

## Appendix E: Course Descriptions for MTP for 1740's<sup>1</sup>

### Priority Definitions

As in the MTP, the training in this appendix is prioritized. The definition for each of the priorities is presented below: (Refer to Appendix C, Master Training Plan (MTP) for 1740's, for a list of Priority I training.)

- **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 intern training.
- **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 KSAs needed on the job and/or (2) leads to improvement of mission accomplishment.

### Target Audience

The target audience for each of the courses is either all CP-31 careerists or careerists in one or more of the job categories listed below. (Refer to Appendix B for a definition of these job categories.)

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|---------------|--|
| ■ DOE         | Director of Education/Education Advisor:       |
| ■ EPA(HQDA/M) | Education Program Administrator (Army/MACOM)   |
| ■ ESO         | Education Services Officer                     |
| ■ EPA(I)      | Education Program Administrator (Installation) |
| ■ C           | Counselor                                      |
| ■ RPA         | Recruiting Program Administrator               |
| ■ TPA         | Test Program Administrator                     |
| ■ ESO(AR)     | Education Services Officer (Army Reserve)      |
| ■ SUP/MGR     | Supervisor/Manager                             |

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<sup>1</sup> *Unless indicated otherwise, the priority for a course is Priority III, Recommended.*

### **Priority of Courses**

All courses are priority III (recommended), unless indicated otherwise.

### **Substituting Priority III Courses from Vendors**

The priority III (recommended) courses from private sector vendors are examples of the training recommended for the 1740's. If the incumbent or supervisor find a course that is similar to a course listed in the plan, the course can be substituted. 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.

**Course Code:** ST 7000 (with accompanying packet ST 7001)  
**Title:** Action Officer Development Course (AODC)  
**Description:** This course covers a gamut of skills needed by action officers to work actions through the system, such as: management techniques; staff procedures; time management; meetings; decision making; briefings; writing; coordinating; problem solving; and ethics. The course is comprised of ten lessons with practice exercises, final examination, tip sheets, checklists, how to's, sample formats, etc. (The accompanying packet ST 7001 is an agreement the employee and supervisor must sign. The supervisor must provide the employee with an opportunity to conduct a briefing, write to the Army Standard, etc.)  
**Target Audience:** Interns (priority I training); newly appointed journey-level (full performance) employees in two-grade interval professional and administrative job series (priority I training within six months of appointment/promotion); and all other employees (priority III training)  
**Type:** Correspondence  
**Source:** Army Institute for Professional Development

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**Course Code:** AMEC-292<sup>2</sup>  
**Title:** Activity Based Costing Principles (4)  
**Description:** Relates activity based costing (ABC) accounting to business process reengineering (BPR). Conventional government accounting methodologies do not provide the information needed to identify the costs of products and services or the cost of the activities that produce them. ABC is an essential methodology to understand the true costs of processes and how to make them more cost effective.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s  
**Type:** Classroom  
**Length:** 3.5 days  
**Source:** U.S. Army Management Engineering College (AMEC)

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*The recommended sequence for AMEC courses on business process reengineering (BPR) is: Business Process Reengineering (BPR) Fundamentals; Planning for BPR; Facilitation for Business Process Reengineering (BPR); Activity Based Costing Principles; Functional Economic Analysis; and Benchmarking for Business Process Reengineering (BPR). Each course's position in this sequence is noted in parentheses after the course title.*

**Course Code:** None  
**Title:** Adult Literacy Technology  
**Description:** This course is designed to provide a variety of technology that includes computer software, multimedia interaction distance learning, and other emerging technologies.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 4 days  
**Source:** Showcase of Adult Literacy Technology, Illinois Secretary of State Literacy Office. (Note: Sponsorship of this conference rotates among states.)

**Title:** Advanced Human Resource Executive Program  
**Description:** Designed primarily for senior human resource (HR) executives, this course is also beneficial for general managers (senior-level) who recognize that the management of human resources is critical to success. The program has three objectives: 1) develop participants' general management perspective by examining the latest thinking in various functional areas of business; 2) help participants forge a leadership agenda and strategy of HR function; and 3) explore the best available thinking and practices on leadership of the function, executive succession, board of directors relations, organization design, and developing /supporting an effective change strategy. The first week of the course focuses on how HR professionals can contribute as members of senior management and how general managers can approach these topics from an HR perspective. The second week addresses the senior HR executive as a leader within the organization who can implement practices that add value to business decisions.

**Target Audience:** DoE's (Competitive Professional Development)  
**Type:** Classroom  
**Length:** 10 days  
**Source:** University of Michigan Business School, Executive Education Center.  
 Link to: <http://www.bus.umich.edu/execed>  
 (Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System Catalog at <http://cpol.army.mil> for additional information.)

**Course Code:** None  
**Title:** Alternative Delivery Program  
**Description:** (Note: This program is under development and is expected to begin in FY98.) This program will consist of a series of courses to enhance professional knowledge in specific areas. The courses will be selected from on-line or electronically delivered courses and made available to education services professionals. In general, the courses will consist of materials covering current technology, delivery systems, business

improvement, leadership, etc. that can be taken in an alternative delivery format at the individual's location, such as, E-mail, Web, FAX, or interactive CD-Rom.

**Target Audience:** All (Competitive Professional Development)

**Type:** Alternative delivery format.

**Length:** Will vary.

**Source:** Will vary.

(Note: Refer to the current edition of Army Civilian Training, Education and Development System Catalog on ASA(M&RA)'s homepage (<http://cpol.army.mil>) for additional information).

**Course Code:** None

**Title:** Analysis and Application of Customer Satisfaction Measurements

**Description:** In this course, participants will discover the cost of customer dissatisfaction and the bottom-line benefits of customer satisfaction. They will learn to link customer satisfaction to reward and recognition systems and to performance and operational indicators. They will learn to use customer satisfaction information to focus and direct improvements and to define and align internal standards and measures. Course content includes: techniques for defining priorities for quality planning and improvement; application of statistical process control to customer satisfaction data; determining and documenting the impact of improvement efforts; quantifying the bottom-line benefits of customer satisfaction; benchmarking and competitive comparisons of customer satisfaction; integrating and reconciling multiple sources of information on customer satisfaction and dissatisfaction; and establishing ownership of the responsibility for customer satisfaction/dissatisfaction issues.

**Target Audience:** ESO's (Note: This course requires a basic understanding of statistics.)

**Type:** Classroom

**Length:** 2 days

**Source:** ASQC

**Course Code:** 7678

**Title:** Annual Conference on Interactive Instruction Delivery

**Description:** This conference will concentrate on new applications and utilization of interactive multimedia technologies that improve industrial training performance, improve training effectiveness, and reduce costs. Education application presentations range from grade school to post collegiate education.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s

**Type:** Conference

**Length:** 3 days

**Source:** Society for Applied Learning Technology

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**Course Code:** None

**Title:** Annual Reinvention Revolution Conference

**Description:** This major conference is designed to help senior managers prepare for the changes taking place as a result of the “reinventing government” initiative. Brookings GAI offers dynamic, integrated training to give senior leaders the tools required to solve the complex problems encountered in the current federal environment, especially in light of the National Partnership for Reinventing Government initiative, the Quadrennial Defense Review, and the Government Performance Results Act. Strictly limited to senior leadership, this training addresses the issues of accountability and effectiveness as organizational change management initiatives are mandated to streamline organizations and enhance performance.

**Target Audience:** DOE’s (Competitive Professional Development)

**Type:** Conference

**Length:** 3 days

**Source:** Brookings Government Affairs Institute

(Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

**Course Code:** None

**Title:** AMSC's Sustaining Base Leadership and Management Program

**Description:** Trains and educates on strategies, doctrines, functional relationships, and systems relevant to the Total Army with emphasis on the sustainment base; specifically, addresses military forces and doctrine, national policy and strategic studies, force integration, resource management, acquisition and logistics management, installation management, information management, management techniques, personnel management systems, health and fitness, communicative arts, and program analysis and evaluation.

**Target Audience:** GS-12 through GS-14 (GS-11 and GS-15 may apply by exception)

**Type:** Classroom

**Length:** 12 weeks

**Source:** Training and Doctrine Command (TRADOC)

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**Course Code:** None

**Title:** Association of Counselors and Educators in Government (ACEG)/  
American Counseling Association (ACA) Conference

**Description:** Topics trained at this conference vary from year to year. Typical content areas include: issues, policies, and up-dates on Army educational programs and services; credit-by-examination opportunities; military

veterans as clients, and assessment of counseling treatment; making sense of educational benefits and military service; and marketing the ASVAB Career Exploration Program for maximum student participation.

**Target Audience:** C's; EPA(I)'s with counseling duties; RPA's  
**Type:** Conference  
**Length:** 6 days  
**Source:** Association of Counselors and Educators in Government (ACEG)/  
 American Counseling Association (ACA) Conference

**Course Code:** None

**Title:** Basic Management

**Description:** This course is designed for new managers or those who feel the need to reinforce their understanding of fundamental management principles. Program focuses on the changes involved when the managee becomes a manager, by emphasizing a broad understanding of current managerial techniques with special emphasis on working with people as the key to success. Tools and exercises focus on refining leadership skills; managing time, stress, delegation, authority, responsibility, accountability, and productivity; creative decision making and problem solving; effective communications; and team building.

**Target Audience:** All (Competitive Professional Development)

**Type:** Classroom

**Length:** 3 days

**Source:** University of Michigan Business School, Executive Education Center.

Link to: <http://www.bus.umich.edu/execed>

(Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

**Course Code:** DCPDS 500622

**Title:** Basic Personnel Functions

**Description:** This course consists of five modules which provide information to assist in achieving a basic understanding of the functions of a personnel office. Topics covered are: understanding and using Federal policy; the Federal employment system; components of the Code of Federal Regulations (CFR); using the Guide to Processing Personnel Actions; and organization of the Code of Federal Regulations (CFR).

**Target Audience:** Interns (Priority II)

**Type:** Computer-based Training

**Length:** 10 hours

**Source:** Army Civilian Personnel Operations Center Management Agency (CPOCMA)

(Note: Refer to the Training and Development section at <http://cpol.army.mil> for additional information.)

