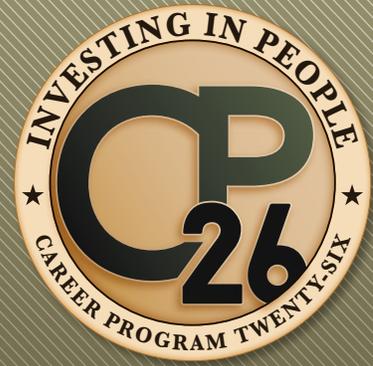


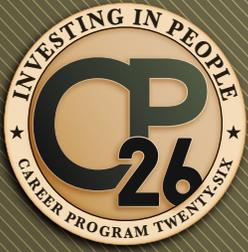
**CP26**

# ACTEDS Plan

Army Civilian Training, Education  
and Development System

OCTOBER 2017





# WHAT *is* CP26?

Manpower and Force Managers structure units and design organizations. They determine and document manpower and equipment requirements and ensure resources are appropriately allocated, defended and utilized.



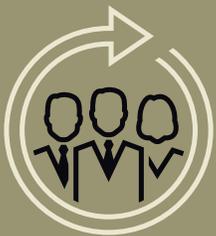
## Manpower and Force Managers

- 3 Occupational Series (0343, 0301, 1515)
- 3,200 Population (approximate)
- 14.2 Average Years of Service



## Manpower and Force Managers Work in

- 7 Foreign Countries, 39 States and 1 Territory (Puerto Rico)
- Top U.S. Locations: Virginia (682), Fort Bragg, N.C. (209), Fort Sam Houston, Texas (153)
- Top Foreign Locations: Germany (196), South Korea (27), Japan (8)



## Manpower and Force Managers Have

- 9 Functional Areas
- 18 Competencies
- 3 Training Pyramids





# ACTEDS PLAN

## TABLE of CONTENTS

Introduction to Army Civilian Training, Education and Development System (ACTEDS) .....	1
Introduction to the Manpower and Force Management Civilian Career Program (CP26) .....	1
The CP26 Mission .....	2
The CP26 Vision .....	2
Defining Manpower and Force Management .....	2
Functional Areas within Manpower and Force Management (CP26) .....	3
CP26 Roles and Responsibilities .....	4
Key Positions within CP26 .....	5
The CP26 Community .....	5
Building a Career in CP26 .....	6
CP26 Competencies .....	7
Technical Competencies.....	7
Professional/Non-Technical Competencies.....	7
Training, Education and Development for the CP26 Professional.....	8
Understanding the Training, Education and Development Dimensions .....	9
CP26 Master Training Plan .....	12
CP26 Intern Program.....	13
CP26 Resources .....	14
CP26 Reading List .....	17
Our Advice.....	18

## APPENDICES

A: Functional Areas within Manpower and Force Management (CP26) .....	A-1
B: CP26 Technical Competencies.....	B-1
C: Professional/Non-Technical Competencies .....	C-1
D: CP26 Master Training Plan (All Occupational Series) .....	D-1
E: CP26 Master Intern Training Plan (0343, 1515).....	E-1
F: CP26 Courses, Competencies and Notes .....	F-1
G: CP26 Career Ladder.....	G-1
H: CP26 Suggested Career Development Guide .....	H-1
I: Glossary of Terms.....	I-1





## **Introduction to Army Civilian Training, Education and Development System (ACTEDS)**

The Army Civilian Training, Education and Development System (ACTEDS) is a Department of the Army program designed to provide for the systematic training and development of Army Civilians. Army Regulation 690-950, Civilian Personnel Career Management, defines Army's Civilian Career Programs and the management structure of career programs. There are currently thirty-one Army Civilian Career Programs and the Army uses civilian Position Descriptions (PDs) to align civilian personnel to one of these career programs.

