

Appendix E
Course Descriptions for MTP for Manpower and Force Management Positions

Priority Definitions

As in the MTP, the training in this appendix 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 competencies needed on the job and/or (2) leads to improvement of mission accomplishment.

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Course Code: ACCT7000D
Title: **Accounting for Non-Accountants**
Description: This course teaches the fundamentals of government accounting for individuals who have very little accounting experience but have a need to know how to apply basic accounting principles and procedures. Participants learn important accounting terms, how to maintain accurate accounts, ledgers, journals and journal vouchers, and how to analyze accounting reports.
Target Audience: Intern/Functional Trainee, GS-5/7/9, Specialist, GS-9/11/12, Intermediate, GS-11/12/13, Priority III
Type: Classroom, 2 Days
Source: USDA Graduate School

Course Code: 12A0C
Title: **Action Officer Development Course**
Description: This course prepares individuals for the requirements of staff work by offering instruction in organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army Standard; coordinating; conducting briefings; and ethics. The course provides time-saving tips, writing formats, and an appendix of informal staff language, simpler words and phrases.
Target Audience: Intern, All new action officers regardless of grade, Priority I
Type: Correspondence
Source: Army Institute for Professional Development

Course Code:
Title: **Action Officer Force Integration Course**
Description: This course provides a systemic overview of the force integration process focus on "How the Army Runs." Students will learn the constitutional, statutory and regulatory basis of the force projection Army and the capabilities that must be sustained through management of doctrinal, organizational and materiel change. They will become familiar with Army organizational roles, functions and missions, especially at the Army Secretariat/Staff levels. They will also become familiar with force management processes, from the determination of force requirements to the resourcing of requirements, including the allocation of resources and the assessment of their utilization in order to

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accomplish Army functions and missions in a joint/combined environment.

Target Audience: Colonels and below and civilians GS-9-15 assigned to HQDA and its field operating and staff support agencies. Others may attend as scheduled through the Army Force Management School, Priority II.

Type: Classroom, 5 Days

Source: Army Force Management School

Course Code: ACCT7100D

Title: **Activity-Based Costing**

Description: This course is recommended for accounting, budget, and financial professionals who are responsible for implementing cost accounting. Participants learn how to develop an activity-based costing system, create spreadsheets to develop an activity-based costing system, and the costing stages of activity-based costing.

Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III

Type: Classroom, 2 days

Source: USDA Graduate School

Course Code: COMM9000D

Title: **Advanced Briefing Techniques**

Description: This course helps employees learn how to present ideas with confidence, deliver powerful talks without fear, make sure the message is well received, and develop dynamic attention-getting speaking techniques. Participants learn how to organize information for effective communication, deliver decision briefings, use visual aids to enhance briefings, handle difficult audiences, and manage questions and objections.

Target Audience: Intermediate, GS-11/12/13, and Managerial, GS-14/15, Priority III.

Type: Classroom, 2 days.

Source: USDA Graduate School

Course Code: LABR7100D

Title: **Adverse and Performance-Based Actions**

Description: Discusses how to process formal cases against problem employees under adverse action (5 USC 752) and performance-based action (5 USC 432) regulations. Provides information on what review authorities need to see

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to support your action, updates on the latest cases and issues, when formal actions are necessary, determining if enough proof is available to support an action, and the correct steps for initiating and processing a formal action.

Target Audience: Specialist, GS-9/11/12, Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III.

Type: Classroom, 4 days.

Source: USDA Graduate School

Course Code:

Title: **Army Comptrollership Program**

Description: The Army Comptrollership Program provides a high quality, accelerated program of advanced education and training in resource management for a select group of Army officers and Department of Army civilians. The goal of the program is to train and develop the most outstanding and productive civilian employees in the Army resource management field, who have demonstrated high potential for advancing to multidisciplinary keystone positions in CP-11.

Target Audience: Managerial, Competitive

Type: Classroom, 280 days.

Source: Syracuse University

Course Code:

Title: **Army Congressional Fellowship Program**

Description: Provides congressional training to top Army civilians. Selected fellows will attend the Action Officer Force Integration Course and participate in a Congressional Training Program. After completion of the classroom phase and orientation to HQDA, congressional fellows will serve as staff assistants to Members of Congress.

Target Audience: Managerial, Competitive

Type: Classroom, Developmental 12 months intermittent

Source: Congress

Course Code:

Title: **Army War College**

Description: The Army War College studies the role of landpower, as part of a joint or combined force, in support of the U.S. national military strategy. The curriculum emphasizes theory, concepts, systems and the national security-decision making process. It teaches through numerous case studies,

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exercises and wargames. The student seminar group is the fundamental learning vehicle.
Target Audience: Managerial, Competitive
Type: Classroom, 365 days.
Source: Army War College

Course Code: COMM7000D
Title: **Basic Communication Skills**
Description: Helps all employees who want to develop their basic communication skills—speaking, listening, and writing—to become more effective on the job. Teaches participants how to deal effectively with different personalities; provides valuable communication experience to help achieve goals; assists individuals in understanding their own behavior style. Participants learn how to deliver an oral presentation, organize and compose written work clearly and concisely, analyze verbal and nonverbal communication skills, recognize communication barriers and how to minimize them, and examine new approaches that will help in working well with others.

Target Audience: Intern/Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12, Priority III.
Type: Classroom, 5 days.
Source: USDA Graduate School

Course Code: ACQI7000D
Title: **Basic Contract Administration**
Description: This course assists participants in understanding the Federal contracting process. Employees learn how to administer contracts for supplies and services, determine the need for and conduct post-award orientations, inspect invoices for completeness, compute the amount due and monitor payments, review proposed modifications and determine whether to meet new requirements through new acquisition or to modify the contract

Target Audience: Specialist, GS-9/11/12, and Intermediate, GS-12/13, Priority III
Type: Classroom, 5 Days
Source: USDA Graduate School

Course Code: ACCT7101D
Title: **Basic Cost Accounting Concepts**

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Description: This course is designed for employees who need to be familiar with basic cost accounting concepts. Participants in the course will become familiar with the elements of costing, the types of costs, job costing and process costing, which categories of costs are controllable versus noncontrollable costs, and planning and controlling the budget and variances.

Target Audience: Specialist, GS-9/11/12, and Intermediate, GS-11/12/13, Priority III

Type: Classroom, 3 Days

Source: USDA Graduate School

Course Code: CLAS7000D

Title: **Basic Position Classification**

Description: Employees learn how to classify position descriptions written in a variety of formats and to interpret and apply General Schedule and Federal Wage System Standards and Guides. Participants learn how to use various data collection techniques, conduct a desk audit, and prepare an evaluation statement. Information on how to classify mixed grade/mixed series and lead/supervisory positions is provided. Employees will also learn about the classification appeals process and how to apply principles of position management to improve organizational productivity.

Target Audience: Specialist, GS-9/11/12, and Intermediate, GS-11/12/13, Priority III.

Type: Classroom, 10 days.

Source: USDA Graduate School

Course Code: STAT7000D

Title: **Basic Statistics**

Description: This course helps participants understand and use measurements and data, compute averages and measures of variability, correctly apply statistical techniques, and use and interpret correlation and regression analysis. Employees will learn the meaning and role of statistics, use of frequency distributions and arrays, how to calculate means, averages, median and mode, measures of variation, sampling concepts, and normal distribution.