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**Course Code:** USGSA-1201  
**Title:** Basic Procurement  
**Description:** This course provides thorough coverage of a broad range of acquisition topics with an emphasis on management principles and involvement of technical personnel. Instruction includes lectures, discussions, and quizzes and covers all phases of the acquisition process, including acquisition planning, small purchases, sealed bidding, negotiation, contract administration, and the roles of both technical and contracting personnel. Emphasis is placed on underlying principles and the flexibility of the Federal acquisition system to handle many situations. Detailed procedures are not covered.  
**Target Audience:** EPA(HQDA/M)'s; ESO's; EPA(I)'s  
**Type:** Classroom  
**Length:** 5 days  
**Source:** GSA Interagency Training Center

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**Course Code:** AMEC-335  
**Title:** Benchmarking for Business Process Reengineering (BPR) (6)  
**Description:** Covers the essential elements involved in Benchmarking. Participants will learn how to plan and conduct a Benchmarking Project and apply the results to a BPR Initiative. Benchmarking can be used to dramatically improve process performance in government organizations.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s  
**Type:** Classroom  
**Length:** 3 days  
**Source:** U.S. Army Management Engineering College (AMEC)

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**Course Code:** None  
**Title:** Benchmarking for the Competitive Edge  
**Description:** Participants will learn how benchmarking can be a valuable asset in establishing company-wide business goals; and discover how benchmarking results, when communicated effectively, can be used to improve performance and competitiveness. Course contents include: benchmarking defined, comparing performance to the best-in-class,

converting analysis into action, and implementing a benchmarking action plan.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s  
**Type:** Classroom  
**Length:** 2 days  
**Source:** ASQC

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**Course Code:** SCNTR 703  
**Title:** Budget Execution and Funds Control  
**Description:** This course reviews concepts, procedures, and practices in the systems of administrative control under the Anti-deficiency Act, including Treasury warrants, OMB apportionment's, allocations, allotments, and allowances. Emphasizes performance related financial plans, related reports, and other aspects of budgetary control. Coping with the short-term continuing resolutions, no appropriations or authorizing legislation also will be addressed. The course will examine cross-serving agreements, reprogramming, and the role of the comptroller in carrying out these functions in a complex organization. Lectures, case studies, role-playing, and problem solving are used.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s  
**Type:** Classroom  
**Length:** 5 days  
**Source:** Graduate School, USDA

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**Course Code:** None  
**Title:** Building the Leadership Engine  
**Description:** This course is designed for senior level staff and executives who ideally bring a team of senior level employees. Experience has shown that teams are better able to maximize the program's impact by working together to develop strategies for business transformation. The seminar focus is on teaching participants how to improve their leadership abilities as well as their ability to teach others. Participants will be able to benchmark their own leadership development as well as their organization's against world-class winners; develop their own points of view, create an organizational vision; and improve their ability to coach and to develop other leaders by examining the techniques of world-class leaders.

**Target Audience:** DoE's, EPA(HQDA/M)'s, ESO's, and EPA(I)'s (Competitive Professional Development)  
**Type:** Classroom  
**Length:** 3 days  
**Source:** University of Michigan Business School, Executive Education Center.  
 Link to: <http://www.bus.umich.edu/execed>

(Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

**Course Code:** 4525YCY  
**Title:** Business Process Reengineering  
**Description:** This course will cover why traditional methods of corporate measurement have proved ineffective; what reengineering is, what it isn't, and how to maximize its impact; how to recruit and organize cross-functional teams; how to integrate technologies with processes; how to secure top management support for business process reengineering; the phases of a typical business process reengineering program, and; how to develop, test, and roll-out plans.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; TPA's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 3 days  
**Source:** American Management Association

**Course Code:** MTL-1100  
**Title:** Business Process Reengineering  
**Description:** Reengineering has enabled many organizations to significantly reduce costs, waste, rework, and cycle time. This workshop provides practical knowledge and skills for reengineering/reinventing existing work and business processes. Topics include how to determine when reengineering is appropriate, as well as planning, staffing, and organizing the reengineering effort. Discussion topics include the cost of poor quality, root cause analysis, the three cornerstones of reengineering, performance measurement, common pitfalls to avoid, and common approaches to work design.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; TPA's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 2 days  
**Source:** MTL Services International, Inc.

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**Course Code:** AMEC-288  
**Title:** Business Process Reengineering (BPR) Fundamentals (1)  
**Description:** Presents an overview of the DoD Functional Process Improvement (FPI) methodology along with the methodologies and concepts of some of the current commercial experts on BPR. The course addresses each of the major phases in FPI/BPR and includes a discussion of the origins of FPI/BPR and why it is critical for the survival of today's organizations.

Also included are discussions on process management, the need for an organization to have a corporate identity, how to decide what to reengineer, why one cannot reengineer an organization, what are the pitfalls to reengineering, the relationship of culture to BPR, and much more.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; TPA's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 3 days  
**Source:** U.S. Army Management Engineering College (AMEC)

**Course Code:** MTL-1200  
**Title:** Change Management  
**Description:** This course examines both the technical and the social aspects of change in the organization. Topics include the three prerequisites for change, leadership's role in change management, assessing the organization's ability to accept and support change, planning change, the characteristics of successful innovation, how individuals adopt change, three strategies for managing organizational change, how people react to change and why people resist change, and countermeasures for overcoming resistance.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s  
**Type:** Classroom  
**Length:** 2 days  
**Source:** MTL Services International, Inc.

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**Course Code:** 2246YCY  
**Title:** Coaching and Counseling for Outstanding Job Performance  
**Description:** Develop coaching and counseling skills that will enhance performance from your employees and improve the productivity of your organization as a whole.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s  
**Type:** Classroom  
**Length:** 3 days  
**Source:** American Management Association

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**Course Code:** None  
**Title:** Commission on Military Education and Training (CMET)/American Association for Adult and Continuing Education (AAACE)  
**Description:** Topics trained at this conference vary from year to year. Typical content areas include: Basic education in the military; partnerships between the military and the local community; educational processes related to improving lifelong learning opportunity; continuing professional

development in a high technology environment; independent studies; and strategies and resources for innovative approaches to skills enhancement.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's  
(Competitive Professional Development)

**Type:** Conference

**Length:** 6 days

**Source:** Commission on Military Education and Training (CMET)/American Association for Adult and Continuing Education (AAACE)  
(Note: Refer to the current edition of Army Civilian Training, Education and Development System catalog on ASA(M&RA)'s homepage (<http://cpol.army.mil>) for additional information).

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**Course Code:** None

**Title:** Computer Aided Education & Training Initiative (CAETI)

**Description:** The CAETI program assembles a world-class team of technology, education and training experts. The team has been given the unique challenge of dramatically improving the learning performance of students and increasing teaching productivity and effectiveness of instructors through the development, integration and evaluation of advanced computer based technology. The focus of the program's educational application is the Department of Defense Education Activity (DoDEA).

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s  
Conference caters to all levels of employees assigned technical, distance learning and computer based instruction responsibilities.

**Type:** Conference

**Length:** 4 days

**Source:** CAETI Program Support

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**Course Code:** SCNTR 700

**Title:** Concepts of Federal Accounting I

**Description:** This course covers concepts and practices of Federal accounting, including Federal financial management policy; the relationship between budgeting and accounting principles, standards and processes; internal controls, and budgetary accounting procedures and practices. Emphasis will be placed on implementation of the Chief Financial Officers (CFO) Act of 1990.

**Target Audience:** EPA(HQDA/M)'s; ESO's; EPA(I)'s

**Type:** Classroom

**Length:** 5 days

**Source:** Graduate School, USDA

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**Course Code:** None

**Title:** Contemporary Executive Development (CED)

**Description:** CED provides leader development for senior CP-31 administrators. The curriculum combines leadership theory with real-world experiences, including hands-on problem-solving exercises. The faculty is drawn from George Washington University, with guest faculty from other public- and private-sector institutions. Curriculum will include topics such as: strategic planning under Government Performance Results Act (GPRA); management/leadership challenges for the future, including managing organizational and personal change; enhanced uses of the Internet in government; management improvement in the Federal Government; effective briefing techniques for executives; and alternative dispute resolution (ADR). This competitive functional training will prepare CP-31 key employees to meet the leadership challenges of a changing organizational environment.

**Target Audience:** GS-13 and above (Competitive Professional Development)  
**Type:** Classroom  
**Length:** 2 weeks  
**Source:** George Washington University  
 (Note: Refer to the current edition of the Army Civilian Training, Education and Development System catalog on ASA(M&RA)'s homepage (<http://cpol.army.mil>) for additional information).

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**Course Code:** ALMC-CL  
**Title:** Contracting Officer's Representative Course  
**Description:** This course provides an overview of the legal requirements and the fundamentals of contracting that lead to the award of a contract. Emphasis is placed on contract situations where many contract administration functions are performed by the requiring activity's personnel, such as writing specifications, performing contract surveillance and/or overall contract monitorship. The course is designed to improve job performance of personnel outside the contracting career field who will be involved with contracts as a contracting officer's representative or quality assurance evaluator. This course will concentrate on service rather than supply, R&D, or construction contracts.  
**Target Audience:** Priority I for interns and all CP-31 employees prior to being assigned to any contract/contract-related duties  
**Type:** Classroom  
**Length:** 1 week  
**Source:** U. S. Army Logistics Management College (ALMC)

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**Title:** Corporate Performance Measurement  
**Description:** This course is designed for managers who have strategic planning responsibilities and need to improve skills in the design, implementation, and management of performance measurement systems. In addition to strategic planning, individuals whose functions include information systems, operations, human resources, and budget/finance would benefit from course attendance. Participants will learn new concepts in performance measurement to achieve an integrated view of their organization and its processes. Going beyond the 'balanced scorecard' concept, rationale is presented for performance measures at all levels, linkage among measures, and connections of each measure to strategy and value creation. This course will assist managers in achieving results as mandated by the Government Performance Results Act.  
**Target Audience:** DoE's, EPA(HQDA/M)'s, and ESO's (Competitive Professional Development)  
**Type:** Classroom

**Length:** 5 days  
**Source:** University of Michigan Business School, Executive Education Center. Link to: <http://www.bus.umich.edu/execed>  
 (Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

**Course Code:** None  
**Title:** Council of College and Military Educators (CCME)  
**Description:** Topics trained at this conference vary from year to year. Presentations are given by professional military educators and subject matter experts on a variety of topics to include: continuing professional development in a high technology environment, updates on initiatives in military education such as distance learning and outsourcing, partnerships between the military and the local community, educational processes related to improving lifelong learning opportunities and effective legislative advocacy.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s, C's; ESO(AR)'s; RPA's  
**Type:** Conference  
**Length:** 4 days  
**Source:** Council of College and Military Educators (CCME)

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**Course Code:** None  
**Title:** Council on Military Education in Texas (COMET)  
**Description:** Topics trained at this conference vary from year to year. Presentations are given by military and civilian educators and subject matter experts aimed at the promotion and support of quality military education programs in the State of Texas. Sample topics include: continuing professional development in a high technology environment, updates on initiatives in military education such as distance learning and outsourcing, partnerships between the military and the local community, senior DOD leadership direction, veterans benefits, Reserve and National Guard issues, military tuition assistance policy and effective legislative advocacy.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; Texas ESO'S; EPA(I)'s; C's; ESO(AR)'s; RPA's  
**Type:** Conference  
**Length:** 2 days  
**Source:** Council on Military Education in Texas (COMET)

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**Course Code:** None  
**Title:** Current Army Education Issues Workshop (formerly Train-the-Trainer Workshop)  
**Description:** Participants will receive training by subject matter experts. The curriculum will support many of the 54 knowledges identified in AR 690-950. Specific areas of training include ways in which the Army and ACES have changed, and how these changes impact on CP-31. Topics to be trained: distance

learning and other non-traditional education formats, current education issues pertaining to the soldier, education incentives, and Army Learning Centers. Participants are expected to return to their MACOM installation and train other CP-31 careerist.

