

## Appendix C: Master Training Plan (MTP) For 1740's

### Priority Definitions

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

- **Priority I** -- Mandatory training that is typically a condition of employment, must be successfully completed within a specified time period, and meets one or more of the following criteria: (1) employee must have for acceptable performance; (2) training is essential for mission accomplishment; (3) training is mandated by higher authority (law or DOD) or is required for certification, health, or safety reasons; (4) training is mandated by the Assistant Secretary of the Army (Manpower and Reserve Affairs) as an ACTEDS leader development core course; or (5) is essential, functional 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.

### Mandatory (Priority I) Training for 1740's

The following courses are mandatory (priority I) for Education Services Specialists:

- A course on effective briefing (All interns)
- A course on effective writing (All interns)
- A course on tests and measurements (USAREC interns)
- Action Officer Development Course (AODC) (All interns; newly appointed journey/full performance specialists)
- Contracting Officer's Representative Course (ACES interns)
- Current Army Education Issues or Department of Defense (DOD) Worldwide Education Symposium (All interns)
- DANTES Test Control Officer Workshop: classroom or Test Security video (All Test Control Officers or Alternate Test Control Officers -upon appointment and annually thereafter)
- DANTES Test Control Officer Workshop (ACES Interns)
- Education Management Information System (EDMIS) Workshop (ACES interns)

- Education Services Officer Course (ACES interns)
- Intern Leadership Development Course (ILDC) (All interns)
- Leadership Education and Development (LEAD) Course (New supervisors)
- Manager Development Course (MDC) (New managers)
- MEPCOM ESS Orientation (USAREC interns)
- Orientation (All interns)
- Personal computer fundamentals courses (All interns)
- Planning, Programming, Budgeting, and Execution System (PPBES) (ACES interns)
- Recruiting Officer's Course (USAREC interns)
- Supervisor Development Course (SDC) (New supervisors)

**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.)

- DOE Director of Education/Chief, Education Division
- 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

**Substituting Priority III Courses from Vendors**

The priority III (recommended) courses in the MTP from private sector vendors are examples of the training recommended for 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 for the one listed in the MTP. The purpose of listing specific examples is to show the depth and breadth of information that should be covered, target audience, and types of courses that are appropriate.

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
ST 7000 Action Officer Development Course (AODC) Army Institute for Professional Development Correspondence	Priority I Interns and new full- performance employees  Priority III All other employees	A5 Oral Communication A6 Written Communication
AMEC-292 Activity Based Costing Principles U.S. Army Management Engineering College (AMEC) Classroom 3.5 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s	K6 Army Education Center Operations K8 Strategic Planning and Implementation
Adult Literacy Technology Showcase of Adult Literacy Technology Classroom 4 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s	K21 Multi-Media User Environment K22 Distance Learning Theories, Principles and Practices
Advanced Human Resource Executive Program University of Michigan Business School Classroom 10 days	(Competitive Professional Development) DoE's	K8 Strategic Planning and Implementation K9 Negotiating/Influencing A4 Analyzing A7 Innovation A8 Initiating Action A9 Decision Making
Alternative Delivery Program (Note: This program is in development. Alternative delivery modes, such as E-mail and interactive CD-Rom, will be used. The length of the program will vary.)	(Competitive Professional Development)  All	To be determined.

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Analysis and Application of Customer Satisfaction Measurements ASQC Classroom 2 days	Priority III ESO's	K8 Strategic Planning and Implementation
7678 Annual Conference on Interactive Instruction Delivery Society for Applied Learning Technology Conference 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s	K6 Army Education Center Operations K20 Educational Technologies K22 Distance Learning Theories, Principles, and Practices
Army Management Staff College's (AMSC) Sustaining Base Leadership and Management (SBLM) Program U.S. Army Training and Doctrine Command (TRADOC) Classroom 12 weeks	(Competitive Professional Development)  Grades 12-14 (GS-11 and GS-15 by exception)	K4 Acquisition K5 Contract Administration K10 Funds Administration K11 Manpower Management K12 Budgeting K14 Automated Management Information Systems K49 Army Civilian Career Management K50 Employee Development K51 Merit Promotion K52 Position Management and Classification K53 Management-Employee Relations K54 EEO/AA A1 Directing Work A2 Planning and Organizing A3 Human Relations A4 Analyzing A5 Oral Communication