Target Audience: Intern/Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12, Priority III

Type: Classroom, 4 Days

Source: USDA Graduate School

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Course Code: MGMT7100D
Title: **Benchmarking for Government Operations**
Description: Managers, improvement teams, change agents, and others who want to identify and adapt outstanding practices from other organizations to improve the performance of their own organization will benefit from this course. Participants will be able to assess their own organization's readiness for benchmarking, apply benchmarking practices, learn techniques for making benchmarking a successful experience, and optimize opportunities for sustained performance improvement. Employees will learn how to identify, adapt, and implement best practices of other organizations; sources for obtaining data on benchmarking and best practices; and how to use benchmarking as a tool of change management.
Target Audience: Intermediate, GS-12/13, and Managerial, GS-13/14/15, Priority III
Type: Classroom, 2 Days
Source: USDA Graduate School

Course Code: COMM7002D
Title: **Briefing Techniques**
Description: Learn how to handle stage fright, deliver briefings confidently that will instruct, motivate, or persuade an audience, and how to analyze and deal with any type of audience. Participants learn how to organize a briefing logically, select appropriate materials and platform techniques for a presentation, handle hostile or negative questions, manage a question-and-answer period, and supplement a briefing with visual aids.
Target Audience: Intermediate, GS-11/12/13, and Managerial, GS-14/15, Priority III.
Type: Classroom, 3 days.
Source: USDA Graduate School

Course Code: BUDG8100D
Title: **Budget Analysis Workshop**
Description: This course is designed for employees who need to develop analytical skills in analyzing budgets. Participants learn how to relate goals, objectives, and priorities to program resource performance; develop meaningful workload, efficiency, and effectiveness measures using analytical methods such as variance and trend analyses; use improved analysis to

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contribute to enhanced competitiveness in dealing with downsizing issues and contracting-out of commercial type activities.

Target Audience: Intern/Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12, Priority III

Type: Classroom, 4 Days

Source: USDA Graduate School

Course Code: BUDG7100D

Title: **Budget Execution**

Description: Participants learn the steps and strategies in preparing to execute the budget, including contingency planning; recognize liability and responsibility associated with funds control; and understand and address the information needs of decision makers, including considerations for budget close-out and mid-year reviews and actions that can result from them.

Target Audience: Intern, Specialist, GS-9/11/12, Intermediate, GS-11/12/13, and Managerial, GS-14/15, Priority III

Type: Classroom, 4 days.

Source: USDA Graduate School

Course Code: BUDG7101D

Title: **Budget Formulation**

Description: Participants learn to use essential budget concepts and terminology effectively while learning the steps to prepare for building a budget. Employees also learn how to implement effective tools and techniques in documenting, presenting, and justifying a budget, explaining the relationship between the current year/prior year budget and the budget year strategic plan, and to describe multiple-year and no-year appropriations.

Target Audience: Intern/Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12, Priority II.

Type: Classroom, 4 days.

Source: USDA Graduate School

Course Code: BUDG7102D

Title: **Budget Justification and Presentation**

Description: By understanding the budget justification process, participants learn to justify funding and personnel resource requirements to their superiors, to answer incisive questions

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about the budget quickly and confidently, and to write and present a sound budget justification.

Target Audience: Intermediate, GS-11/12/13, and Managerial, GS-14/15, Priority III

Type: Classroom, 3 days

Source: USDA Graduate School

Course Code: MGMT9101D

Title: **Business Process Re-engineering**

Description: Executive, managers, supervisors, team leaders, and others involved in the reengineering process for their organizations will benefit from this course. Participants will gain skills and knowledge needed to apply reengineering tools and learn proven techniques for changing work processes, workflows, organizational structures, jobs, and results evaluation.

Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III

Type: Classroom, 2 Days

Source: USDA Graduate School

Course Code: WRIT7100D

Title: **Clear Writing Through Critical Thinking**

Description: Participants learn how to develop ideas using a logical framework and reasoning skills that help them organize information, anticipate questions, and draw sound conclusions. By building problem-solving techniques into a critical pattern of thinking, written memos, instructions, and procedures are interpreted correctly and confusion over the meaning and intent of written procedures is avoided.

Target Audience: Intern/Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12, Priority III.

Type: Classroom, 3 days.

Source: USDA Graduate School

Course Code:

Title: **Combat and Materiel Development SubcourseDevelopment**

Description: This course of for employees assigned to combat development and materiel development positions who have completed the Force Management Course. Course content covers the combat and materiel development processes from determination of DTLOMS requirements through to the translation of materiel requirements into research,

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development and acquisition (RDA) programs. The Concept Based Requirements System (CBRS) and the Life-Cycle System Management Model (LCSMM) provide the basic models for subcourse discussions.

Target Audience: Specialist, GS-9/11/12, and Intermediate, GS-11/12/13, Priority II.

Type: Classroom

Source: Army Force Management School

Course Code:

Title: **Combat Development Course**

Description: Students are introduced to the processes by which a war fighting can be rectified by improvement to any or all of the TRADOC domains: doctrine, leadership, organization, and training. The course focuses upon inputs to the requirements determination process; its subprocesses, products and its relationship to the Planning, Programming, and Budget System (PPBS). The PPBS is presented as the means of prioritizing, funding, integrating and synchronizing solutions to the identified needs. The requirements determination process and the materiel life cycle model provide the structure used to tie together blocks of instruction in the course. During this course, students will participate in a series of practical exercises, providing them opportunities to research problems, prepare documentation and present the decision briefings that would be needed to initiate solutions to an actual operational shortfall.

Target Audience: Intern, Specialist, GS-9/11/12, and Intermediate, GS-11/12/13, Priority II

Type: Classroom, 10 Days

Source: Army Logistics Management College

Course Code: COMM7003D

Title: **Communicating for Results**

Description: By recognizing and respecting the needs of others, employees learn how to communicate better with coworkers and supervisors by using proven methods to achieve communication goals. Participants learn how to share and exchange information, interpret verbal and nonverbal feedback, use appropriate repetition, and to assess their own and others' communication styles to overcome barriers to effective communication by speaking clearly and concisely to convey specific meaning.

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Target Audience: Specialist, GS-9/11/12, Intermediate, GS-11/12/13, and Managerial, GS-14/15, Priority III.

Type: Classroom, 2 days.

Source: USDA Graduate School

Course Code: ACQI8108D

Title: **Cost Analysis**

Description: This course helps prepare employees who participate in analyzing costs for negotiated acquisitions. Participants will gain an understanding of cost and pricing data, allowability of proposed cost data collection, quantitative techniques for estimating costs, direct and indirect costs, pre-negotiation objectives, cost analysis documentation, and cost realism analysis.

Target Audience: Specialist, GS-12/13, and Intermediate, GS-11/12/13, Priority III

Type: Classroom, 5 Days

Source: USDA Graduate School

Course Code: PGMT8100D

Title: **Cost Benefit Analysis Workshop**

Description: This course is primarily designed for mid-level managers, analysts, and staff who have no previous training in cost-benefit analysis and who are in positions where a working knowledge of cost-benefit analysis is important. Participants will learn how to identify relevant program costs and benefits, perform basic cost-benefit studies, and participate in complex studies.