**Target Audience:** Interns (Priority I); Competitive Professional Development for other CP-31 careerists.  
**Type:** Classroom  
**Length:** 3 days  
**Source:** Education Division, PERSCOM  
 (Note: Refer to the current edition of Army Civilian Training, Education and Development System catalog on ASA(M&RA)'s homepage (<http://cpol.army.mil>) for additional information).

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**Course Code:** None  
**Title:** Customer Satisfaction and Quality Measurement Conference  
**Description:** This conference addresses the newest advances in measuring customer satisfaction and quality. Therefore, the topics addressed change from year to year. For example, the focus for the 1996-97 conference was on building profitable relationships.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s  
**Type:** Conference  
**Length:** 2 days  
**Source:** ASQC (co-sponsored with the American Marketing Association)

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**Course Code:** None  
**Title:** Customer Satisfaction Measurement and Management  
**Description:** Participants will learn to develop a comprehensive inventory of customer requirements by designing and executing customer surveys. They will also learn to construct a customer satisfaction index that summarizes the organization's strengths and weaknesses, defines key drivers of satisfaction and identifies critical issues for quality planning and improvement and to use collected customer data to focus quality efforts and track and assess the effectiveness of those efforts. Course content includes: process framework, determining customer requirements and expectations, designing and administering customer surveys, analyzing survey data to define targets for improvement and to gauge progress, and integrating customer satisfaction measures with quality planning processes. Participants will receive a complimentary copy of Bob Hayes' *Measuring Customer Satisfaction: Development and Use of Questionnaires*, from ASQC Quality Press.  
**Target Audience:** DOE's; EPA(HQDA/M)'s, ESO's; EPA(I)'s; ESO(AR)'s (NOTE: Some knowledge of survey research techniques is helpful, but not necessary.)

Participants should be familiar with principles and tools of TQM. Knowledge of the Baldrige Award system is also helpful.)

**Type:** Classroom  
**Length:** 2 days  
**Source:** ASQC

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**Course Code:** 8446  
**Title:** Data Collection Techniques  
**Description:** In this hands-on, five-day program, participants will work through in-depth exercises in the use of key data collection tools and techniques for management analysis. In class data collection projects provide the opportunity to focus on descriptive and inferential statistics, sampling techniques, and data presentation.

**Target Audience:** EPA(HQDA/M)'s; ESO's; EPA(I)'s; TPA's  
**Type:** Classroom  
**Length:** 5 days  
**Source:** Management Concepts, Incorporated

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**Course Code:** 5565  
**Course Code:** None  
**Title:** Delegation and Team Effort  
**Description:** This course is designed for managers who have the need and responsibility to create and develop high-performing teams. The team approach for management is an extremely effective tool for managing in today's fast-paced, culturally diverse, technically-based business environment. This seminar will assist participants in understanding the following: 1) why teams? 2) changing team environment; 3) types of teams; 4) creation of organization culture for successful team promotion; 5) development of leadership strategy for improving team performance; 6) management of 'hot' teams; 7) characteristics of effective teams; 8) strategies for effective group decision-making; 9) dysfunctional team dynamics; 10) team member motivation; 11) performance standards development; 12) delegation of authority and accountability; and 12) action plan development.

**Target Audience:** DoE's, EPA(HQDA/M)'s, ESO's (Competitive Professional Development)  
**Type:** Classroom  
**Length:** 5 days  
**Source:** University of Michigan Business School, Executive Education Center. Link to: <http://www.bus.umich.edu/execed>  
 (Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

**Title:** Designing Effective Program Evaluations

**Description:** An overview of evaluation research will be presented including a model for assessing the availability of a program. Assuming that participants have never conducted an evaluation, the course will cover: how to design a program evaluation; how to measure variables in evaluation research; how to calculate statistics; how to present an evaluation report; and the utilization of evaluation results.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s

**Type:** Classroom

**Length:** 3 days

**Source:** Graduate School, USDA

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**Course Code:** None

**Title:** The Disney Approach to People Management

**Description:** Students go behind the scenes in this course to look at Disney's unique approach to people management, studying the ways Disney instills and encourages commitment and pride in their work force. Students also formulate strategies to take back and implement in their own organizations. DAPM explores the practical side of bringing the corporate culture to life through the people who deliver service to customers. Students see first hand how the Disney vision is concisely defined and communicated to every employee. DAPM field experiences emphasize practical approaches to recruitment, selection, and training of new employees as well as the support systems required to maintain high morale, productivity, and discipline in the Disney tradition. Recommended for all managers and executives.

**Target Audience:** All (Competitive Professional Development)

**Type:** Classroom

**Length:** 3 ½ days

**Source:** Disney Institute

(Note: Refer to the CP-31 section in the current edition of the Catalog of Army Civilian Training, Education, and Professional Development Opportunities at <http://cpol.army.mil> for additional information.)

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**Course Code:** None

**Title:** Disney Approach to Quality Service

**Description:** The ability to deliver superior service is perhaps the most significant measure of our prospects for the future. This three day seminar will broaden professional understanding and expertise in the field of service and customer satisfaction by studying the "how-to-do-it" strategies practiced at the Walt Disney World resorts. Students learn how to examine every business decision from the viewpoint of the "guest experience" and how to construct a new action plan that will immediately begin to improve your organization's level of service. Students are encouraged to develop a

Quality Service Plan using a formula in the reference book. Recommended for key staff at the operating level of all ACES organizations.

**Target Audience:** All (Competitive Professional Development)

**Type:** Classroom

**Length:** 3 ½ days

**Source:** Disney Institute

(Note: Refer to the CP-31 section in the current edition of the Catalog of Army Civilian Training, Education, and Professional Development Opportunities at <http://cpol.army.mil> for additional information.)

**Course Code:** None

**Title:** Distance Education and Training Council (DETC) Annual Conference

**Description:** Participants are exposed to the best thinkers and practitioners in distance education. Speakers address issues related to distance education, best learning strategies to use in learning centers, exploring the World Wide Web, partnerships for distance education, rationale for using technology to offer better services for students and independent study on line.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s

**Type:** Conference

**Length:** 3 days

**Source:** Distance Education and Training Council (DETC)

**Course Code:** Varies

**Title:** Distance Learning

**Description:** Course examines current issues and trends relevant to the impact of technology on adult continuing education and includes the opportunity to participate in distance learning development and/or delivery through practical application of the methodology(s). Typical topics include: distance learning theories, principles, techniques, and prevailing practices; impact of technology; and management theories.

**Target Audience:** All

**Type:** Classroom or alternate delivery mode

**Source:** Typically college or university

[Note: Distance learning is an evolving field and it is important for the Education Services careerist to experience a variety of current models for educational delivery from the student's and the instructor's point of view. Therefore, traditional college/university courses may not be available or may not meet the careerist's needs, and the careerist may need to take the course (or series of courses) through alternative delivery modes (such as, electronic mail, web based education, satellite delivery, and in-service training for college/university faculty).]

**Course Code:** None  
**Title:** DoD Worldwide Education Symposium  
**Description:** The content of the symposium varies from year to year. Presentations are given by Defense policy-makers and subject matter specialists, and workshops are presented on various topics, such as, distance learning, and other non-traditional educational formats, current education issues pertaining to the soldier, education incentives, and Army Learning Centers; trends in education and educational technology; and trends in continuing education for military personnel.  
**Target Audience:** All (Competitive Professional Development)  
**Type:** Conference  
**Length:** 4 days  
**Source:** Department of Defense/Defense Activity for Non-Traditional Education Support (DANTES)  
 (Note: Refer to the current edition of Army Civilian Training, Education and Development System catalog on ASA(M&RA)'s homepage (<http://cpol.army.mil>) for additional information).

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**Course Code:** None  
**Title:** Eastern Adult Continuing and Distance Education Research Conference  
**Description:** The purpose of this conference is to provide a forum for practitioners, policy makers and researchers to discuss issues relating to adult education, continuing education and distance education. Participants will be introduced to various types of computer conferencing and the way they can be used to augment, extend or replace the face-to-face classroom.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I); C's; ESO(AR)'s  
**Type:** Conference  
**Length:** 3 days  
**Source:** Eastern Adult Continuing and Distance Education Research Conference  
 Pennsylvania State University

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**Course Code:** None  
**Title:** EDMIS Workshop  
**Description:** This course is taught by subject matter experts and topics trained include: overview of the Education Management Information System (EDMIS), entering/updating information, manipulating data, retrieving reports, and retrieving information used in counseling.  
**Target Audience:** EDMIS Functional Administrators where EDMIS is deployed or scheduled to be deployed; EDMIS MACOM POC's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's  
**Type:** Classroom  
**Length:** 3 days  
**Source:** Education Division, PERSCOM

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**Course Code:** None  
**Title:** Education Services Officer Program  
**Description:** (Note: This program is under development and is expected to begin in FY99.) This program will cover the range of competencies required by education services professionals as identified in the ACTEDS. The information provided will cover a set curriculum and will be delivered by subject matter specialists. The program will be offered at a site in the states, probably at a university or college.  
**Target Audience:** All (Competitive Professional Development)  
**Type:** Classroom  
**Length:** To be determined.  
**Source:** Education Division, PERSCOM (Note: Will probably be offered at a college or university.)  
 (Note: Refer to the current edition of Army Civilian Training, Education and Development System catalog on ASA(M&RA)'s homepage (<http://cpol.army.mil>) for additional information).

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**Course Code:** None  
**Title:** Education Services University Program  
**Description:** (Note: This program is under development and is expected to begin in FY98.) This program will cover specific professional areas. The subject area can be negotiated but will generally fall into an area that is current, such as technology, and one in which the education services professional needs to acquire new information, develop new skills, or refresh out-dated information. The subject area will be concentrated and will cover a field that the CP-31 FCR and participant agree meets the needs of the organization. The program can be from a school selected by Army or the participant can develop his/her own program with the concurrence of the CP-31 FCR.  
**Target Audience:** All (Competitive Professional Development)  
**Type:** Classroom  
**Length:** Up to 12 months  
**Source:** College, university, or institution approved through the American Council on Education's Program on Noncollegiate Sponsored Instruction (ACE/PONSI)  
 (Note: Refer to the current edition of the Army Civilian Training, Education and Development System catalog on ASA(M&RA)'s homepage (<http://cpol.army.mil>) for additional information).

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**Course Code:** Varies with source.  
**Title:** Effective Briefings or Presentations

**Description:** Course may cover briefings and/or presentations. Topics typically include: process for developing and presenting a briefing or presentation (such as, audience analysis, planning, and practice); using multiple types of media; handling anxiety before the presentation; and answering questions. Training methods should include skill-building exercises, such as, videotaped replay and evaluation.