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
		A6 Written Communication A7 Innovation A8 Initiating Action Plus knowledge of the sustaining base environment
Association of Counselors and Educators in Government (ACEG)/American Counseling Association (ACA) Conference Conference 6 days	(Competitive Professional Development)  C's; EPA(I)'s with counseling duties; RPA's	K45 Counseling
Basic Management University of Michigan Business School Classroom 3 days	(Competitive Professional Development) All	K9 Negotiating/Influencing A2 Planning and Organizing A3 Human Relations A4 Analyzing A5 Oral Communication A7 Innovation A8 Initiating Action A9 Decision Making
DCPDS 500622 Basic Personnel Functions Army Civilian Personnel Operations Center Management Agency (CPOCMA) Computer Based Training Self-paced (12 hrs)	Priority II All interns	K50 Employee Development K51 Merit Promotion K52 Position Management and Classification K53 Management-Employee Relations K54 EEO/AA
USGSA-1201 Basic Procurement GSA Interagency Training Center Classroom 5 days	Priority III EPA(HQDA/M); ESO's; EPA(I)'s	K4 Acquisition K10 Funds Administration

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
AMEC-355 Benchmarking for Business Process Reengineering U.S. Army Management Engineering College (AMEC) Classroom 3 days	Priority III DOE'S; EPA(HQDA/M)'s ESO's; EPA(I)'s; ESO(AR)'s	K8 Strategic Planning and Implementation
Benchmarking for the Competitive Edge ASQC Classroom 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; EPA(AR)'s	K8 Strategic Planning and Implementation
SCNTR 703 Budget Execution and Funds Control Graduate School, USDA Classroom 5 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s	K6 Army Education Center Operations K10 Funds Administration K12 Budgeting
Building the Leadership Engine University of Michigan Business School Classroom 3 days	(Competitive Professional Development) DoE's, EPA (HQDA/M)'s ESO's, EPA(I)'s	K8 Strategic Planning and Implementation K9 Negotiating/Influencing A2 Planning and Organizing A3 Human Relations A4 Analyzing A7 Innovation A9 Decision Making
4525YCY Business Process Reengineering American Management Association Classroom 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; TPA's; ESO(AR)'s	K8 Strategic Planning and Implementation

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
MTL-1100 Business Process Reengineering MTL Services International, Inc. Classroom 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; TPA's; ESO(AR)'s	K8 Strategic Planning and Implementation
AMEC-288 Business Process Reengineering (BPR) Fundamentals U.S. Army Management Engineering College (AMEC) Classroom 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; TPA's; ESO(AR)'s	K8 Strategic Planning and Implementation
MTL-1200 Change Management MTL Services International, Inc. Classroom 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s	K8 Strategic Planning and Implementation
2246YCY Coaching and Counseling for Outstanding Job Performance American Management Association Classroom 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s	K50 Employee Development

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Contemporary Executive Development (CED) George Washington University Classroom 2 weeks	(Competitive Professional Development)  GS-13 and above	K8 Strategic Planning and Implementation K9 Negotiating/Influencing K20 Educational Technologies K24 Marketing A1 Directing Work A2 Planning and Organizing A5 Oral Communication
ALMC-CL Contracting Officer's Representative Course U.S. Army Logistics Management College (ALMC) Classroom 1 week	Priority I Interns; ESO's; all CP-31 employees prior to being assigned to any contract/contract-related duties	K3 ACES Support Services Management K4 Acquisition K5 Contract Administration
Corporate Performance Measurement University of Michigan Business School Classroom 5 days	(Competitive Professional Development) DoE's, EPA (HQDA/M)'s, ESO's	K8 Strategic Planning and Implementation K9 Negotiating/Influencing K12 Budgeting K28 Program Evaluation A4 Analyzing A9 Decision Making
Council of College and Military Educators (CCME) Council of College and Military Educators (CCME) Conference 4 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s; RPA's	Note: Content varies.  Core Competencies: K20 Educational Technologies K22 Distance Learning Theories, Principles and Practices K23 Distance Learning Delivery K24 Marketing K26 Adult Continuing Education