Target Audience: Specialist, GS-9/11/12, and Intermediate, GS-11/12/13, Priority III

Type: Classroom, 3 Days

Source: USDA Graduate School

Course Code: ACQI8102D

Title: **Cost and Price Analysis**

Description: This course is designed for contract specialists, program managers, project managers, and others who need an overview of contract pricing. Participants learn the general principles and techniques of cost and price analysis, how to estimate the price of contracts and proposals under competitive and non-competitive market conditions, and how to identify and use various pricing techniques.

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Target Audience: Specialist, GS-9/11/12, and Intermediate, GS-11/12/13, Priority III
Type: Classroom, 5 Days
Source: USDA Graduate School

Course Code: MDEV7100D
Title: **Creating the Learning Organization**
Description: This course teaches how to create a staff of learners who achieve superior performance, improve organizational effectiveness, develop an atmosphere that encourages innovation and commitment, and formulate action plans to achieve knowledge sharing and collective thinking. Participants learn how to use “team learning” to yield results much greater than individual efforts and ways to build an organization that continually focuses on expanding its knowledge and enhancing performance.
Target Audience: Specialist, GS-9/11/12, Intermediate, GS-11/12/13, and Managerial, GS-14/15, Priority III.
Type: Classroom, 2 days
Source: USDA Graduate School

Course Code: PGMT7001D
Title: **Data Collection and Analysis**
Description: Employees learn how to design a research study, select a sampling procedure, develop effective survey tools and instruments, and apply statistical analysis to data. These tools and techniques will enhance their understanding of what is involved in a management study and aid in developing their ability to collect and analyze data for producing reliable management studies.
Target Audience: Intern/Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12, Priority III.
Type: Classroom, 5 days
Source: USDA Graduate School

Course Code: COMM7005D
Title: **Dealing with Workplace Negativity**
Description: Participants learn the root causes and characteristics of negativity, ways the organization and coworkers enable the behavior of negative people, how to discourage negative behavior in the workplace, and methods and techniques to address negativity. This learning will allow employees to

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remain balanced to maintain personal effectiveness, avoid getting caught in the negativity cycle, and cope with the negative person in the work environment.

Target Audience: Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12, Priority III.

Type: Classroom, 2 days.

Source: USDA Graduate School

Course Code:

Title: **Defense Leadership and Management Program**

Description: This course is designed to develop future civilian leaders by enabling them to assume broader responsibility in an increasingly complex environment; expanding their knowledge of DOD's national security mission; and strengthening communication and trust among senior military and civilian leaders. Employees participate in mandatory rotational assignments, a course of professional military education, a minimum of ten graduate-level courses in leadership and management subjects relevant to DOD, and component and occupation-specific developmental courses.

Target Audience: Intermediate and Managerial, GS-13/14/15, Competitive

Type: Classroom and Rotational/Developmental Assignments

Source: DoD funded, multiple sources

Course Code:

Title: **Defense Regional Interservice Support (DRIS) Agreements Course**

Description: This course concentrates on DRIS regulatory policies and procedures: organizational functions and responsibilities; interservice, interdepartmental, and interagency support agreements negotiations; preparation of DD Form 1144; and support and reimbursable procedures. Support agreement managers, financial managers, functional managers, and manpower personnel requiring knowledge or use of skills associated with managing support agreements would benefit from this course.

Target Audience: Intermediate, GS-12/13, and Managerial, GS-13/14/15, Priority III

Type: Classroom, Days

Source: Army Logistics Management College

Course Code:

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Title: **Defense Resources Management Course**
Description: This course provides an appreciation of the concepts, principles and methods of defense management as they concern planning, programming, budgeting and related activities. Emphasis is placed on the analytical aspects of management, stemming from the disciplines of management systems, economics and quantitative analysis. Participants are not expected to become experts or technicians in the various disciplines and subjects included in the curriculum. The objectives are to provide orientation on the overall functioning of the defense management process; insights as to what defense management requires in the way of inputs and analysis for decision making; understanding of the principles, methods and techniques used; and awareness of the interfaces between management requirements of the Defense Department components and the Office of the Secretary of Defense. Course methodology includes lectures, small group discussions reinforced by illustrative case studies and problem sets, as well as daily selected reading assignments.
Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III
Type: Classroom, 20 days
Source: Defense Resources Management Institute, Naval Postgraduate School

Course Code: LABR7004D
Title: **Developing and Implementing Performance Standards**
Description: This course is helpful to supervisors, managers, and personnelists who often find problems with standards that cannot be measured or do not assess important aspects of the job. Participants will learn some new approaches to help them write understandable, measurable performance standards, plan effective tracking systems, and identify important job elements. Additionally, participants will be able to comply with legal requirements, understand key terms and definitions, meet supervisory responsibilities, and be able to communicate standards.
Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III
Type: Classroom, 3 Days
Source: USDA Graduate School

Course Code:

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Title: **DOD Executive Leadership Course**
Description: This course provides a joint arena approach to civilian training that promotes greater understanding of the overall DOD mission. Focus is on increasing the pool of eligible civilian employees for promotion to executive positions, regardless of sex, age, color, handicap or national origin. The course is conducted over a 10-month period, with a series of short training sessions plus reading assignments, written analyses, and preparation of oral presentations. Total training/travel time away from permanent duty station is approximately 55 days.
Target Audience: Intermediate, GS-12/13 Competitive
Type: Classroom, 55 days
Source: DOD Executive Leadership Course

Course Code: EEOD8101D
Title: **EEO for Supervisors and Managers**
Description: Participants gain and understanding of diversity issues present in the workplace and how to implement management's role in the EEO program; what to consider in assessing the impact of EEO laws when making decisions; what are the appropriate actions to take when an EEO complaint is filed; how to define, identify, and take appropriate action in sexual harassment cases; how to implement practices which support EEO objectives; how to use the Special Emphasis Program to achieve EEO objectives; and the proper questions to ask in a job interview. Employees will also learn the employer defenses against charges of discrimination, management's role in Affirmative Employment planning, management's rights in the EEO complaint process, discrimination complaint procedures, how to prevent sexual harassment, and how to manage diversity.
Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III.
Type: Classroom, 2 days.
Source: USDA Graduate School

Course Code: EEOD7051N
Title: **EEO—Its Place in the Federal Government**
Description: This course is designed for Federal employees and supervisors who are unfamiliar with EEO, need to refresh their EEO knowledge, or have EEO responsibilities. Participants learn how the discrimination complaint process

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works, who are the protected classes of employees, and to distinguish between EEO laws and affirmative action requirements.

Target Audience: Intermediate, GS-11/12/13/14, and Managerial, GS-14/15, Priority III.
Type: Correspondence, independent study.
Source: National Independent Study Center, USDA Graduate School

Course Code: COMM8000D
Title: **Effective Communication with Customers**
Description: This course teaches participants how effective communication leads to quality service, how to create stronger relationships with others by recognizing their needs, to develop flexibility to handle requests, problems, and complaints, and to enhance listening skills and spot important verbal and nonverbal cues. Participants will be able to build better working relationships, establish greater rapport with colleagues and customers, communicate clearly to prevent confusion, and to ensure positive outcomes in customer interactions.