**Target Audience:** All

**Type:** Classroom (short course, workshop, or seminar)

**Length:** 3 - 5 days

**Source:** Sources include local college/university and training vendor (such as, American Management Association; Graduate School, USDA).

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**Course Code:** Varies with source.

**Title:** Effective Writing

**Description:** Course typically covers: determining the purpose for what is being written; organizing information and data; improving the participant's writing; reducing writing time; and developing an appropriate style and tone. May also include an analysis of the participant's writing style.

**Type:** Classroom (short course, workshop or seminar)

**Length:** 1 - 2 days

**Source:** Sources include: Local college/university and training vendor (such as, Booher Consultants, Inc.; M.J. Weeks Seminars; E. Thomas and Associates; The Writing Exchange; Management Concepts, Inc.).

**Course Code:** None

**Title:** Emerging Issues in Public Management

**Description:** This two day seminar provides extensive coverage of federal budget, performance management, and new procurement reforms. Leading academic and policy researchers, supplemented by Key Administration and Congressional figures, examine current and future challenges facing public managers in the areas of deficit reduction, performance based budgeting, franchising, and contracting by negotiations. Updates and extensive analysis of the Quadrennial Defense Review, the Government Performance Results Act, new federal Acquisition Regulations, and the new personnel system policy changes are also presented.

**Target Audience:** DOE's (Competitive Professional Development)

**Type:** Classroom

**Length:** 2 days

**Source:** Brookings Government Affairs Institute  
(Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

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**Course Code:** USGSA - 1208  
**Title:** Ethics in Procurement  
**Description:** Participants will examine the Federal Government's code of ethics in laws and regulations and identify potential ethical problems, conflicts of interests, and violations. Through lectures, discussion, videos, and a quiz, the course covers proper conduct for Federal employees and contractor personnel and explains how to avoid or remedy questionable situations. Of particular interest is the inclusion of the Procurement Integrity Act and the Office of Government Ethics rule to establish uniform standards of conduct (OGE Revision 1992)  
**Target Audience:** EPA(HQDA/M)'s; ESO's; EPA(I)'s; all other CP-31 employees prior to being assigned contract/contract-related duties  
**Type:** Classroom  
**Length:** 2 days  
**Source:** GSA Interagency Training Center

**Course Code:** AMEC-298  
**Title:** Facilitation for Business Process Reengineering (BPR) (3)  
**Description:** Discussion and practice focuses on understanding the purpose, applications, and strengths and weaknesses of various facilitation tools and techniques applicable to conducting a BPR project. Various idea generation and problem-solving tools are examined, experienced, and practiced to equip participants with critical skills.  
**Target Audience:** DOE's, EPA(HQDA/M)'s; ESO's; EPA(I)'s  
**Type:** Classroom  
**Length:** 4.5 days  
**Source:** U.S. Army Management Engineering College (AMEC)

**Course Code:** SMGMT 821  
**Title:** Federal Budget Process  
**Description:** This seminar presents an overview of the federal budget process from estimating to execution. It will provide a basic understanding of the budget process phases, roles played by all participants, and budgeting terms.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; TPA's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 1 day  
**Source:** Graduate School, USDA

**Course Code:** None  
**Title:** Federal Office Systems Exposition (FOSE)  
**Description:** The Federal Office Systems Exposition (FOSE) is the largest Information Technology exposition for the government featuring the newest and most

exciting integrated IT products and services, as well as comprehensive educational opportunities on the latest IT trends. The FOSE family of events open the doors for participants to see government-focused products from every leading IT company, to learn from industry experts at education seminars and conference sessions to find solutions to all IT challenges.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s  
**Type:** Exposition  
**Length:** 3 days  
**Source:** FOSE

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**Course Code:** AMEC-251  
**Title:** Federal Sector Marketing II: Strategic Marketing Planning  
**Description:** This workshop is designed to help organizations strategically focus their marketing efforts for a competitive advantage in our increasingly competitive and dynamic environment. Participants will learn the principals of business to business marketing within the federal sector; begin to pull essential elements together for a strategic marketing plan; identify their marketing strategy and learn its impact on their organization, their service and their customer; learn to market their organization in a competitive environment; and network with professionals from a variety of organizations already actively marketing.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; RPA's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 3 days  
**Source:** U.S. Army Management Engineering College (AMEC)

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**Course Code:** None  
**Title:** Federal Workforce Reform  
**Description:** This seminar brings together top administration officials, Congressional staff, union officials, and top policy experts from the human resources community to make presentations on the federal personnel management and the labor relations environment, current reform proposals, and other major issues. Topics include: Updates on Civil Service Reform and EEO Policy; Proposals for New Personnel Systems (DoD, FAA, and other Government Corporations); Labor-Management Partnerships and Interest-based Bargaining; and Developing Intellectual Capital in Government.

**Target Audience:** DOE's (Competitive Professional Development)  
**Type:** Classroom  
**Length:** 2 days  
**Source:** Brookings Government Affairs Institute  
 (Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

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**Course Code:** None  
**Title:** Florida Advisory Council on Military Education (ACME)  
**Description:** Topics trained at this conference vary from year to year. Presentations are given by military and civilian educators and subject matter experts aimed at the promotion and support of quality military education programs in the State of Florida. Sample topics include: continuing professional development in a high technology environment, updates on current initiatives in military education such as distance learning and outsourcing, Reserve and National Guard issues, budgetary constraints, veterans benefits, military tuition assistance policy and effective legislative advocacy.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s; RPA's  
**Type:** Conference  
**Length:** 2 days  
**Source:** Florida Advisory Council on Military Education (ACME)

**Course Code:** 1925  
**Title:** Focusing on Results: Developing and Implementing Performance Measurement Systems  
**Description:** Participants will learn to develop, collect, and analyze data on organization needs to continuously improve its performance. They will focus on qualitative and quantitative information, determine the types of information needed at different levels in the organization, and learn how to develop performance measures that respond to customer expectations. They will also learn to use data to develop Strategic Quality Plans and business plans, evaluate their success in achieving objectives, and identify improvement opportunities. The course reviews the Government Performance and Results Act of 1993 and its effect on the Federal Government's reinvention efforts. Instructional methods used include experiential learning techniques, exercises and guided discussions.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 3 days  
**Source:** GSA Interagency Training Center

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**Course Code:** None  
**Title:** Force Management  
**Description:** This course is designed to give a broad overview of Army force management. Participants study the following topics during this four week seminar: force management; force integration; force modernization; the combat, materiel, organizational, doctrine and training developmental processes; and force development. To understand Army force management,

participants must first grasp the Joint Strategic Planning System (JSPS), the continuous joint planning processes used to develop strategic plans, provide direction to the Services, and develop force objectives for inclusion in the Defense Planning Guidance (DPG). Of particular interest, course objectives enable participants to study the processes used to determine and document military and civilian manpower requirements to accomplish Army functions and missions. Lessons also include: (1) an in-depth study of the DoD Planning, Programming and Budgeting System (PPBS) used to develop the Program Objective Memorandum (POM) and the annual defense budget; and (2) the Total Army Analysis (TAA) process which develops the Army program force supporting the warfighting needs. Analytical critical thinking and decision making skills are also refined.

**Target Audience:** Interns (Priority I); DOEs; EPA(HQDA/M)'s; ESO's  
**Type:** Classroom  
**Length:** 4 weeks  
**Source:** Army Force Management School  
**Course Code:** None  
**Title:** Foundations of Leadership  
**Description:** This three and a half day program provides an understanding of the strategies and practices Walt Disney World leaders implement to move the organization forward to the 21st century. In this course, students trace the successful paths of visionary leaders by exploring the cornerstones of Disney leadership and the core vision that holds them together. The program helps students define their own vision and test it with an analysis matrix. Using a unique Disney tool, students will learn how to turn visions into actions. Students also learn how team members become accountable for their performance and contributions to the overall objectives of the organization. Recommended for all managers and senior leaders.

**Target Audience:** All (Competitive Professional Development)  
**Type:** Classroom  
**Length:** 3 ½ days  
**Source:** Disney Institute

(Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

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**Course Code:** AMEC-285  
**Title:** Functional Economic Analysis (5)  
**Description:** Covers the essential elements of functional economic analysis (FEA). It incorporates all the relevant information from the previous steps in FPI/BPR into a final decision package to reengineer a process. FEA also includes the traditional methodology of economic analysis in which several alternatives are compared.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s

**Type:** Classroom  
**Length:** 3 days  
**Source:** U.S. Army Management Engineering College (AMEC)

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**Course Code:** 5512YCY  
**Title:** Fundamentals of Marketing: Your Action Plan for Success  
**Description:** This comprehensive course shows how all the pieces fit into the marketing puzzle. In four intensive days, participants will cut through numbers laden, jargon-filled marketing rhetoric and go straight to workable skills and tangible tools.  
**Target Audience:** EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; RPA's; TPA's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 4 days  
**Source:** American Management Association

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**Course Code:** DCPDS 500609  
**Title:** Guide to Processing Personnel Actions: Operating Manual 296-33  
**Description:** This course consists of four modules which offer instruction and basic information about the use of Operating Manual 296-33 to complete daily personnel functions. Primarily designed for Personnel staff, this course is also useful to individuals who need to interact with and understand the functions of a personnel office. Module topics include: the subchapters of the Guide; selecting codes; reading decision logic tables; and processing personnel actions.  
**Target Audience:** Interns (Priority II)  
**Type:** Computer-based Training  
**Length:** 8 hours  
**Source:** Army Civilian Personnel Operations Center Management Agency (CPOCMA)

(Note: Refer to the Training and Development section at <http://cpol.army.mil> for additional information.)

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**Course Code:** None  
**Title:** Government Performance and Results  
**Description:** This seminar assists Federal managers in implementing the Government Performance and Results Act (GPRA) of 1993. The GPRA was introduced as a means of reforming managerial accountability and improving the effectiveness and efficiency of Federal programs. The Act requires agencies to develop strategic plans, annual performance plans, and methods for measuring program results. The seminar concentrates on these critical skills. In the course, participants will learn to develop the formal, structured strategic plans required by the GPRA, clarify organizations' expected

outcomes, manage outcomes rather than inputs and activities, report progress so that the effects of outcome management will be clear, create visualization centers to orchestrate implementation plans, and design measurement systems that accurately track results.