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Council on Military Education in Texas (COMET) Council on Military Education in Texas (COMET) Conference 2 days	Priority III DOE's; EPA(HQDA/M)'s; Texas ESO'S; EPA(I)'s; C's; ESO(AR)'s; RPA's	Note: Content varies.  Core Competencies: K20 Educational Technologies K22 Distance Learning Theories, Principles and Practices K23 Distance Learning Delivery K24 Marketing K26 Adult Continuing Education
Current Army Education Issues Workshop Education Division, PERSCOM Classroom 3 days	Priority I for Interns  Competitive Professional Development for other CP-31 careerists	Note: Content varies.  Core competencies: K8 Strategic Planning and Implementation K19 Army Personnel Management System K20 Educational Technologies  Supplemental competencies: Vary with course content.
Customer Satisfaction and Quality Measurement Conference ASQC (co-sponsored with the American Marketing Association) Conference 2 days	Priority III DOE's; EPA(HQDA/M); ESO's; EPA(I)'s; ESO(AR)'s	K8 Strategic Planning and Implementation
Customer Satisfaction Measurement and Management ASQC Classroom 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s	K8 Strategic Planning and Implementation

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
8446 Data Collection Techniques Management Concepts Incorporated Classroom 5 days	Priority III EPA(HQDA/M)'s; ESO's; EPA(I)'s; TPA's	K25 Needs Assessment K27 Research Techniques A4 Analyzing
Delegation and Team Effort University of Michigan Business School Classroom 5 days	(Competitive Professional Development) DoE's, EPA(HQDA/M)'s, ESO's	K8 Strategic Planning and Implementation K9 Negotiating/Influencing A2 Planning and Organizing A3 Human Relations A4 Analyzing A7 Innovation A9 Decision Making
5565 Designing Effective Program Evaluations Graduate School, USDA Classroom 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s	K27 Research Techniques K28 Program Evaluation
Disney Approach to People Management Disney Institute Classroom 3 ½ days	(Competitive Professional Development) All	K8 Strategic Planning and Implementation K50 Employee Development A3 Human Relations A5 Oral Communication A7 Innovation
Disney Approach to Quality Service Disney Institute Classroom 3 ½ days	(Competitive Professional Development) All	

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Distance Education and Training Council (DETC) Annual Conference Distance Education and Training Council (DETC) Conference 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s	K22 Distance Learning Theories, Principles and Practices K23 Distance Learning Delivery
Distance Learning Typically college or university Classroom or alternate delivery mode Length of course varies  (Refer to the note in Appendix E for more information.)	Priority III All	K21 Multi-Media User Environment K22 Distance Learning Theories, Principles, and Practices K23 Distance Learning Delivery
DoD Worldwide Education Symposium Department of Defense/Defense Activity for Non-Traditional Education Support (DANTES) Conference 4 days	(Competitive Professional Development)  All	Content varies from year to year; competencies will vary according to course content
Eastern Adult Continuing and Distance Education Research Conference Pennsylvania State University Conference 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s	K21 Multi-Media User Environment K22 Distance Learning Theories, Principles and Practices K23 Distance Learning Delivery
EDMIS Workshop Education Division, PERSCOM Classroom 3 days	(Competitive Professional Development)  EDMIS Functional Administrators	K14 Automated Management Information Systems K15 Education Management Information Systems

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
	where EDMIS is deployed or scheduled to be deployed; EDMIS MACOM POC's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's	
Education Services Officer Program Education Division, PERSCOM Classroom Length: To be determined.  (Note: This program is in development and will be offered at a CONUS site.)	Priority I for all interns and new ESO's and ESO(AR)'s within the first year.  Competitive Professional Development -- Open to all.	K1 Accrediting Process K2 ACES Facilities K3 ACES Support Services Management K4 Acquisition K5 Contract Administration K8 Strategic Planning and Implementation K9 Negotiating/Influencing K11 Manpower Management K12 Budgeting K13 Quarterly Reporting K14 Automated Management Information Systems K15 Education Management Information Systems K17 Curriculum Development K18 Educational Organizations K20 Educational Technologies K21 Multi-Media User Environment  <i>(Competencies continued on next page)</i>