Target Audience: Intern/Functional Trainee, GS-5/7/9, Specialist, GS-9/11/12, and Intermediate, GS-11/12/13, Priority III
Type: Classroom, 2 Days
Source: USDA Graduate School

Course Code: WRIT7000D
Title: **Effective Writing**
Description: Participants learn how to improve their written products and make them capture and hold the reader's attention by writing in a lively and persuasive style. Employees will learn how to outline their information and ideas, select the right details to include, eliminate clutter, structure documents to meet the needs of the reader, and edit drafts for greater clarity.

Target Audience: Intern/Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12, Priority III.
Type: Classroom, 3 days
Source: USDA Graduate School

Course Code: LABR7002D
Title: **Employee Performance and Conduct Problems**
Description: Supervisors and managers learn how to cope with problem employees by using practical strategies for coping with

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discipline and behavior problems, knowing the correct steps for both formal and informal action, understanding the difference between performance and conduct problems, dealing correctly with drug and alcohol problems, and creating a climate that prevents problems. Participants will learn how to decide on penalties for misconduct, document problems, plan for performance improvement, and deal with absenteeism.

Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III.

Type: Classroom, 2 days.

Source: USDA Graduate School

Course Code:

Title: **Executive Leadership Program for Mid-Level Employees**

Description: This program provides supervisory and managerial training and development opportunities for high-potential men and women who have little or no supervisory experience. The curriculum is tailored to the participant's own developmental needs and focuses on those competencies needed to be a successful supervisor or manager.

Target Audience: GS-11 or 12 Employees, Competitive.

Type: Developmental assignments and classroom training for 365 days.

Source: Leadership Development Academy, USDA Graduate School

Course Code: BUDG7103D

Title: **Federal Budget Process**

Description: Participants learn the major phases of the budget process and who the participants are; gain an understanding of how the budget is formulated up to the macro level; and be able to break down the budget execution cycle and know the steps a manager may take during budget execution.

Target Audience: Managerial, GS-14/15, Priority III

Type: Classroom, 2 days

Source: USDA Graduate School

Course Code:

Title: **Force Development and Documentation Subcourse**

Description: This course addresses the force development processes from generation of requirements and force design/organization models through to resourcing and documentation of requirements and authorizations.

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Instruction will focus on developing a supportable and executable force structure to function in a joint/combined environment. The course is designed for employees (GS-11-15) assigned to force development positions who have completed the Force Management Course.

Target Audience: Specialist, GS-9/11/12, and Intermediate, GS-12/13, Priority III

Type: Classroom,

Source: Army Force Management School

Course Code:

Title: **Force Management Course**

Description: This course address the force management processes from the determination of force requirements and alternative means of resourcing requirements through to the allocation of resources and the assessment of their utilization to accomplish Army functions and missions in a joint/combined environment. Students will learn the constitutional, statutory and regulatory basis of the force projection Army and the capabilities that must be sustained through management of doctrinal, organizational and materiel change. Instruction focuses on the past, present, and future relationships among the working mechanisms of the Army's structuring, equipping, training, manning, sustaining, deploying, stationing, funding, and readiness functions in a joint/combined environment. A case study provides a vehicle for students to assess functional interrelationships and impacts in a force integration action scenario.

Target Audience: Intern/Specialist, GS-9/11/12, Priority III

Type: Classroom, 15 days.

Source: Army Force Management School

Course Code: WRIT7010D

Title: **Fundamentals of Writing**

Description: Participants learn how to spot common writing errors, use outlines to organize their thoughts, write clearly and concisely, and combine ideas into effective sentences. These tools and techniques make it easier for the writer to organize information clearly and to synthesize ideas in a way that captures the attention of the reader.

Target Audience: Intern/Functional Trainee, GS-5/7/9, Priority III

Type: Classroom, 3 days

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Course Code:

Title: **General Officer/Senior Executive Service (GO/SES)
Force Integration Course**

Description: This course provides an overview of “How the Army Runs.” Students will learn the constitutional, statutory and regulatory basis of the force projection Army and the capabilities that must be sustained through management of doctrinal, organizational and materiel change. They will become familiar with Army organizational roles, functions and missions, especially at the MACOM and Army Secretariat/Staff levels. They will also be whetted with force management processes from the determination of force requirements and alternative means of resourcing requirements through to the allocation of resources and the assessment of their utilization to accomplish Army functions and missions in a joint/combined environment.

Target Audience: Executive, Priority I

Type: Classroom, 5 Days

Source: Army Force Management School

Course Code: 11SEF

Title: **Harvard University Program for Senior Executive
Fellows**

Description: This program seeks to build executive skills in political and public management, negotiation, human resource management, policymaking, organizational strategy, communication, ethics, and leadership. The program provides a unique opportunity to gain perspectives on public policy and management, to strengthen managerial skills, to acquire insights into managerial practice, and to interact across agency and executive-legislative branch boundaries.

Target Audience: Managerial, GS-14/15, and Executive, Priority III

Type: Classroom, 20 Days

Source: Harvard University

Course Code:

Title: **HQ ACPERS Fundamentals**

Description: This course provides the student with information on obtaining access to the HQ ACPERS database. An overview of the database concepts, basic terminology, and relationship of the Validity and Master Tables will be

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presented. Students receive in-depth hands-on experience in creating data queries including the use of Totals, Subtotals, Set and PIC statements, relating tables, batch procedures, downloading and printing DATA Query reports. The students will also learn how to use DATA QUERY Dialogs. A session on using the HQ ACPERS user-friendly On-Line Comparison Count and Report Selection screens will also be presented. The key feature of these screens is the Official Strength Reports. The statistical data for these screens are calculated with each end of month update and the data are placed in tables to provide immediate responses to parameters entered by the user. Some screens reflect statistical data for an entire year.

Target Audience: Intermediate, GS-12/13, Priority III
Type: Classroom, 4 days
Source: CPOCMA

Course Code: PMGT7007N
Title: **Improving Employee Performance**
Description: Participants learn how to handle performance issues effectively to maximize employee performance and build greater involvement and cooperation among staff. They will be able to do this by learning how to analyze employee performance and helping the employee analyze his or her own job performance and negotiate a performance agreement with regular follow up and alternative strategies.

Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III.
Type: Correspondence, independent study.
Source: National Independent Study Center, USDA Graduate School

Course Code:
Title: **Industrial College of the Armed Forces**
Description: The curriculum focuses on broad-based national security decision-making for senior policymakers in a dynamic world environment. The academic program emphasizes postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events. The curriculum consists of interrelated courses that are presented in a balanced mix of seminars and lectures. The program employs the case-study method, complemented by extensive student reading,

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written and oral presentations, classroom analysis, lectures by faculty members and prominent outside authorities, and a field study program.

Target Audience: Managerial, GS-14/15, Competitive
Type: Classroom, 200 days
Source: Industrial College of the Armed Forces

Course Code:

Title: **Installation Logistics Management Course**
Description: Provides coverage of all functional areas of Directorate of Logistics responsibilities, practices, and problems at all levels of the organization to develop and increase effectiveness in logistics support at the installation.