**Target Audience:** DOE's; EPA(HQDA/M)'s; and ESO's  
(GS-13 and above)  
**Type:** Classroom  
**Length:** 1 week  
**Source:** OPM's Management Development Center

**Course Code:** None  
**Title:** Government Technology Leadership Institute: 'Leading Change, Leveraging Technology'  
**Description:** This senior leadership conference is designed to assist in the mastery of information technology management in order to improve program performance and customer service. Participants, through the use of a series of case studies, actually go through the entire life cycle of an information technology decision. With case studies presented in small groups, a thorough analysis of what works, what doesn't, and why is possible.  
**Target Audience:** DOE's (Competitive Professional Development)  
**Type:** Conference  
**Length:** 2 days  
**Source:** Brookings Government Affairs Institute  
(Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

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**Course Code:** USGSA - 1900  
**Title:** The Hidden Customer: Internal Customer Service  
**Description:** Based on the premise that quality organizations must apply the same principles of excellent customer service to internal customers as they do to external customers, participants will learn to identify and better serve their internal customers, peers, supervisors, and employees. Participants will study the impact of good and poor service on both internal and external customers. Instructional methods include experiential learning techniques and case studies.  
**Target Audience:** All  
**Type:** Classroom  
**Length:** 2 days  
**Source:** GSA Interagency Training Center

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**Course Code:** None  
**Title:** Hopkins Fellows in Change Management  
**Description:** This program provides a dynamic educational experience designed for leaders and future leaders who seek to facilitate planned organizational change through the application of behavioral science concepts. Three bodies of theoretical and conceptual knowledge are investigated: human behavior, dynamics of human systems, and theories and models of change.  
**Target Audience:** GS-13 and above (Competitive Professional Development)  
**Type:** Classroom  
**Length:** 12 weekends for 9 months (September through May)  
**Source:** Johns Hopkins University, School of Continuing Education  
 (Note: Refer to the current edition of Army Civilian Training, Education and Development System catalog on ASA(M&RA)'s homepage (<http://cpol.army.mil>) for additional information).

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**Course Code:** 10112  
**Title:** How to use Simple Statistical Analysis to Improve Your Decision Making and Job Performance  
**Description:** Participants will get the tools needed to transform raw data into meaningful information. Topics in this two day course include: turning data into useful information for decision making, understanding different types of sampling techniques, measuring quality using statistics, and measuring relationships among key variables.  
**Target Audience::** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's  
**Type:** Classroom  
**Length:** 2 days  
**Source:** American Management Association

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**Course Code:** 7C-F7  
**Title:** Human Behavior in Organizations  
**Description:** The goal of this course is to improve individual and group performance which, in turn, will enhance organizational productivity. Participants will learn to determine an appropriate course of action when attempting to influence the attitude, perception, or behavior of an individual or group. The course will include an overview of the field of behavioral science, an overview of the theory and research of organizational behavior, group dynamics, and leadership.  
**Target Audience:** Supervisors/Managers  
**Type:** Classroom  
**Length:** 5 days  
**Source:** U.S. Army Management Engineering College (AMEC)

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**Course Code:** AMEC-296  
**Title:** IDEF Fundamentals  
**Description:** Presents the DoD methodologies for activity and data modeling. Modeling is an important part of process analysis and design phase in BPR. One has to understand what the process is before it can be reengineered, and IDEF is an excellent methodology to assist in this phase.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s  
**Type:** Classroom  
**Length:** 3.5 days  
**Source:** U.S. Army Management Engineering College (AMEC)

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**Course Code:** None  
**Title:** Increasing Customer Retention  
**Description:** Participants will learn how some current satisfaction surveys are poorly constructed as well as learn how to customize a successful Customer Retention System (e.g., the plan, measurement tools, roll-up, decision making, process owners, results reviews, and recognition and design of specific tools that prevent attrition (e.g., lost customer surveys, attrition, lifetime worth of a customer, satisfaction and perceptual surveys). They will discover a method to synthesize input from multiple listening posts for easy decision making and enthusiastic application by managers and employee. Course content includes: Going from a dust-covered satisfaction survey to a real-time, every-time proven customer loyalty system, asking the right questions of the right customers at the right time in the way they want to be asked, and managing customer satisfaction at the same time.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s  
(NOTE: Knowledge of TQM is helpful. Some survey measurement background is helpful but not required.)  
**Type:** Classroom  
**Length:** 2 days  
**Source:** ASQC

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**Course Code:** None  
**Title:** Innovative Thinking  
**Description:** Innovative thinking is a quality that businesses and organizations of all kinds highly value. Yet many people believe creative thinking is reserved for the talented and few. The truth is, we all have a lot more innovative problem-solving potential than we're using. Whatever their current ability to create and innovate, participants can improve dramatically with the powerful thinking techniques learned in this workshop.  
**Target Audience:** All  
**Type:** Classroom  
**Length:** 1 day

**Source:** SkillPath Seminars

**Course Code:** None

**Title:** Institute for the Management of Lifelong Education (MLE)

**Description:** MLE provides leader development for senior CP-31 administrators. The curriculum balances practical concerns with theory. The faculty is drawn from the Harvard Graduate School of Education, with guest faculty from other institutions. Curriculum overview: Leadership and organizational change; financial management and control of education; learning theories; behavioral studies; development of education programs; self-development and Professional development; inter-connection of schools and colleges; learning levels; and trends in education, marketing, and strategic management. This competitive functional training will prepare CP-31 key employees to better identify and meet soldier self-development needs.

**Target Audience:** GS-13 and above (Competitive Professional Development)

**Type:** Classroom

**Length:** 2 weeks

**Source:** Harvard University Graduate School of Education  
(Note: Refer to the current edition of the Army Civilian Training, Education and Development System catalog on ASA(M&RA)'s homepage (<http://cpol.army.mil>) for additional information).

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**Course Code:** None

**Title:** Intern Leadership Development Course (ILDC)

**Description:** Participants acquire a knowledge of the US Army organization and the intern's role in it; relate how their learning style supports the Army's leadership competencies of communication, team development, decision making, and professional ethics; experience team building and group dynamics; recognize leadership styles that provide purpose, direction and motivation and when to use the appropriate style; assess how individual values affect decisions and professional ethics.

**Target Audience:** Interns (Priority I training)

**Type:** Classroom

**Length:** 1 week

**Source:** Center for Army Leadership (CAL)  
Schedule and location vary by region.

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**Course Code:** None

**Title:** International Council for Distance Education (ICDE) Conference

**Description:** The following topics will be covered during the 18th ICDE Conference: the changing technological environment; the new educational paradigm; technology; and opportunities for international cooperation.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s

**Type:** Conference

**Length:** 5 days

**Source:** ICDE, Penn State University

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**Course Code:** 45AS

**Title:** Interpersonal Communications

**Description:** This course goes beyond the discussion of the communication process and focuses on human behaviors, personality development and the internal drive of individuals. By understanding interpersonal communications, both supervisors and non-supervisors will be able to enhance daily discussions and negotiations at work.

**Target Audience:** All

**Type:** Classroom

**Length:** 2 days

**Source:** Graduate School, USDA

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**Course Code:** SP05

**Title:** Introduction To Human Resource Management

**Description:** This course serves as an introduction to the 'big picture' of Army Civilian human resource management. It introduces participants to HR terminology, HR stakeholders, and the responsibilities of Civilian Personnel Advisory Center (CPAC) and Civilian Personnel Operations Center (CPOC) personnel. It provides an overview of the regionalization structure, functions of CPACs and CPOCs, and the following key processes: hiring, promotion, and placement process(classification and staffing); the management-employee relations (MER) advisory service process; training request process; and benefits administration process.

**Target Audience:** Interns (Priority II)

**Type:** Classroom

**Length:** 12 hours

**Source:** Army Civilian Personnel Operations Center Management Agency (CPOCMA)

(Note: Refer to the Training and Development section at <http://cpol.army.mil> for additional information.)

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**Course Code:** None

**Title:** Introduction to Quality Function Deployment

**Description:** Participants will learn to identify customers and customer requirements, translate requirements into company measures and deploy customer requirements into product and service attributes. They will also build a shared mental model of the products and services to generate superior customer satisfaction, create a customer focused learning organization, and develop implementation plans to integrate the quality function deployment process and improve the product development process. Course content includes: product planning/understanding customer requirements, design deployment, process/product planning, implementation/quality assurance, Quality Function Deployment and innovation, and linkages and introduction to other powerful tools (Taguchi methods, VA/VE, TRIZ, FMEA, SPC). Participants will receive a complimentary copy of *QFD: A Practitioner's Approach*, by James L. Bossert.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s and ESO(AR)'s

**Type:** Classroom

**Length:** 3 days

**Source:** ASQC

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**Course Code:** None

**Title:** Introduction to Quality Management

**Description:** This course provides a working knowledge of a broad range of key Quality Management (QM) concepts and tools, and a comprehensive review of basic quality concepts and tools, as represented by ASQC's Certified Quality Manager Body of Knowledge and by the Malcolm Baldrige National Quality Award criteria. This course is ideal for quality professionals new to the field trying to get a jump start as well as those experienced quality professionals and managers who want a comprehensive review of the QM basics. This course offers a comprehensive review of basic QM concepts, principles, and tools, including: customer satisfaction, quality improvement (and related tools), planning, quality principles, quality assurance, and quality control.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s;

**Type:** Classroom

**Length:** 5 days

**Source:** ASQC

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**Course Code:** None

**Title:** Joint Committee on Computer Based Instruction (JCCBI)

**Description:** The conference's agenda includes issues of importance to the Joint Committee Computer Based Instruction members, users and supporters; updates on Cyber Based Instructional System (CYBIS) releases, and new Windows interface for CYBIS, courseware currency, and Cybis user courses and documentation.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s  
**Type:** Conference  
**Length:** 3 days  
**Source:** Hosted by one of the Services each year

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**Course Code:** HPERS 711M  
**Title:** Labor/Employee Relations for Managers and Supervisors  
**Description:** This workshop takes the view that labor/employee relations is not a collateral duty for supervisors, but a crucial part of their skills array. Unfamiliarity with legal rights and obligations and the fundamentals of contract administration will prevent a supervisor or manager from reaching his or her potential. In this course participants will need to apply the principles they learn quickly; the skills must be readily transferable. Therefore the sessions focus upon practice rather than theory, everyday guidelines versus lofty principles.  
**Target Audience:** Supervisors  
**Type:** Classroom  
**Length:** 2 days  
**Source:** Graduate School, USDA

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**Course Code:** None  
**Title:** Leadership Education and Development Course (LEAD)  
**Description:** Course provides leaders with skills to: assess their own effectiveness; assess employee and team effectiveness; motivate and influence employees; communicate effectively; conduct counseling; resolve conflicts; develop strategies to create fully functioning teams; make effective decisions; and explain the effect of values on individual and team effectiveness.  
**Target Audience:** New supervisors (Priority I training within six months of appointment to a supervisory position); non-supervisors (Priority III training)  
**Type:** Classroom  
**Length:** 1 week  
**Source:** Local

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**Course Code:** 45EK  
**Title:** Leadership Skills for Non-Supervisors  
**Description:** When someone is not an official supervisor, it takes special skill to gain the respect of others. Keeping everyone informed and involved, staying on track and celebrating group successes require your best "people skills". Participants learn to handle typical group problems, how to work with a variety of personalities and effective delegating techniques.  
**Target Audience:** TPA's  
**Type:** Classroom