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Education Services Officer Program (con'd)		K22 Distance Learning Theories, Principles and K23 Distance Learning Delivery K24 Marketing K25 Needs Assessment K26 Adult Continuing Education K28 Program Evaluation K41 Organization of the Secondary Education Community K49 Army Civilian Career Management K54 EEO/AA A1 Directing Work A3 Human Relations A5 Oral Communication A6 Written Communication
Education Services University Program College, university, or institution approved through the American Council on Education's Program on Noncollegiate Sponsored Instruction (ACE/PONSI) Up to 12 months	(Competitive Professional Development)  All	<i>Competencies will vary with individual needs.                      Typical program will cover many of the following                      competencies:</i> K2 ACES Facilities K3 ACES Support Services Management K4 Acquisition K5 Contract Administration K6 Army Education Center Operations K8 Strategic Planning and Implementation K9 Negotiating/Influencing K11 Manpower Management K12 Budgeting  <i>Competencies continued on next page)</i>

<b>Course Code and Course Title Source, Type of Training, and Length</b>	<b>Priority and Target Audience</b>	<b>Competencies</b>
Education Services University Program (con'd)		K13 Quarterly Reporting K14 Automated Management Information Systems K15 Education Management Information Systems K16 Statistics K17 Curriculum Development K18 Educational Organizations K20 Educational Technologies K21 Multi-Media User Environment K22 Distance Learning Theories, Principles and Practices K23 Distance Learning Delivery K24 Marketing K25 Needs Assessment K26 Adult Continuing Education K27 Research Techniques K28 Program Evaluation K29 Tests and Measurements K41 Organization of the Secondary Education Community K45 Counseling K53 Management-Employee Relations K54 EEO/AA A1 Directing Work A3 Human Relations A4 Analyzing A5 Oral Communication A6 Written Communication <i>Program can be customized for other competencies.</i>

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
(Course code varies with source.) Effective Briefings or Presentations Sources include: Local college/university; training vendor (such as, American Management Association; Graduate School, USDA) Classroom (short course, workshop, or seminar) 3 - 5 days	Priority III All	K24 Marketing A3 Human Relations A5 Oral Communication
(Course code varies with source.) Effective Writing Sources include: Local college/university; training vendor (such as, Booher Consultants, Inc.; M.J. Weeks Seminars; E. Thomas and Associates; The Writing Exchange; Management Concepts, Inc.) Classroom (short course, workshop, or seminar) 1 - 2 days	Priority III All	A6 Written Communication
Emerging Issues in Public Management Brookings GAI Classroom 2 days	(Competitive Professional Development) DOE's	K8 Strategic Planning and Implementation K9 Negotiating/Influencing K12 Budgeting A9 Decision Making
USGSA-1208 Ethics in Procurement GSA Interagency Training Center Classroom 2 days	Priority III EPA(HDQA/M)'s; ESO's; EPA(I)'s; all other CP31 employees prior to being assigned contract/contract- related duties	K4 Acquisition

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
AMEC-298 Facilitation for Business Process Reengineering (BPR) U.S. Army Management Engineering College (AMEC) Classroom 4.5 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s	K8 Strategic Planning and Implementation
SMGMT 821 Federal Budget Process Graduate School, USDA Classroom 1 day	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; TPA's; ESO(AR)'s	K12 Budgeting
Federal Office Systems Exposition (FOSE) FOSE Exposition 3 days	Priority III All	K20 Educational Technologies
	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s	K23 Distance Learning Delivery
AMEC 251 Federal Sector Marketing II: Strategic Marketing Planning U.S. Army Management Engineering College (AMEC) Classroom 3 days	Priority III  DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; RPA's; ESO(AR)'s	K8 Strategic Planning and Implementation K24 Marketing

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Federal Workforce Reform Brookings GAI Classroom 2 days	(Competitive Professional Development) DOE's	K8 Strategic Planning and Implementation K9 Negotiating/Influencing K12 Budgeting K53 Management-Employee Relations K54 EEO/AA A2 Planning and Organizing A7 Innovation A9 Decision Making
Florida Advisory Council on Military Education (ACME) Conference 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s; RPA's	Note: Content varies.  Core Competencies: K20 Educational Technologies K22 Distance Learning Theories, Principles and Practices K23 Distance Learning Delivery K24 Marketing K26 Adult Continuing Education
1925 Focusing on Results: Developing and Implementing Performance Measurement Systems GSA Interagency Training Center Classroom 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; ESO(AR)'s	K8 Strategic Planning and Implementation