Target Audience: Intermediate, GS-12/13, and Managerial, GS-13/14/15, Priority III
Type: Classroom, 12 Days
Source: Army Logistics Management College

Course Code:

Title: **Intern Leadership Development Course**
Description: This course teaches interns about US Army organizations and the intern's role in it; their personal learning style and how it supports the Army's leadership competencies of communication, team development, and decision making and professional ethics; team building and group dynamics; leadership styles that provide purpose, direction and motivation and when to use the appropriate style; individual values and how they affect decisions and professional ethics.

Target Audience: Intern/Functional Trainee, GS-5/7/9/11, Priority I for Interns. (Space available basis for functional trainee and career field personnel.)
Type: Classroom, 5 days.
Source: Center for Army Leadership

Course Code:

Title: **Interpersonal Communications**
Description: This course teaches the competencies necessary for resolving conflict, how to use tact and diplomacy in the workplace, what the proven techniques are for negotiating effectively in difficult situations, and provides tips for working harmoniously and productively with others. Participants will benefit by improving their working relationships for greater

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job success, becoming a good listener by spotting verbal and nonverbal cues, and developing their own self-awareness to improve their interaction with others.

Target Audience: Intern/Functional Trainee, GS-5/7/9, Specialist, GS-9/11/12, and Intermediate, GS-11/12/13, Priority III.

Type: Classroom, 2 days

Source: USDA Graduate School

Course Code: ACQI7001D

Title: **Introduction to Government Contracting**

Description: This course teaches the key functions and steps in the three phases of the acquisition process: pre-solicitation phase, solicitation and award phase, and post-award administration phase. Participants will learn how to list and describe the goals of the acquisition process in terms of quality, timeliness, and cost; to understand what constitutes a modification, termination, and claim; and to describe examples of activities that are prohibited under the standards of conduct.

Target Audience: Intern/Functional Trainee, GS-5/7/9, Priority III

Type: Classroom, 5 Days

Source: USDA Graduate School

Course Code:

Title: **Introduction to Defense Financial Management Course**

Description: This course encompasses defense financial systems and controls, to include financial laws, PPBS; defense appropriations; working capital funds; review and analysis; accounting; audit; and productivity programs.

Target Audience: Functional Trainee, GS-7/9, Specialists, GS-9/11/12, Priority III

Type: Classroom, 5 Days

Source: Army Logistics Management College

Course Code: FINC7001N

Title: **Introduction to Federal Budgeting**

Description: This course is for employees with responsibility for preparing a unit budget in addition to their normal duties. Participants learn the Federal budget process; the steps in preparing a unit budget; how to review budget assumptions; how to estimate workload, personnel needs, and costs; and how to prepare the formal unit budget.

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Target Audience: Intern/Functional Trainee, GS-7/9, Specialist, GS-9/11/12, and Intermediate, GS-11/12/13/14, Priority III
Type: Correspondence
Source: National Independent Study Center, USDA Graduate School

Course Code: FINC7000D
Title: **Introduction to Financial Management**
Description: Management professionals and employees responsible for financial planning and analysis will benefit from this course. Participants will learn the essential principles of Federal accounting; be able to link management, budgeting, and auditing to performance measurement; become familiar with key accounting principles and standards; and understand the importance of management controls and control systems.
Target Audience: Functional Trainee, GS-7/9, and Specialist, GS-9/11/12, Intermediate, GS-12/13, Priority III
Type: Classroom, 3 Days
Source: USDA Graduate School

Course Code: PMGT7001
Title: **Introduction to Human Resource Management**
Description: This course provides an introduction to the primary regulations, practices, and policies of the federal human resource management system. It covers position classification, position management, merit promotion principles, performance management requirements, labor, employee relations, EEO procedures, and staffing and placement techniques.
Target Audience: Intern, GS-5/9, Priority III
Type: Classroom, 3 Days
Source: USDA Graduate School

Course Code: PMGT7008N
Title: **Introduction to Human Resource Management for Supervisors**
Description: This course provides an overview of the HRM issues of concern to supervisors in the hiring, retention, and separation processes, including staffing, classification, pay administration, employee labor relations, EEO, and training. Participants will be able to recognize the basic processes used when hiring, retaining and separating Federal employees.

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Target Audience: Intermediate, GS-12/13, Priority III
Type: Correspondence, independent study.
Source: National Independent Study Center, USDA Graduate School

Course Code: PGMT7003D
Title: **Introduction to Program Evaluation**
Description: This course is helpful for employees who are new to the field of program evaluation to help them identify the critical elements of the evaluation process and to understand how evaluation identifies, discovers, generates, and displays information about an organization's program effectiveness. Participants will be able to describe programs, identify information useful in evaluation, collect reliable data, and analyze data effectively.
Target Audience: Specialist, GS-9/11/12, and Intermediate, GS-11/12/13, Priority III
Type: Classroom, 5 Days
Source: USDA Graduate School

Course Code: MDEV7101D
Title: **Introduction to Risk Assessment**
Description: Participants in this course learn the concepts and terminology associated with risk assessment, qualitative and quantitative risk assessment tools, and how to apply these tools to real life situations. Participants should have a basic understanding of probability and statistics.
Target Audience: Specialist, GS-9/11/12, and Intermediate, GS-11/12/13, Priority III
Type: Classroom, 4 Days
Source: USDA Graduate School

Course Code: SUPV7001D
Title: **Introduction to Supervision**
Description: This course discusses the "Big Ten" most common personnel problems facing government supervisors, including providing feedback that motivates employees, delegating work confidently, managing employee performance, motivating under-performers, managing a diverse workforce, and identifying staff training needs. Participants will enhance their interpersonal skills and decisiveness, be able to build effective groups or teams, and learn to lead others with confidence.
Target Audience: Intermediate, GS-12/13, Priority III

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Type: Classroom, 5 Days
Source: USDA Graduate School

Course Code: LABR8000D
Title: **Labor Relations for Supervisors and Managers**
Description: Participants will gain an understanding of the basic rights of employees, labor organizations, and Federal management, how to deal with labor unions regarding working conditions, avoid problems caused by past practices, effectively respond to grievances, prevent unfair labor practices, and avoid labor disputes.

Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III.

Type: Classroom, 3 days
Source: USDA Graduate School

Course Code: MGMT8101D
Title: **Leadership: Change, Challenge, and Empowerment**
Description: Participants in this course will be able to improve their ability to lead and create a leadership environment, value and capitalize on the differences and strengths of employees, create a work environment that empowers employees, and improves their leading and coaching skills to better support and develop employees. Employees will benefit by having enhanced performance from teams and employees, being able to create a vision for the organization, and building group effectiveness and cooperation.

Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III.

Type: Classroom, 3 days.
Source: USDA Graduate School

Course Code:
Title: **Leadership Development Program**
Description: This program is designed to offer mid-level to upper-level managers an opportunity to stimulate a process of growth to help them become more successful and productive in their work and personal lives and more effective in leading others to do the same.

Target Audience: Executive, Priority I

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Type: Classroom, 6 days.
Source: Center for Creative Leadership

Course Code:

Title: **Leadership Education and Development**

Description: This course provides training and practical application in the Army leadership doctrine and competencies. It teaches supervisors to assess their own effectiveness; assess employee and team effectiveness; motivate and influence employees; communicate effectively; conducting 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: Priority I for all new supervisors.
Intermediate, GS-11/12/13, (space available).

