techniques T21 Planning, Programming, Budgeting, and Execution System P2 Plan and Organize P4 Analyze
Stress Management USDA Graduate School Classroom 3 Days	Priority III Intermediate	P2 Plan and Organize P3 Human Resources
Supervisor Development Army Institute for Professional Development Correspondence	Priority I – all new supervisors regardless of grade.	T48 Federal Position Management and Classification Standards, Position Review T49 Management-Employee Relations T50 Supervisory Responsibilities in Federal EEO T51 Federal Merit Promotion/Internal Placement Procedures T52 Employee Development. Performance Appraisal, Performance, and Career Counseling P1 Direct Work Activities P3 Human Relations P4 Analyze
Sustaining Base Leadership and Management Army Management Staff College Classroom 65 Days	Competitive Intermediate Managerial	T1 Manpower Policy and Guidance T6 Manpower Allocation and Utilization Control Guidelines T7 Manpower Allocation Principles, Policies, Processes, and Procedures Development

Appendix C: Master Training Plan for Manpower and Force Management Positions

Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
		T11 Budget Preparation and Submission Procedures and Processes T12 Interrelationships of Force Structure, Manpower, Equipment, Budget, and Authorizations T13 Manpower Requirements Determinations Programs T21 Planning, Programming, Budgeting, and Execution System (PPBES) T29 Total Army Analysis (TAA) T36 Force Development Interrelationships Among Organizational, Force, Systems, and Document Integration T37 Manpower Requirements Determination for TOEs T43 Battlefield Concepts of Operation and Interoperability Dependency of TOE Units in Theater Operations P2 Plan and Organize P3 Human Relations P5 Communicate Orally P6 Write
Team Leadership Essentials USDA Graduate School Classroom 3 Days	Priority III Intermediate Managerial	P1 Direct Work Activities P2 Plan and Organize P3 Human Relations P4 Analyze P7 Innovate
Technical Writing USDA Graduate School Classroom 3 Days	Priority III Intern Functional Trainee Specialist	P6 Write
Understanding Human Behavior USDA Graduate School Classroom	Priority III Specialist Intermediate	P3 Human Relations

Appendix C: Master Training Plan for Manpower and Force Management Positions

Course Title, Source, Type of Training, and Length	Priority and Target Audience	Competencies
3 Days		
Writing Better Statements of Work USDA Graduate School Classroom 3 Days	Priority III Functional Trainee Specialist	P6 Write