**Length:** 2 days  
**Source:** Graduate School, USDA

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**Course Code:** None  
**Title:** Leading Change: Creating Transformational Competencies  
**Description:** Strictly limited to senior leadership, this course is designed for individuals who are responsible for large-scale change in their organization. The course objective is to provide participants with the perspective and skill base necessary to lead change and conduct successful interventions. Participants will assess and develop the competency, culture, and leadership skills necessary to plan, implement, and manage a change initiative; establish a change leadership mindset that aligns all levels of the organization; and develop an action plan for their own specific change initiative. Taught by experienced change agents who have executed numerous large-scale change projects, the course focuses on valuable interaction with these individuals.  
**Target Audience:** DoE's (Competitive Professional Development)  
**Type:** Classroom  
**Length:** 5 days  
**Source:** University of Michigan Business School, Executive Education Center. Link to: <http://www.bus.umich.edu/execed>  
 (Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

**Course Code:** USGSA - 1911  
**Title:** Making It Happen: Leadership Roles for Getting Started  
**Description:** Participants will learn to use Deming's management points and the TQM philosophy to develop a strategic, integrated approach for involving every employee in continuously improving an organization's role in planned change and the action needed to implement change including (1) defining a strategic process for quality improvement, (2) identifying key aspects of an organization's history that might affect organizational transformation, and (3) using strategic and decision making tools to plan first action steps. Instructional methods include experiential learning techniques, exercises, and guided discussions.  
**Target Audience:** All  
**Type:** Classroom  
**Length:** 2 days  
**Source:** GSA Interagency Training Center

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**Course Code:** None  
**Title:** Management Development Program

**Description:** This course is designed for functional area managers who are moving into positions where multi-functional perspectives are required, i.e. program managers into ESO positions, or ESO's into MACOM EPA or DoE positions. This course is also valuable as refresher course for experienced managers. Participants will be assisted in developing a general manager perspective to become a strategic planner and thinker. Course activities will enable participants to: 1) develop a customer orientation to generate new marketing ideas; 2) learn to measure and manage customer satisfaction successfully; 3) increase ability to lead and manage organizational change effectively; 4) enhance ability to become a transformational leader; and 5) develop a greater understanding of the linkages among strategy, markets, and customers.

**Target Audience:** DoE's, EPA(HQDA/M)'s, ESO's, and EPA(I)'s (Competitive Professional Development)

**Type:** Classroom

**Length:** 10 days

**Source:** University of Michigan Business School, Executive Education Center. Link to: <http://www.bus.umich.edu/execed>  
(Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

**Course Code:** None

**Title:** Management II: A Mid-Management Development Program

**Description:** This seminar is designed for mid-level managers with three to eight years of management experience where skills in working with people are critical. Managers must continuously monitor and improve their managerial development in order to stay abreast of technological advances and accelerating business trends. This seminar will assist managers to develop skills in self-assessment, employee empowerment, and team building. By using creative thinking, communication, and motivation, managers learn to manage themselves effectively and develop employees. Participants begin by examining their own individual style and then participate in active exchanges of ideas, focusing on the role interpersonal dynamics play in shaping the manager's ability to lead a productive organization.

**Target Audience:** DoE's, EPA(HQDA/M)'s, and ESO's (Competitive Professional Development)

**Type:** Classroom

**Length:** 5 days

**Source:** University of Michigan Business School, Executive Education Center. Link to: <http://www.bus.umich.edu/execed>  
(Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

**Course Code:** ST 6000  
**Title:** Manager Development Course (MDC)  
**Description:** Introduces managerial concepts and strategies to new managers. Topics include organizational culture; time management techniques; internal management controls; setting objectives and planning; problem-solving and decision making techniques; effective communications; the Army Environmental Program; planning, programming, and budgeting; manpower management; computer applications; professional ethics; and equal employment opportunity.  
**Target Audience:** New managers (Priority I training within six months of appointment to a managerial position)ESO's; EPA(I)'s; TPA's; ESO(AR)'s (Priority III training)  
**Type:** Correspondence  
**Source:** Army Institute for Professional Development

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**Course Code:** None  
**Title:** Managing for Creativity and Innovation  
**Description:** This brand new program is designed to inspire creativity and innovation in the workplace. Aside from providing access to an untapped creative resource, participants will take home tools for stimulating creativity, driving innovation, and encouraging risk-taking in their organization. Participants will be shown how to incorporate creativity into a strategic business plan that becomes a powerful tool for driving business excellence and financial results. They will explore the implementation process that takes a creative idea from conception to organizational improvement. They will also discover how leadership behaviors can support a climate that inspires creativity and innovation, recognizing the value of diverse contributions from individuals and the potential for group collaboration in the creative process.  
**Target Audience:** All (Competitive Professional Development)  
**Type:** Classroom  
**Length:** 3 ½ days  
**Source:** Disney Institute

(Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

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**Course Code:** 6240YCY  
**Title:** Managerial and Team-Building Skills for Project Managers  
**Description:** Participants will learn to turn a group of individuals into a terrific team; to develop communications skills that encourage feedback and clear up misunderstandings; to show their people how to energize each other; to delegate without losing

accountability; to work more productively within the organization; to create project plans that they can use in different organizational environments; to handle difficult team members more effectively, and to make powerful group decisions when necessary.

**Target Audience:** All  
**Type:** Classroom  
**Length:** 3 days  
**Source:** American Management Association

**Course Code:** ALMC-MG  
**Title:** Manpower and Force Management Course  
**Description:** The curriculum concentrates on manpower and force management functions. The subject areas covered during manpower blocks of instruction are tailored to the manpower management functions described in AR 570-4. These functions address the fundamental aspects of planning and programming, requirements determination, standards and guidance, documentation, allocation, and analysis and evaluation. The force management subject areas address the fundamental aspects of force management: developing, manning, and equipping the force. Last, HQDA automated manpower and information systems are discussed and compared with the Air Force Manpower Management System.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s  
**Type:** Classroom  
**Length:** 2 weeks  
**Source:** U.S. Army Logistics Management College (ALMC)

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**Course Code:** None  
**Title:** MEPCOM ESS Orientation  
**Description:** Orientation to Military Entrance Processing Command. To provide an introduction to the Armed Services Vocational Aptitude Battery (ASVAB) Student Testing Program (STP). Participants will become familiar with the ASVAB and its component parts, i.e., Student Result Sheets, the Counselor Manual, the Grade Statistical Report, the ASVAB Workbook, Interest Finder, Occu-Find Booklet, etc.

**Target Audience:** Priority I for RPA's (including interns)  
Priority I for TPA's  
**Type:** Classroom  
**Length:** 5 days  
**Source:** HQ MEPCOM

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**Course Code:** SMGMT 947  
**Title:** Methods Improvement for Government Environment  
**Description:** This course presents the fundamental concepts of management analysis, as well as tools and techniques for conducting analytical work processes. The emphasis is on practical approaches and applications for improving public management operations -- through situation analysis for subsequent problem-solving, and decision making. To increase knowledge about fundamental concepts of management analysis, and technical competence in tools and techniques of analytical work processes -- in order to improve public management operations. This course gives an overview of general concepts and practical approaches to improve operations through situation analysis for subsequent problem-solving, and decision making, in terms of time -- faster service, staffing -- fewer personnel, cost -- lower costs and quality -- improved service (in terms of level/nature/equity)  
 (NOTE: The course material has been selected from various disciplines and sources -- the general area of administrative management analysis, internal controls and financial management, as well as engineering and operations research -- and all the techniques have been successfully applied in previous operations).  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 3-day course, 1.8 CEU  
**Source:** Graduate School, USDA

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**Course Code:** None  
**Title:** National University Research Institute's Annual Conference on Lifelong Learning  
**Description:** Today's adult education classrooms are undergoing tremendous changes, especially with the development of new technologies. This annual conference helps educators keep abreast of these changes so that they can effectively create an environment that encourages learning both within and outside the classroom. For example, the 1997 conference was designed to provide insight on incorporating technologies such as multimedia computers, video teleconferencing and the resources on the Internet into the adult education classrooms of today. The conference brochure is available several months before the conference and provides a description of each general session and the titles and authors for a sampling of the papers to be presented. (Note: Conference packet, which includes proceedings, program, attendee list, video tape of keynote demonstrations and complementary items, can be purchased without attending the conference. Cassette tapes of presenters are available on request.)  
**Target Audience:** All  
**Type:** Conference  
**Length:** 3 days

**Source:** National University Research Institute

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**Course Code:** 2297YCY

**Title:** Operating Your Office on All Cylinders

**Description:** This practical hands-on guide to peak office performance covers everything from controlling the flood of paperwork to managing time and budgets more effectively. Participants will learn how to work smarter – not harder -- even if they have to do the job with fewer resources. Leveraging the role of the office manager. Better organizing time with respect to interviewing, hiring, and personnel issues and making office automation work. Learning to work as a team with vendors and suppliers -- develop a supplier selection criteria to negotiating the best possible terms; managing department finances by preparing a departmental budget.

**Target Audience:** DOE's; EPA(HQDA/M)'S; ESO's; EPA(I)'s; RPA's; TPA's; ESO(AR)'s

**Type:** Classroom

**Length:** 3 days

**Source:** American Management Association

**Course Code:** None

**Title:** Organizational Leadership for Executives (OLE)

**Description:** Course provides leaders with the skills to: conduct an organizational assessment; communicate influentially; establish an effective organizational climate; manage organizational change; develop an organization strategic plan; diagnosis their own personal effectiveness; and build high performing teams.

**Target Audience:** New managers (Priority II training)

**Type:** Classroom

**Length:** 2 weeks

**Source:** Center for Army Leadership (CAL)

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**Course Code:** 4530YCY

**Title:** Performance Measurements for Your Business: How to Determine and Measure What Really Counts

**Description:** Align individual efforts with organizational objectives through meaningful measurements. Discover effective new tools that can drive a company's performance to remarkable levels. Participants will learn how to measure performance based on the "Big Four" indicators of organizational success in the '90s -- customer satisfaction, employee satisfaction, cash flow and productivity.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; ESO(AR)'s

**Type:** Classroom

**Length:** 2 days

**Source:** American Management Association

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**Course Code:** Varies  
**Title:** Personal Computer (PC) Fundamentals  
**Description:** Series of courses with emphasis on Microsoft Office, LAN, email, and Internet.  
**Type:** Classroom  
**Length:** 1 - 5 days  
**Target Audience:** Priority I, All interns; Priority III, All  
**Source:** Local colleges and universities and private-sector vendors

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**Course Code:** None  
**Title:** Personnel Management for Executives I (PME I)  
**Description:** PME conferences are not "courses of instruction" in the traditional sense. They are designed to help participants find better ways of dealing with management problems for which there can be no stereotypical solutions. At the end of training, graduates will be able to: effectively manage the assets of a diverse work force; demonstrate active listening skills; demonstrate the importance of values and ethics in the work place; incorporate improved team building skills into their management style for quality results; integrate different personality and communication styles for effective management; manage stress by incorporating the concept of total wellness (mental and physical) into their approach to management; recognize the significance/impact of mission and international strategies and the significance/impact of international strategies on mission; and select the components of multiple management philosophies to increase efficiency, effectiveness and readiness.  
**Target Audience:** Managers with several years of managerial experience (Priority II training)  
**Type:** Classroom  
**Length:** 9 days  
**Source:** Army Management Staff College (AMSC)