Type: Classroom, 5 days.
Source: Center for Army Leadership

Course Code:

Title: **Leadership for a Democratic Society**

Description: This 4-week residential program is designed to assist agencies in the development of their career executive corps, linking individual development to improved agency performance. Within the overarching theme that Federal executives operate within a Constitutional framework that provides a unique perspective and set of challenges, the course has the following as subthemes: personal leadership in government; transforming public organizations; policy in a Constitutional System; and global perspectives and public action.

Target Audience: Managerial, GS-15, and Executive, Priority III

Type: Classroom (residential), 20 Days
Source: Federal Executive Institute, U. S. Office of Personnel Management

Course Code:

Title: **Logistics Executive Development Course**

Description: The curriculum provides insights into the multifunctional areas of logistics and their integration into the overall DoD logistics system and provides an understanding of the interface between the Army in the field, the logistics structure, and industry.

Target Audience: GS-12 and above.

Type: Classroom,

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Source: Army Logistics Management College

Course Code: PGMT8000D

Title: **Management Analysis: Data Gathering**

Description: This course is designed for program and management analysts to teach them how to conduct physical work area inspections a physical layout analyses, develop and execute both a work sampling and a work distribution analysis, perform flow chart procedures, and interviewing skills. Participants will be able to understand and plan for correlation and recognize appropriate existing data options.

Target Audience: Intern/Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12, Priority III.

Type: Classroom, 4 days.

Source: USDA Graduate School

Course Code: PGMT7004D

Title: **Management Analysis: Planning**

Description: This course teaches the fundamentals of planning and preparing a valuable management analysis study for an organization. Participants will improve their understanding of the management process, be aware of organizational structure and how to analyze and modify it, and how to plan and schedule a project via milestones and charts.

Target Audience: Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12, Priority III.

Type: Classroom, 4 days.

Source: USDA Graduate School

Course Code: PGMT9001D

Title: **Management Analysis: Statistical Review**

Description: This course is for experienced program and management analysts and other staff who want to produce and evaluate management analysis studies. Participants become familiar with various charting formats, will be able to distinguish between sample and populations and when to use each, and how to interpret and use study data for use in installing organizational changes.

Target Audience: Specialist, GS-9/11/12, and Intermediate, GS-11/12/13/14, Priority III.

Type: Classroom, 4 days.

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Source: USDA Graduate School

Course Code: MGMT8102D

Title: **Management Decision Making and Problem Solving**

Description: This course is designed for all managers who want to enhance their leadership skills by solving problems more efficiently and making sound decisions. Participants will learn why problem solving and decision making are so critical to every manager's success; how to implement practical strategies for reaching decisions; be able to identify techniques to resolve problems more efficiently; how to use a conceptual framework to enhance problem solving and decision making; and how to assess and improve individual and team efforts at problem solving and decision making. Participants will improve the quality and impact of their decisions, be able to analyze and expand their decision making methods, identify on-the-job solutions for on-the-job problems, and better evaluate the potential outcomes of various decisions.

Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III.

Type: Classroom, 2 days

Source: USDA Graduate School

Course Code: MGMT7101D

Title: **Management Functions and Techniques**

Description: Participants in this course learn critical management skills that will help them organize, direct, and coordinate the activities of an organization to get the work done, and to create a work environment that minimizes confusion, false starts, and time-wasters. Additionally, participants will learn of proven strategies for organizing and directing the activities of a work group, how to balance competing demands and interests to fulfill a unit's mission, and techniques for shifting priorities and resources for maximum results.

Target Audience: Intermediate, GS-12/13, Priority III.

Type: Classroom, 3 days.

Source: USDA Graduate School

Course Code:

Title: **Manager Development**

Description: This course includes lessons in organizational culture; time management; objectives and plans; problem solving and

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decision making; planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental program; equal employment opportunity; professional ethics; internal management control; and Army family team building.

Target Audience: Managerial, Priority I for new managers.
Type: Correspondence
Source: Army Institute for Professional Development

Course Code: PMGT7003N
Title: **Managing Attendance and Leave for Supervisors**
Description: Participants will learn of the types of leave available to employees, the rights and obligations of employees when taking leave, how to apply a four-step process to attendance and leave situations, and their role in administering the leave program. The course will help participants minimize employee disputes over leave and attendance, clarify and resolve attendance leave issues, and analyze situations and determine alternative actions.
Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III.
Type: Correspondence, independent study.
Source: National Independent Study Center, USDA Graduate School

Course Code: MGMT7003D
Title: **Managing Organizational Change**
Description: This course is for employees interested in understanding change and creating constructive, productive change processes. The course teaches the dynamics, processes and opportunities of change and organizational renewal and strategies to deal constructively with change. Participants learn how to identify the attitudinal and behavioral competencies that will support constructive change, interpret change in the framework of contemporary change models, and help others overcome resistance to change.
Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III.
Type: Classroom, 2 Days
Source: USDA Graduate School

Course Code:
Title: **Manpower and Force Management**

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Description: The curriculum concentrates on manpower and force management functions. The subject areas covered during the manpower blocks of instruction are tailored to the manpower management functions in AR 570-4 and AR 71-32. 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. Lastly, HQDA automated manpower and information systems are discussed.

Target Audience: Intern/Functional Trainee, GS-5/7/9, Priority I, and Specialist, GS-9/11/12, Priority II.

Type: Classroom, 10 days

Source: Army Logistics Management College

Course Code:

Title: **MANPRINT Action Officer**

Description: This course provides an overview of the MANPRINT program and how it relates to the materiel acquisition process. The course design provides an understanding of the contents and use of the System MANPRINT Management Plan (SMMP), with emphasis on SMMP development through practical exercise. Major areas of study include MANPRINT domains, MANPRINT Life Cycle System Management Model, integrated logistics system, materiel requirements documents, and contracting for MANPRINT. Students develop and present MANPRINT briefings and do research work on current MANPRINT topics.

Target Audience: Specialist, GS-9/11/12, and Intermediate, GS-12/13, Priority III.

Type: Classroom, 9 days

Source: Army Logistics Management College

Course Code: 11AMR

Title: **National Security Management Course**

Description: This course is intended to give senior DOD leaders and managers an understanding of the factors and forces that shape national security strategy and policy. The course includes an intensive “live” case-study that focuses on DOD’s Planning, Programming and Budgeting System. The case study integrates all of the various analytical and

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managerial techniques with particular emphasis on the interorganizational and institutional dynamics that shape DOD's strategic plans and long-range budgets.

Target Audience: Managerial, GS-15, Competitive
Type: Classroom, 8 weeks
Source: Syracuse University

Course Code:

Title: **National War College**

Description: The National War College is the Nation's premier educational institutional institution concerned with the development and implementation of national security strategy and national military strategy. The academic program is specifically designed for a student body already highly experienced and successful in military and civilian professions devoted to the design and application of different facets of national security. The College program, therefore, is focused on broadening the students' understanding of national security policy and strategy, including national military strategy and operations, particularly on principles and concepts they can apply as they progress in their chosen professions. The academic program consists of prescribed core courses, advances studies, and regional studies. Teaching methods include lectures, seminar discussions, case studies, and student exercises. The core curriculum provides students an understanding of the development and implementation of national security policy and strategy. It addresses the domestic and international contexts within which policy and strategy are developed, examines the national security decision making process, and focuses on the formulation and conduct of national security strategy, military strategy, and joint operations.