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Force Management Course Army Force Management School Classroom 4 weeks	Priority II All interns	K11 Manpower Management K12 Budgeting K30 Army Organization and Structure A4 Analyzing A9 Decision making
Foundations of Leadership Disney Institute Classroom 3 ½ days	(Competitive Professional Development) All	K8 Strategic Planning and Implementation A7 Innovation A8 Initiating Action
AMEC-285 Functional Economic Analysis (5) U.S. Army Management Engineering College (AMEC) Classroom 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s	K8 Strategic Planning and Implementation
5512YCY Fundamentals of Marketing: Your Action Plan for Success American Management Association Classroom 4 days	Priority III EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; RPA's; TPA's; ESO(AR)'s	K24 Marketing K38 Recruiting Market Analysis
Government Performance and Results OPM's Management Development Center Classroom 1 week	Priority III DOE's; EPA(HQDA/M)'s; ESO's at GS-13 and above	K8 Strategic Planning and Implementation

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Government Technology Leadership Institute: 'Leading Change, Leveraging Technology' Brookings GAI Conference 3 days	(Competitive Professional Development) DOE's	K8 Strategic Planning and Implementation K14 Automated Management Information Systems K15 Education Management Information Systems A2 Planning and Organizing A4 Analyzing A7 Innovation
DCPDS 500609 Guide to Processing Personnel Actions Army Civilian Personnel Operations Center Management Agency (CPOCMA) Computer Based Training Self-paced (10 hrs)	Priority II All interns	K50 Employee Development K51 Merit Promotion K52 Position Management and Classification K53 Management-Employee Relations K54 EEO/AA A8 Initiating Action
Hopkins Fellows in Change Management Johns Hopkins University Classroom 12 weekends for 9 months	(Competitive Professional Development)  GS-13 and above	K8 Strategic Planning and Implementation K54 EEO/AA A3 Human Relations
10112 How To Use Simple Statistical Analysis To Improve Your Decision Making and Job Performance American Management Association Classroom 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's	K16 Statistics

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
7C-F7 Human Behavior in Organizations U.S. Army Management Engineering College (AMEC) Classroom 5 days	Priority III Supervisors/Managers	K9 Negotiating/Influencing A3 Human Relations
AMEC-296 IDEF Fundamentals U.S. Army Management Engineering College (AMEC) Classroom 3.5 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s	K8 Strategic Planning and Implementation
Increasing Customer Retention ASQC Classroom 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s	K8 Strategic Planning and Implementation
Innovative Thinking SkillPath Seminars Classroom 1 day	Priority III All	A7 Innovation
Institute for the Management of Lifelong Education (MLE) Harvard University Graduate School of Education Classroom 2 weeks	(Competitive Professional Development)  GS-13s and above	K8 Strategic Planning and Implementation K10 Funds Administration K12 Budgeting K16 Statistics K24 Marketing K25 Needs Assessment K26 Adult Continuing Education

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Intern Leadership Development Course (ILDC) Center for Army Leadership (CAL) Classroom 1 week	Priority I Interns	K30 Army Organization and Structure A1 Directing Work A2 Planning and Organizing A3 Human Relations A5 Oral Communication A9 Decision Making
International Council for Distance Education (ICDE) Conference Pennsylvania State University Conference 5 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s	K21 Multi-Media User Environment K22 Distance Learning Theories, Principles and Practices K23 Distance Learning Delivery
45AS Interpersonal Communications Graduate School, USDA Classroom 2 days	Priority III All	K39 Coalition Building K44 Recruiting at Postsecondary Level A3 Human Relations A5 Oral Communication
SP05 Introduction to Human Resource Management Army Civilian Personnel Operations Center Management Agency (CPOCMA) Classroom 1.5 days	Priority II All interns	K50 Employee Development K51 Merit Promotion K52 Position Management and Classification  K53 Management-Employee Relations K54 EEO/AA A3 Human Relations
Introduction to Quality Function Deployment ASQC Classroom 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s	K8 Strategic Planning and Implementation