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**Course Code:** None  
**Title:** Personnel Management for Executives II (PME II)  
**Description:** PME II explores the various dimensions of leadership and human resources management that are primary concerns of the DA and DoD executive. The learning process is the same as PME I.  
**Target Audience:** Managers (For PME I graduates at least two years after PME I attendance; Priority III training)  
**Type:** Classroom  
**Length:** 5 days  
**Source:** Army Management Staff College (AMSC)

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**Course Code:** AMEC-319  
**Title:** Planning for Business Process Reengineering (BPR) (2)  
**Description:** Discusses Strategic and Business Planning (SP & BP) as a part of BPR. SP & BP are critical as a foundation for reengineering, and the course discusses some of the essential elements in this initial phase to BPR. The course includes a case study in which students participate in developing a strategic plan.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s  
**Type:** Classroom  
**Length:** 2 days  
**Source:** U.S. Army Management Engineering College (AMEC)

**Course Code:** 119 7D-45/B  
**Title:** Planning, Programming, Budgeting, and Execution System (PPBES)  
**Description:** Provides the fundamentals of resource management. Topics include: DOD/DA/Standard Installation Organization (SIO) organizations; the DOD PPBS; the Army Industrial Fund; Operation and Maintenance of Army Reserve (OMAR); Military Construction Army (MCA); fiscal codes; research and development and acquisition management system; cost/economic analysis; productivity improvement programs; obligation principles and rules; manpower and force structure; budgeting; administrative control of funds; auditing; obligation management; internal controls; installation management programs; organization efficiency review; and review and analysis.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; TPA's  
**Type:** Classroom  
**Length:** 9 days  
**Source:** U.S. Army Finance School

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**Course Code:** 45HD  
**Title:** Positive Approaches to Difficult People  
**Description:** Learn practical and effective techniques for working positively and successfully with various personalities. You will develop skills which influence and shape behaviors and which contribute to team collaboration. These techniques work well whether you are dealing with bosses, coworkers, employees or the public.  
**Target Audience:** All  
**Type:** Classroom  
**Length:** 2 days  
**Source:** Graduate School, USDA

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**Course Code:** MTL-4985  
**Title:** Presentation Skills  
**Description:** This workshop will help participants learn how to develop and deliver “high impact” presentations. The workshop covers the basic skills necessary for effectively developing and delivering the presentations. The workshop format includes group discussions, individual and group exercises, and an opportunity to develop a presentation and present it during the workshop to be video taped and reviewed. Participants will be exposed to several presentation styles and techniques, learn methods to determine precise presentation requirements, develop objectives, outline the presentation, develop the plan, develop and use visual aids, learn facilitation skills, and how to deal with problem situations.  
**Target Audience:** All  
**Type:** Classroom  
**Length:** 2 days  
**Source:** MTL Services International, Inc.

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**Course Code:** None  
**Title:** Principled-Centered Leadership  
**Description:** This three day intensive workshop offers a curriculum which incorporates the 7 Habits into a powerful approach designed to address managerial and organizational challenges and opportunities, and to define the roles leaders play in meeting them. It provides executives and other leaders with an effective framework of principles, models, tools, and processes to lead and adjust to organizational change more effectively, to improve results, and to increase and sustain the performance capability of the organization. Leaders are able to achieve sustainable results by adopting the four major roles of leadership: pathfinding, aligning, empowering, and modeling. Participants are taught how to create the conditions that unleash the potential and creativity within individuals.  
**Target Audience:** All (Competitive Professional Development)  
**Type:** Classroom  
**Length:** 3 ½ days  
**Source:** Franklin Covey

(Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

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**Course Code:** SMGMT 804  
**Title:** Problem Solving and Decision Making  
**Description:** Problem solving and decision making skills can be learned just like any other type of skill. There is no need to be indecisive. The ability to

recognize the right problem, gather data, develop alternatives and choose a solution is a critical part of a manager's responsibilities. This course focuses on a systematic approach to analyzing problems and making decisions, including evaluating the effectiveness of decisions. Participants will learn to identify the necessary steps to isolate the right problem; identify the steps to yield the highest probability of successful decisions; and conduct an ongoing evaluation of their decision-making.

**Target Audience:** All  
**Type:** Classroom  
**Length:** 2 days  
**Source:** Graduate School, USDA

**Course Code:** 4442  
**Title:** Processing & Analyzing Questionnaire Data  
**Description:** Participants will learn how to write research reports people will read and understand, and how to effectively present data with tables and graphics. Also emphasizes choosing the best statistical tests for decision making, using techniques to simplify data processing and eliminate errors, and selecting computer resources that will save time and money.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; TPA's  
**Type:** Classroom  
**Length:** 2 days  
**Source:** Graduate School, USDA

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**Course Code:** 5283YCY  
**Title:** Public Relations: Strategies for Success  
**Description:** This comprehensive course shows how all the pieces fit into the marketing puzzle. In four intensive days, participants will cut through numbers laden, jargon-filled marketing rhetoric, and go straight to workable skills and tangible tools.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; RPA's; TPA's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 3 days  
**Source:** American Management Association

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**Course Code:** USGSA - 1940  
**Title:** Quality and Diversity: The Crucial Coalition  
**Description:** This course melds the principles of diversity and Total Quality Management (TQM). Participants will learn how to integrate people diverse backgrounds into a workforce dedicated to quality improvement and teamwork. Participants will explore their own diversity, TQM implementation, and reinvention strategies, and practice the skills needed to guide a diverse work

group. Instructional methods include experiential learning techniques, exercises, and guided discussions.

**Target Audience:** All  
**Type:** Classroom  
**Length:** 3 days  
**Source:** GSA Interagency Training Center

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**Course Code:** None  
**Title:** Quality Function Deployment for Service Organizations  
**Description:** Participants will learn how to identify customers and customer requirements, translate requirements into company measures, and deploy customer requirements into product and service attributes. They will also learn how to develop implementation plans to integrate the quality function deployment process, to improve the service development process, and to maintain the gains. Course content includes: discovering a process to quickly move from providing basic customers' needs, to performance needs, to excitement needs; process mapping; and using market information to select improvement opportunities.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s  
**Type:** Classroom  
**Length:** 2 days  
**Source:** ASQC

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**Course Code:** None  
**Title:** Quality Management Tools and Problem Solving Skills  
**Description:** This course presents an essential step-by-step problem-solving process that should be used by every individual who serves on a quality management team. The course also covers the key procedures and tools needed to implement each step in the defined problem-solving process. Topics covered in the course include: identifying critical issues, exploring causes, analyzing data, examining results, selecting a solution, developing an action plan, and following up and monitoring progress.

**Target Audience:** ESO's; EPA(HQDA/M)'s; EPA(I)'s; TPA's; RPA's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 3 days  
**Source:** Graduate School, USDA

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**Course Code:** None  
**Title:** Quest for Excellence  
**Description:** Quest for Excellence conference provides in-depth opportunity to learn about the award winning quality processes and results of recent Baldrige

Award winners. Presentations will be made by the CEOs and others in the winning companies. The conference is organized to maximize learning and networking opportunities. Take advantage of this opportunity to explore each of the Baldrige categories.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; TPA's; ESO(AR)'s  
**Type:** Conference  
**Length:** 3 days  
**Source:** ASQC

**Course Code:** None  
**Title:** Recruiting Officer's Course  
**Description:** This course is designed to provide student officers with a functional knowledge of the recruiting process and recruiting production management techniques. (Intern will attend first week of three week course.)  
**Target Audience:** Priority I for USAREC Interns  
 Priority III for RPA's  
**Type:** Classroom  
**Length:** 3 weeks  
**Source:** Recruiting and Retention School, Fort Jackson, SC

**Course Code:** 2552  
**Title:** Revising and Editing Your Own Writing  
**Description:** The seminar covers moving from writer-based to reader-based prose, reviewing writing objectively, and editing for clarity and coherence. There is one instructor for every ten students and each participant receives a copy of "Writing With Precision."  
**Target Audience:** All  
**Type:** Classroom  
**Length:** One day  
**Source:** EEI

**Course Code:** MTL-2100  
**Title:** Statistics for Managers  
**Description:** The course provides a basic understanding of statistics needed for implementing quality control techniques. The course emphasizes the normal distribution, the most common frequency distribution. Common statistical terms and concepts are clearly and unambiguously explained. Participants will acquire a working knowledge of descriptive statistics, basic probability, binomial distribution, normal distribution, sampling, confidence intervals, hypothesis testing, analysis of variance, linear regression, correlation, and nonparametric statistics.  
**Target Audience:** All

**Type:** Classroom  
**Length:** 2 days  
**Source:** MTL Services International, Inc.

**Course Code:** None  
**Title:** Seven Habits of Highly Effective People  
**Description:** Based on Dr. Stephen Covey's best selling book, this workshop focuses on personal and interpersonal levels of leadership development. Participants learn how to see, think, and act more effectively in order to get better results, to take responsibility, and to become more opportunity-minded. The 7 Habits reflect timeless principles of effective human interaction. They are foundational principles that, when applied consistently help transform individuals, relationships, and organizations. The 7 Habits curriculum focuses on specific processes and principles to help individuals and organizations achieve more effective team building, empowerment, and accountability. The overall leader development process provides a practical and cohesive basis for change by significantly increasing personal and professional effectiveness.

**Target Audience:** All (Competitive Professional Development)

**Type:** Classroom  
**Length:** 3 ½ days  
**Source:** Franklin Covey

(Note: Refer to the CP-31 section in the current edition of the Catalog of Army Civilian Training, Education, and Professional Development Opportunities at <http://cpol.army.mil> for additional information.)

**Course Code:** SMGMT 937  
**Title:** Strategic Budgeting  
**Description:** Managing in an area of constrained budgets and ever increasing demand for an increasing number of and higher quality services is a tough challenge for government executives. The strategic budgeting process focuses on maximizing an agency's available resources toward its mission delivery. Lean times present practical opportunities to translate resource constraints into improved agency effectiveness. This two-day course will give participants a clear understanding of the fundamental shifts in thinking that ultimately lead to better leadership and more effective mission accomplishment.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; TPA's

**Type:** Classroom  
**Length:** 2 days  
**Source:** Graduate School, USDA

**Course Code:** None  
**Title:** Strategic Human Resource Planning  
**Description:** This program is designed for professionals who are responsible for the design and implementation of human resources (HR) strategies that are linked to business strategies for their organization. Designed as a hands-on workshop, participants are encouraged to attend in teams of two or more participants. Experience has shown that teams who concentrate on real-time organization issues benefit more from the training. Course objectives are as follows: 1) provide participants with a logic and process for integrating their firms' strategic challenges with HR strategies and practices; 2) enable participants to assess their organizations' strategic HR capability; 3) provide real-time practice in developing a HR strategy; and 4) assist participants in developing action plans for managing strategic change through the HR function. The seminar provides a comprehensive, pragmatic framework for effective human resource planning.  
**Target Audience:** DoE's, EPA(HQDA/M)'s, and ESO's (Competitive Professional Development)  
**Type:** Classroom  
**Length:** 5 days  
**Source:** University of Michigan Business School, Executive Education Center. Link to: <http://www.bus.umich.edu/execed>  
 (Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

**Course Code:** MTL-3200  
**Title:** Strategic Planning  
**Description:** The importance of strategic planning in today's environment of continuous and rapid change cannot be overstated. The topics covered in this course include the strategic planning process, developing a vision, organization assessment, environmental assessment, customer identification, criteria for establishing goals, measuring progress, the role of top management, integration of quality management with the strategic goals of the organization, developing and deploying the strategic plan, achieving ownership, and how to avoid common pitfalls.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 2 days  
**Source:** MTL Services International, Inc.