Target Audience: Managerial, competitive.
Type: Classroom, 304 Days
Source: National War College

Course Code:

Title: **Organizational Leadership for Executives**

Description: The purpose of this course is to train Department of the Army Civilian Leaders in the leadership doctrine of the U.S. Army. This course will explain and demonstrate the leadership skills and competencies required to perform at the executive level. Emphasis is given to material, which these leaders can use in leading their organizations to increasing levels of excellence. The course is experiential in

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nature to assist the leader in looking beyond daily activities to assessing and interpreting, in an ever-enlarging way, the external environment; the organization; the leadership process; the need for subordinate development at all levels; and for continuing self-development.

Target Audience: All managers regardless of grade, Priority II.
Type: Classroom, 10 days.
Source: Center for Army Leadership

Course Code: PGMT7100D
Title: **Organizational Study and Design**
Description: This course is for program and management analysts, and supervisory program and management analysts who study and design organizational structures. Participants will learn how to design a new organization and streamline an existing one by becoming familiar with approaches to organizational studies, organizational concepts and issues, and how to gather relevant facts.
Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III
Type: Classroom, 5 Days
Source: USDA Graduate School

Course Code: BUDG8101D
Title: **Performance Measurement and Budgeting**
Description: Employees involved in performance measurement, strategic planning, or financial measurement will benefit from this course. Participants learn the requirements of the *Government Performance and Results Act (GPRA)*, the pros and cons of various budgeting systems, how to prepare performance-based budgets, and to develop useful budget forecasting methods. Employees will be able to link objectives and resource requirements to an organization's functions and operations, establish a well-founded basis to measure financial and operational performance and to understand how to relate measures to goals and objectives.
Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III
Type: Classroom, 2 Days
Source: USDA Graduate School

Course Code: AU DT8311G

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Title: **Performance Measurement: Efficiency, Quality and Timeliness**

Description: This course is designed for professionals involved in the performance measurement, strategic planning, or financial measurement process. Participants will learn the performance measurement process, the benefits of performance measurement, and how to evaluate and report performance progress. Participants will know how to link financial and performance measures, recognize key indicators of financial performance and create meaningful evaluation structures and reports.

Target Audience: Specialist, GS-11/12/13, and Intermediate, GS-12/13, Priority III.

Type: Classroom, 3 days.

Source: USDA Graduate School

Course Code:

Title: **Personnel Management for Executives (PME I)**

Description: This course is designed to help participants find better ways of dealing with management problems for which there can be no stereotypical solutions. It assumes maturity, creativity and resourcefulness on the part of conferees and a willingness to put forth the effort necessary to improve their managerial abilities. The focus is on each participant as an individual and as a manager of an important segment of the Army's workforce.

Target Audience: Intermediate, GS-13/14, and Managerial, GS-14, Priority II

Type: Classroom, 8 days

Source: Army Management Staff College

Course Code:

Title: **Personnel Management for Executives (PME II)**

Description: This is neither a "course of instruction" in the traditional sense, nor a "nuts and bolts" legal and regulatory personnel administration course. It is designed to challenge participants to find better ways of dealing with management problems for which there are no stereotypical solutions. Maturity, creativity, and resourcefulness on the part of the participants and a willingness to put forth the effort to develop and further their managerial abilities are prerequisites. This course is conducted in a "live-in" environment. During the course, participants are expected to separate themselves from business responsibilities.

Target Audience: Intermediate, GS-13/14, and Managerial, GS-14, Priority III.

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Type: Classroom, 4/5 days.
Source: Army Management Staff College

Course Code:

Title: **Planning, Programming, Budgeting, and Execution System**

Description: Provides the student with knowledge of the Planning, Programming, Budgeting, and Execution System.

Target Audience: Intern/Functional Trainee, GS-5/7/9, Priority II, and Specialist, GS-9/11/12, Priority II.

Type: Classroom, 9 days.

Source: Finance School, U. S. Army

Course Code: CLAS8100D

Title: **Position Classification for Supervisors and Administrative Staff**

Description: This course teaches participants how to prepare well-written position descriptions, to interpret and apply classification standards and guides, the Federal Wage System and the General Schedule System, to select occupational groups and series, to prepare evaluation statements, and to evaluate supervisory and lead positions.

Target Audience: Intern/Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12, Priority III.

Type: Classroom, 2 days

Source: USDA Graduate School

Course Code: CLAS7001D

Title: **Position Management**

Description: This course provides the fundamentals for applying position management and organizational design concepts to structure work units, to achieve economy, efficiency, and effectiveness, to solve problems through the application of position management tools, and to cost-out position management options. Employees will learn how to analyze alternative methods to identify the optimal structure, identify the roles of the various staff specialties in position management and to distinguish between fixed and variable costs in producing the most cost efficient structure.

Target Audience: Specialist, GS-9/11/12, and Intermediate, GS-12/13,

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Type: Priority III.
Classroom, 2 days
Source: USDA Graduate School

Course Code: COMM7009D
Title: **Positive Approaches to Difficult People**
Description: This course teaches practical techniques to handle successfully challenging personalities and how to cope effectively with difficult coworkers, employees, and supervisors. By learning skillful questioning and listening techniques, participants are able to discover hidden incentives that may encourage difficult behavior, how to control reactions to certain individuals, learn what motivates difficult people, and how to clarify underlying issues.
Target Audience: Intern/Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12, Priority III.
Type: Classroom, 2 days.
Source: USDA Graduate School

Course Code:
Title: **Professional Military Comptroller**
Description: Combining faculty lectures and seminars with an extensive and prestigious guest speaker program, this course develops individual's capabilities to adapt the Comptroller's role to the economic, political and social environment of the military organization.
Target Audience: Intermediate, GS-12/13, and Managerial, GS-14/15, Priority III.
Type: Classroom, 39 days.
Source: Air University Center for Professional Development

Course Code:
Title: **Professional Resource Management Course**
Description: This course is designed to provide mid-level, upwardly oriented resource managers interpersonal communication, analytical, negotiation, and consensus building skills. The program examines the Planning, Programming, Budgeting and Execution System and current issues in resource management.
Target Audience: Intermediate, GS-11/12/13/14, Competitive
Type: Classroom, 20 Days
Source: Syracuse University

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Course Code: PGMT7005D
Title: **Project Management**
Description: Employees responsible for running a small project under the direction of a manager and employees preparing for supervisory or managerial positions can benefit from this course. Participants learn the steps in running a small project—planning, scheduling, executing, and evaluating. They will be able to define the objectives for a project, plan and schedule a project, and set up a project tracking system.
Target Audience: Intern/Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12, Priority III
Type: Classroom, 4 Days
Source: USDA Graduate School

Course Code: WRIT7020D
Title: **Report Writing**
Description: Participants will be able to write reports that get results; produce professional, finished products; and reflect greater emphasis to their report findings and recommendations. The course teaches how to get beyond writer's block, to incorporate research into a report, to choose the right style and tone, to organize the report logically, and to pinpoint what the reader needs to know.
Target Audience: Intern/Functional Trainee, GS-5/7/9, Priority III.
Type: Classroom, 3 days.
Source: USDA Graduate School

Course Code:
Title: **Resource Management Budget**
Description: This course addresses budgeting at all levels from activity through congressional level and in different appropriations and commands.
Target Audience: Intern/Functional Trainee, GS-5/7/9, Priority II.
Type: Classroom, 5 days.
Source: Finance School, U. S. Army

Course Code:
Title: **Secretary of the Army Research and Study Fellowships**
Description: Fellowships are granted with the intent to: support study and research on selected projects relevant to Army's mission, develop and increase the use of best talents among Army career civilians; and support basic creativity of selected

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individuals. Fellowships may be awarded to include study or research at institutions of higher learning or in comparable educational or research environments which best support the project.