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Introduction to Quality Management ASQC Classroom 5 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s	K 8 Strategic Planning and Implementation
Joint Committee on Computer Based Instruction (JCCBI) Hosted by one of the Services each year Conference 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s	K22 Distance Learning Theories, Principles and Practices
HPERS 711M Labor/Employee Relations for Managers and Supervisors Graduate School, USDA Classroom 2 days	Priority III Supervisors	K53 Management-Employee Relations K54 EEO/AA
Leadership Education and Development (Lead) Course Local Classroom 1 week	Priority I New supervisors  Priority III Non-Supervisors	K50 Employee Development K51 Merit Promotion K52 Position Management and Classification K53 Management-Employee Relations K54 EEO/AA A1 Directing Work A2 Planning and Organizing A3 Human Relations A4 Analyzing A5 Oral Communication A7 Innovation A8 Initiating Action A9 Decision Making

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
45EK Leadership Skills for Non-Supervisors Graduate School, USDA Classroom 2 days	Priority III TPA's	A3 Human Relations
Leading Change: Creating Transformational Competencies University of Michigan Business School Classroom 5 days	(Competitive Professional Development) DoE's	K8 Strategic Planning and Implementation K9 Negotiating/Influencing A2 Planning and Organizing A3 Human Relations A4 Analyzing A7 Innovation A9 Decision Making
USGSA-1911 Making It Happen: Leadership Roles for Getting Started GSA Interagency Training Center Classroom 2 days	Priority III All	K8 Strategic Planning and Implementation A3 Human Relations
Management Development Program University of Michigan Business School Classroom 10 days	(Competitive Professional Development) DoE's, EPA(HQDA/M)'s, ESO's, EPA(I)'s	K8 Strategic Planning and Implementation K9 Negotiating/Influencing K12 Budgeting K24 Marketing K28 Program Evaluation A2 Planning and Organizing A4 Analyzing A7 Innovation A9 Decision Making

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Management II: A Mid-Management Development Program University of Michigan Business School Classroom 5 days	(Competitive Professional Development) DoE's, EPA(HQDA/M)'s, ESO's	K9 Negotiating/Influencing A2 Planning and Organizing A3 Human Relations A4 Analyzing A5 Oral Communication A7 Innovation A8 Initiating Action A9 Decision Making
ST 6000 Manager Development Course (MDC) Army Institute for Professional Development Correspondence	Priority I New managers  Priority III ESO's; EPA(I)'s; TPA's; ESO(AR)'s	K11 Manpower Management K12 Budgeting A2 Planning and Organizing A5 Oral Communication A6 Written Communication
6240YCY Managerial and Team-Building Skills for Project Managers American Management Association Classroom 3 days	Priority III All	A3 Human Relations
Managing for Creativity and Innovation Disney Institute Classroom 3 ½ days	(Competitive Professional Development) All	K8 Strategic Planning and Implementation A7 Innovation A8 Initiating Action
ALMC-MG Manpower and Force Management Course U. S. Army Logistics Management College (ALMC) Classroom 2 weeks	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s	K11 Manpower Management

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
MEPCOM ESS Orientation HQ MEPCOM Classroom 5 days	Priority I RPA's; TPA's	K36 DoD Student Testing Program
SMGMT 947 Methods Improvement for Government Environment Graduate School, USDA Classroom 3 days	Priority III DOE's; EPA(HDQA/M)'s; ESO's; EPA(I)'s; RPA's; ESO(AR)'s	K8 Strategic Planning and Implementation A4 Analyzing
National University Research Institute's Annual Conference on Lifelong Learning Conference 3 days	Priority III All	K20 Educational Technologies K21 Multi-Media User Environment K23 Distance Learning Delivery
2297YCY Operating Your Office on All Cylinders American Management Association Classroom 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; TPA's; ESO(AR)'s	K8 Strategic Planning and Implementation A2 Planning and Organizing
Organizational Leadership for Executives (OLE) Center for Army Leadership (CAL) Classroom 2 weeks	Priority II New managers	K8 Strategic Planning and Implementation K9 Negotiating/Influencing K50 Employee Development A3 Human Relations A4 Analyzing A7 Innovation