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**Course Code:** SMGMT 957  
**Title:** Strategic Planning for a Customer-Focused Government  
**Description:** The new leadership challenge for senior policy makers is balancing their agency's missions and mandates with a growing demand for quality

services. Does reinventing government (adopting Quality Management principles and practices) mean backing away from legislative or regulatory responsibilities? Not at all...as long as the quality improvement effort is integrated within a clear strategic context. This workshop enables senior managers to anticipate forced-downsizing, deregulation, decentralized decision making, and budget reductions that are likely to influence their missions, resources, and operations in the future. Participants will learn specific techniques to integrate quality improvement and strategic planning to assure creative and balanced responses to rapidly changing economic, social, and political environments.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s  
**Type:** Classroom  
**Length:** 2 days  
**Source:** Graduate School, USDA

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**Course Code:** None  
**Title:** Strategic Quality Planning  
**Description:** In this course the participant will build an integrated quality/business strategic plan that mutually complements both quality and business objectives. Participants will learn the steps used in strategic planning and how to select and implement improvement efforts that will have the greatest impact. They will learn to relate the organization's strategic planning process to planning for improvement, and to develop an effective strategic control system. Course content includes: guiding principles for strategic quality planning; process of strategic and business planning; internal/external environmental analysis; integration of quality and business strategies; matching culture and strategy; role of leadership and vision; benchmarking; and Baldrige Award strategic planning criteria.  
**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 3 days  
**Source:** ASQC

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**Course Code:** USGSA - 1912  
**Title:** Strategic Quality Planning  
**Description:** Participants will develop skills in the use of long-term strategies for achieving lasting quality improvement by (1) examining the elements of Strategic Planning that relate to the Presidential Award for Quality, and (2) reviewing appropriate elements of Public Law 103-62, which provides for the establishment, testing, and evaluation of strategic planning and performance measurement in the Federal Government. Participants will also learn how strategic planning contributes to successful implementation of TQM and development of a quality culture, and how to translate vision,

mission, and guiding principles into strategies, plans, and goals. In addition, participants will learn how to develop and implement a quality and operational performance plan; how to transmit strategies, plans, and goals to all work units, suppliers, and key partners; and how to distinguish between strategic and business plans. Instructional methods include experiential learning techniques, exercises, and guided discussions.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's, ESO(AR)'s  
**Type:** Classroom  
**Length:** 3 days  
**Source:** GSA Interagency Training Center

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**Course Code:** ST 5000  
**Title:** Supervisor Development Course (SDC)  
**Description:** Trains civilian personnel administration, procedures, and techniques. Instruction includes management, delegation, performance appraisals, performance recognition and awards, employee records, duty hours and leave, discipline and grievances, recruiting and selecting, training and development, position management, working with unions, safety in the workplace, wellness in the workplace, equal employment opportunity, security, civilian counseling services program, and civilian supervision of soldiers. KSA's to be acquired: ability to direct work, plan and organize, interact, analyze, communicate, innovate, and initiate action.  
**Target Audience:** All new supervisors (Priority I training within six months after assignment to first supervisory position); non-supervisors (Priority III training)  
**Type:** Correspondence  
**Source:** Army Institute for Professional Development

**Course Code:** None  
**Title:** Test Control Officer Workshop  
**Description:** This workshop is designed to meet the needs of newly assigned testing personnel. Topics covered include: DAN TES Examination Programs and Operational Policies and Procedures (including: enlistment procedures; Test Control Officer (TCO) qualifications; test ordering; test program characteristics (under graduate, graduate, credit by examination and exam ordering); security and accountability, i.e., receiving and safeguarding; administering and returning tests; score interpreting; transcript sources; role of the Test Control Officer; role of the Test Examiner and Test Proctor; and test compromise procedures).  
**Target Audience:** ACES interns (Priority I classroom); all other TCO's and Alternate TCO's (Priority I annually review video); ESO's (Priority I - video); all other CP-31 careerists (Priority III - video)  
**Type:** Classroom or self-paced test security video  
**Length:** 1-2 days  
**Source:** Defense Activity for Non-Traditional Educational Support (DANTES)

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**Course Code:** Varies  
**Course Title:** Tests and Measurements  
**Description:** The course covers the basic principles of measurement; characteristics of measurement instruments and scoring of standardized tests; practice in the construction of informal objective tests; statistical treatment and interpretation.  
**Target Audience:** Priority I, USAREC interns  
Priority III, EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; RPA's; TPA's; ESO(AR)'s  
**Type:** Classroom  
**Length:** 3 semester hours  
**Source:** Local college or university

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**Course Code:** None  
**Title:** Time Management: Gateway to Success  
**Description:** This course guides participants on the path to getting the most out of their time while gaining more control over their day. They learn how to combine proven time management concepts with an integrated productivity tool, *The Ultimate Organizer*. In this course, participants learn to: take a systematic approach to controlling their time; clarify objectives; conquer procrastination; eliminate time wasters; handle interruptions; and say "no" to unreasonable demands.  
**Target Audience:** All  
**Type:** Video, CD-ROM, or classroom  
**Length:** Self-paced or 1 day  
**Source:** Productivity Plus, Inc.

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**Course Code:** MTL-4000  
**Title:** Total Quality Management Orientation  
**Description:** Total Quality Management (TQM) is a management approach directed at achieving long term success through continuous improvement, employee involvement and customer satisfaction. This two day course provides an overview of TQM. Participants will examine the core values, concepts and principles of quality management, management's responsibility for quality, cost of quality, team problem solving, the theory of variation, statistical process control, measurement, the tools and techniques of continuous improvement, and strategic quality management. Several exploratory exercises are employed to enhance the learning experience.  
**Target Audience:** All  
**Type:** Classroom

**Length:** 2 days  
**Source:** MTL Services International, Inc.

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**Course Code:** 8507YCY  
**Title:** Training the Trainer  
**Description:** Comprehensive updated seminar will help participants develop critical training competencies -- and effectively use these key skills in conjunction with the latest technology available to trainers. Participants will learn how to polish their presentation skills and project confidence to their audience, capturing and holding their interest and at the same time building their enthusiasm and increasing their retention of the material. This course will enable participants to master the ten most important principles of adult learning and how to apply them effectively to in-company training. Participants will gain the ability to overcome seven common forms of resistance to learning.  
**Target Audience:** All  
**Type:** Classroom  
**Length:** 4.5 days  
**Source:** American Management Association

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**Course Code:** None  
**Title:** Training with Industry  
**Description:** (Note: This program is under development and is expected to begin in FY98.) The participant will receive training in a specific competency or competencies by working at a corporation in the private sector, college or university, or non-profit/not-for-profit organization. For example, the participant may work at a corporation to learn how that organization applies technology, trains its employees in customer service, or designs and implements adult education and training programs (including how they market their programs internally). This training can be received by working at an organization selected by Army or the participant can develop his/her own program with the concurrence of the CP-31 FCR.  
**Target Audience:** All (Competitive Professional Development)  
**Type:** Training with Industry  
**Length:** 4 - 12 months  
**Source:** Education Division, PERSCOM  
 (Note: Refer to the current edition of Army Civilian Training, Education and Development System catalog on ASA(M&RA)'s homepage (<http://cpol.army.mil>) for additional information).

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**Course Code:** None

**Title:** Twenty-first Century Workforce Development Conference  
**Description:** Participants in this conference will explore strategies for managing emerging skill and training delivery systems (including any-place, any time learning), learn of strategies for creating a marketplace of options that empower diverse job seekers and career changers to choose among competing alternatives, and learn to create usable accountability measures.

**Target Audience:** All  
**Type:** Conference  
**Length:** 2 days  
**Source:** Co-sponsored by Council for Adult and Experiential Learning (CAEL), Corporation for a Skilled Workforce (CSW), and The Reinventing Government Network

**Course Code:** None  
**Title:** University Continuing Education Association (UCEA)  
**Description:** Specifically aimed at professionals in the field of continuing higher education, this conference offers an excellent forum for addressing current issues, solutions and new directions. A sample of past topics has included the following: commercialization of knowledge, partnerships between public and private sectors, quality assessment systems, accreditation concerns for distance education, outsourcing education, and effective educational uses of technology.

**Target Audience:** DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's (Competitive Professional Development)  
**Type:** Conference  
**Length:** 5 days  
**Source:** University Continuing Education Association (UCEA)  
 (Note: Refer to the CP-31 section in the current edition of the Army Civilian Training, Education, and Development System catalog at <http://cpol.army.mil> for additional information.)

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**Course Code:** None  
**Title:** Visions of the Future: Distance Learning for the 21st Century  
**Description:** This is a national conference for educators and administrators in K-12, higher education, library services, and health care, as well as trainers and human resource personnel from business and industry. The conference is designed to help participants: Understand how technology can be used to deliver education and health care; discover what industrial training and re-education of the technical workforce have available; form partnerships to expand delivery capabilities; use new technologies in classrooms and

healthcare facilities; influence decision making regarding technology in education and health care.

**Target Audience:** Priority III All (for competency K20 Educational Technologies)  
Priority III, DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s  
(for competency K22 Distance Learning Theories, Principles and Practices)

**Type:** Conference

**Length:** 3 days

**Source:** Texas Tech University

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**Course Code:** None

**Title:** World Future Society Annual Conference

**Description:** The conference will address the interplay among three of the main change drivers in the present and the future - technology, society, and values - and the implications for persons seeking to thrive, not just survive, in this period of often turbulent change. Education is one of the subject areas for the conference and, in 1997, the conference will focus on learning innovative ideas, methods, and approaches and on new technologies.

**Target Audience:** All

**Type:** Conference

**Length:** 3 days

**Source:** World Future Society

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**Course Code:** Varies with source.

**Title:** Writing Reports and Proposals

**Description:** Topics typically include: profiling the report audience; outlining; document structure and format; and writing summaries. May also include topics such as avoiding bias and stereotypes; information mapping; and use of desktop publishing to present information visually.

**Target Audience:** All

**Type:** Classroom (short course, workshop or seminar)

**Length:** 2 days

**Source:** Sources include: Local college/university and training vendor (such as EEI; Impact Training Associates, Inc.).