Target Audience: GS-12 and above, Competitive
Type: Fellowship, 180/365 days.
Source: Secretary of the Army
Course Code: LABR7052N

Title: **Solving Performance and Conduct Problems**
Description: Participants will learn the key merit systems principles, what the supervisory, personnel office, and employee responsibilities are in the performance appraisal process, how to screen and identify performance problems, and how to differentiate between performance-based and conduct problems. At the end of the course, participants should be able to use performance standards to identify performance problems, confidently handle employee performance and conduct problems, decide whether deficiencies call for disciplinary or nondisciplinary measures, and how to choose appropriate solutions, informal or formal, for performance-based and conduct problems.

Target Audience: Intermediate, GS-11/12/13/14, and Managerial, GS-14/15, Priority III.
Type: Correspondence, independent study.
Source: National Independent Study Center, USDA Graduate School

Course Code: MGMT9100D
Title: **Strategic Planning: GPRA and NPR-Based**
Description: This course is for agency officials and planners responsible for complying with, and implementing, the *Government Performance and Results Act* (GPRA) and National Performance Review (NPR) initiatives. The course teaches the theory and principles behind key GPRA tools: mission statements, strategic plans, and performance measurement. Participants will learn the significance of customers and stakeholders, practical tips for goal-setting, how to create and implement action plans, develop milestones and evaluate progress, and prepare strategic planning briefings.
Target Audience: Intermediate, GS-13/14, and Managerial, GS-14/15, Priority III
Type: Classroom, 3 Days
Source: USDA Graduate School

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Course Code: COMM7117D
Title: **Stress Management**
Description: This course teaches participants how to apply proven stress reduction techniques, to handle conflict situations, to identify their personal stress levels, to spot and defuse signs of stress, and to address the causes, not the symptoms, of job stress. Participants will be able to recognize and handle the early warning signs of stress, stay calm while others are not, and pinpoint the root causes of tension.
Target Audience: Intermediate, GS-11/12/13/14, Priority III.
Type: Classroom, 3 days
Source: USDA Graduate School

Course Code:
Title: **Supervisor Development**
Description: This course teaches new supervisors and others supervisory skills with emphasis on managing and leading people. Modules cover the following topics: management, delegation, performance management, recruiting and selecting, training and development, position management, the work environment—setting the tone; and civilian supervision of soldiers.
Target Audience: All new supervisors regardless of grade, Priority I
Type: Correspondence, independent study.
Source: Army Institute for Professional Development

Course Code:
Title: **Sustaining Base Leadership and Management**
Description: The SBLM program provides graduate-level, professional knowledge, skill, and perspective across functional areas for leaders and managers who serve or will serve in the Army's sustaining base. The College's "muddy boots" definition of the sustaining base is "that aggregation of people, guidance, systems, money, materiel, and facilities which prepare the soldier for, get the soldier to, sustain the soldier during battle, and return that soldier home-and, incidentally take care of the soldier's family." It encompasses the Headquarters, Department of the Army through installation, and even unit. It encompasses the environment and context within which the Army must accomplish its mission; functional areas such as fiscal resources, personnel, logistics, acquisition, and installation management; decision making tools and practices; and thinking skills applied to

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problem solving. Most learning occurs in seminars, with guest speakers, case studies, student research, and practical exercises rounding out the experience. The academic program focuses on enduring principles and concepts over transient or procedural activities. The content stresses critical thinking, active learning, and practical work among student and faculty-student teams. Students will complete two weeks of directed pre-course work prior to their arrival for the resident 12-week program. Through frequent written and oral evaluations of progress, students demonstrate knowledge of the mission, roles, functions, and organization of the Army, and relate Army systems (money, people, things, places) to each other and the larger economic, social, and political environments within which Army leaders must manage and make decisions. Students must demonstrate their abilities as leaders who can write clearly and concisely, communicate orally, lead people, make decisions and solve problems. They must demonstrate vision, flexibility, selflessness, and a "can do" attitude. All students are expected to assume leadership roles within each class. SBLM is pass-fail.

Target Audience: Intermediate, GS-12/13/14, and Managerial, GS-14, Competitive.

Type: Classroom, 65 days.

Source: Army Management Staff College

Course Code: TDEX8001D

Title: **Team Leadership Essentials**

Description: Participants learn how to develop clear, agreed-upon goals, the team leader's role and responsibility, the appropriate leadership styles for each phase of group development, and collaborative problem solving techniques and decision making processes in groups. Participants will be able to plan and manage tasks among team members, confidently facilitate difficult team conflicts, coach and motivate a team to better performance, and develop trust and build confidence among team members.

Target Audience: Intermediate, GS-12/13/14, and Managerial, GS-14/15, Priority III.

Type: Classroom, 3 days.

Source: USDA Graduate School

Course Code: WRIT8100D

Title: **Technical Writing**

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Description: Professionals who need skills for preparing complicated documents and reports that are well organized, clearly written, and easy to follow should take this course. By learning how to apply the six-step writing process, participants will be able to produce readable technical documents, avoid common writing pitfalls, and become familiar with production and revision considerations.

Target Audience: Intern/Functional Trainee, GS-5/7/9, and Specialist, GS-9/11/12/13, Priority III

Type: Classroom, 3 Days

Source: USDA Graduate School

Course Code: MDEV7005D

Title: **Understanding Human Behavior**

Description: Participants learn how values and other factors influence one's perceptions of other people, how to identify the stages that groups go through in their development, how to recognize the roles that typically emerge in groups, and the methods to build support within the organization. Participants will be able to improve their understanding of human behavior, improve their own personal and professional effectiveness in an organizational setting, and understand the behavior problems that require skilled intervention.

Target Audience: Specialist, GS-9/11/12, and Intermediate, GS-11/12/13, Priority III.

Type: Classroom, 3 days.

Source: USDA Graduate School

Course Code: ACQI8106D

Title: **Writing Better Statements of Work**

Description: Employees responsible for writing or reviewing a statement of work (SOW) will benefit from this course. By learning the major components of the SOW, e.g., specification, delivery schedule, and description of data to be required of the contractor, participants will be able to write an SOW that will avoid failure of projects; receipt of substandard services, equipment, material or supplies; and delays and administrative costs and disputes between the government and the contractor.

Target Audience: Functional Trainee, GS-7/9, and Specialist, GS-9/11/12/13, Priority III

Type: Classroom, 3 Days

Source: USDA Graduate School

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