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
4530YCY Performance Measurements for Your Business: How to Determine and Measure What Really Counts American Management Association Classroom 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; ESO(AR)'s	K8 Strategic Planning and Implementation
Personal Computer (PC) Fundamentals Local college or university or private-sector vendor Classroom 1-5 days	Priority I All interns  Priority III All	K14 Automated Management Information Systems
Personnel Management for Executives (PME I) Army Management Staff College (AMSC) Classroom 8 days	Priority II Managers with several years of managerial experience	50 Employee Development K54 EEO/AA A3 Human Relations A5 Oral Communication
Personnel Management for Executives (PME II) Army Management Staff College (AMSC) Classroom 8 days	Priority III Managers (PME graduates at least 2 years after PME I)	K8 Strategic Planning and Implementation K9 Negotiating/Influencing K50 Employee Development K54 EEO/AA A3 Human Relations A5 Oral Communication
AMEC-319 Planning for Business Process Reengineering (BPR) U.S. Army Management Engineering College (AMEC) Classroom 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s	K8 Strategic Planning and Implementation

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
119 7D-45/B Planning, Programming, Budgeting, and Execution System (PPBES) U.S. Army Finance School Classroom 9 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; TPA's	K6 Army Education Center Operations K10 Funds Administration K12 Budgeting
45HD Positive Approaches to Difficult People Graduate School, USDA Classroom 2 days	Priority III All	A3 Human Relations A5 Oral Communication
MTL-4985 Presentation Skills MTL Services International, Inc. Classroom 2 days	Priority III All	K24 Marketing K39 Coalition Building K44 Recruiting at Postsecondary Level A5 Oral Communication
Principled-Centered Leadership Franklin Covey Classroom 3 days	(Competitive Professional Development) All	K8 Strategic Planning and Implementation A2 Planning and Organizing A8 Initiating Action A9 Decision Making
SMGMT 804 Problem Solving and Decision Making Graduate School, USDA Classroom 2 days	Priority III All	K38 Recruiting Market Analysis A9 Decision Making

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
4442 Processing and Analyzing Questionnaire Data Graduate School, USDA Classroom 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; TPA's	K16 Statistics K25 Needs Assessment K27 Research Techniques K28 Program Evaluation
5283YCY Public Relations: Strategies for Success American Management Association Classroom 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; RPA's; TPA's; ESO(AR)'s	K24 Marketing K39 Coalition Building K44 Recruiting at Postsecondary Level A5 Oral Communication
USGSA-1940 Quality and Diversity: The Crucial Coalition GSA Interagency Training Center Classroom 3 days	Priority III All	K50 Employee Development K54 EEO/AA
Quality Function Deployment for Service Organizations ASQC Classroom 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s	K8 Strategic Planning and Implementation
Quality Management Tools and Problem Solving Skills Graduate School, USDA Classroom 3 days	Priority III ESO's; EPA(HQDA/M)'s; EPA(I)'s; TPA's; RPA's; ESO(AR)'s	K8 Strategic Planning and Implementation K38 Recruiting Market Analysis

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Quest for Excellence ASQC Conference 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; TPA's; ESO(AR)'s	K8 Strategic Planning and Implementation
Recruiting Officer's Course Recruiting and Retention School, Ft. Jackson Classroom 3 weeks	Priority I USAREC Interns  Priority III RPA's	K34 Army Recruiting Policies K35 DoD Enlistment Policies K36 DoD Student Testing Program K37 Educational Policies for Recruiting K39 Coalition Building K40 Recruiting Activities K42 Coalition Building Policies K43 Education Enlistment Credentials
Reinvention Revolution Brookings GAI Conference 3 days	(Competitive Professional Development) DOE's	K8 Strategic Planning and Implementation A2 Planning and Organizing A7 Innovation A9 Decision Making
2552 Revising and Editing Your Own Writing EEI Classroom 1 day	Priority III All	A6 Written Communication
Seven Habits of Highly Effective People Franklin Covey Classroom 3 days	Competitive Professional Development) All	K8 Strategic Planning and Implementation A2 Planning and Organizing A8 Initiating Action A9 Decision Making

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
MTL-2100 Statistics for Managers MTL Services International, Inc. Classroom 2 days	Priority III All	K16 Statistics
SMGMT 937 Strategic Budgeting Graduate School, USDA Classroom 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; TPA's	K8 Strategic Planning and Implementation K12 Budgeting
Strategic Human Resource Planning University of Michigan Business School Classroom 5 days	(Competitive Professional Development) DoE's, EPA(HQDA/M)'s ESO's	K8 Strategic Planning and Implementation A2 Planning and Organizing A4 Analyzing A7 Innovation A9 Decision Making
MTL-3200 Strategic Planning MTL Services International, Inc. Classroom 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; ESO(AR)'s	K8 Strategic Planning and Implementation
SMGMT 957 Strategic Planning for a Customer-Focused Government Graduate School, USDA Classroom 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; ESO(AR)'s	K8 Strategic Planning and Implementation A9 Decision Making

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Strategic Quality Planning ASQC Classroom 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; ESO(AR)'s	K8 Strategic Planning and Implementation
USGSA-1912 Strategic Quality Planning GSA Interagency Training Center Classroom 3 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's; ESO(AR)'s	K8 Strategic Planning and Implementation
ST 5000 Supervisor Development Course (SDC) Army Institute for Professional Development Correspondence	Priority I New supervisors  Priority III Non-supervisors	K10 Funds Administration K12 Budgeting K50 Employee Development K51 Merit Promotion K52 Position Management and Classification K53 Management-Employee Relations A1 Directing Work A2 Planning and Organizing A3 Human Relations A4 Analyzing A5 Oral Communication A6 Written Communication A7 Innovation A8 Initiating Action
Test Control Officer Workshop Defense Activity for Non-Traditional Educational Support (DANTES) Test Security Video, self-paced or Classroom, 1-2 days	Priority I ACES interns (Classroom) All test control officers, alternate test control officers, and ESO's (classroom or video - upon appointment and annually thereafter)	K7 Test Administration

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
	Priority III All others	
Tests and Measurements Local college or university Classroom 3 semester hours	Priority I USAREC Interns  Priority III EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; RPA's; TPA's; ESO(AR)'s	K29 Tests and Measurements
Time Management: Gateway to Success Productivity Plus, Inc. Video or CD-ROM, self-paced or Classroom, 1 day	Priority III All	A2 Planning and Organizing
MTL-4000 Total Quality Management Orientation MTL Services International, Inc. Classroom 2 days	Priority III All	K8 Strategic Planning and Implementation
8507YCY Training the Trainer American Management Association Classroom 4.5 days	Priority III All	A5 Oral Communication
Training with Industry	(Competitive Professional	Competencies will vary.

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
Corporation in the private sector, college or university, or non-profit/not-for-profit organization. 4 - 12 months	Development)  All	
Twenty-first Century Workforce Development Conference Co-sponsored by Council for Adult and Experiential Learning (CAEL), Corporation for a Skilled Workforce (CSW), and The Reinventing Government Network Conference 2 days	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s	K4 Acquisition K48 Secondary and Post Secondary Programs
	Priority III DOE's; EPA(HQDA/M)'s; ESO's; TPA's, ESO(AR)'s	K8 Strategic Planning and Implementation
	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; TPA's, ESO(AR)'s	K11 Manpower Management K28 Program Evaluation
University Continuing Education Association Conference 5 days	(Competitive Professional Development)  DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; RPA's	K17 Curriculum Development K20 Education Technologies K22 DL Theories, Principles & Practices K23 DL Delivery K26 Adult Continuing Education A5 Oral Communication
Visions of the Future: Distance Learning for the 21st Century Texas Tech University Conference 3 days	Priority III All	K20 Educational Technologies
	Priority III DOE's; EPA(HQDA/M)'s; ESO's; EPA(I)'s; C's; ESO(AR)'s	K22 Distance Learning Theories, Principles and Practices
World Future Society Annual Conference	Priority III	K8 Strategic Planning and Implementation

Course Code and Course Title Source, Type of Training, and Length	Priority and Target Audience	Competencies
World Future Society Conference 3 days	All	K20 Educational Technologies
(Course code varies with source.) Writing Reports and Proposals Sources include: Local college/university; training vendor (such as EEI; Impact Training Associates, Inc.) Classroom (short course, workshop, or seminar) 2 or 3 days	Priority III All	A6 Written Communication