*Note: Selection of employees for training opportunities and programs in this plan will be made without regard to political preference, race, color, religion, national origin, sex, marital status, disability, age or sexual orientation.*

## **Introduction to the Manpower and Force Management Civilian Career Program 26 (CP26)**

This Manpower and Force Management Career Program (CP26) ACTEDS Plan provides an overview of Manpower and Force Management Civilian Career Program management, as well as a logical framework for developing the competencies required and expected of Manpower and Force Management professionals. It also provides general information and guidance on civilian careers and the leadership of the CP26 program.

This plan outlines sequential and progressive training and development for technical proficiency, functional specialties, leadership, supervision and managerial development. We have used a competency-based approach designed to provide Army civilians a guide to building a successful career: On-the-Job Training (OJT), formal training, education, developmental assignments and self-development activities. This plan

is designed to help you chart your course, determine job experiences, training and education for your professional development and identify the strategies that will help you achieve your goals.

Manpower and Force Management Professionals are aligned under one of the following Office of Personnel Management (OPM) occupational series:

- 0301 Miscellaneous Administration and Program
- 0343 Management and Program Analysis
- 1515 Operations Research Systems Analysis

## The CP26 Mission



Career Program 26 is designed to provide a cadre of Manpower and Force Management Professionals to develop, design, analyze, manage and resource the Army's Operating and Generating Forces in support of the National Military Strategy, the Army's Campaign Plan and Army policies and programs.

## The CP26 Vision

CP26 is focused on developing a diverse, adaptive and competent team of professionals who provide outstanding Manpower and Force Management support to the Soldier, the Army, the Department of Defense and the Nation by –

- Continuously examining, refining and improving our strategies, skills and techniques

- Providing valuable analytical support to Army decisions
- Improving and applying analytical skills, objectivity and creativity to organize and resource the Army, and achieve high degrees of mission readiness
- Optimizing state-of-the-art technology, innovation and business transformation to meet the demands of the Army's Manpower and Force Management community
- Maintaining stewardship of Army's limited resources

## What is Manpower and Force Management?

Manning, organizing and equipping the force are Title 10 responsibilities. Army's Manpower and Force Managers fulfill these responsibilities by –

- Structuring units and designing organizations
- Determining manpower and equipment requirements for the Total Force of military (Active, Guard and Reserve Components), civilian employees and contract support
- Managing manpower authorizations based on resource prioritization, strategic objectives and readiness decisions
- Ensuring manpower resources are appropriated, allocated, defended and utilized.

To meet these responsibilities, the Army relies on a Total Force approach: Civilians as CP26 Careerists and Soldiers trained as Functional Area 50 Force Managers.

Manpower and Force Management focuses on multiple mission areas: force structure to establish essential mission capabilities; organizational requirements for manpower, personnel and equipment; and human resource authorizations (both quantity and quality) necessary to perform specific tasks and the organization and position structure in which they will be efficiently and economically used. This work includes justifying requirements (need), documenting organizational structure and equipment, allocating available resources (authorizations), active management of those resources and reporting the execution of those resources.

- Manpower Requirements are established by detailed studies, surveys and modeling. Incumbents performing this work must understand organizational structures and behaviors as well as mission drivers. New mission requirements are carefully reviewed to ensure the appropriate manpower resource (military, civilian and/or contractor) is applied.
- For accountability, manpower analysts meticulously document all units including the operating force (warfighting) and the generating force (institutional). Additionally, Manpower and Force Management documenters must possess knowledge of equipment from general office equipment such as computers to military-specific materiel such as rifles, helicopters and major weapons systems.
- Manpower mix decisions for the Total Force require analyses of statutes, executive orders, international agreements, policy directives, risk assessments and cost benefit analyses to support the most efficient and effective manpower mix. These analyses affect personnel authorization requests for the size of the military end strength (Active Component and Reserve Component) based on operational demand assessments; readiness considerations to reduce stress on the force; command, control and communications risk considerations; as well as doctrine.
- Manpower management decisions require synchronizing the growth or reduction of the Total Force in the most efficient and effective manner in a way that maintains readiness, sustains our Army and minimizes cost.
- Analysts must understand the planning, programming and budget phases to justify and secure the necessary authorizations to meet and satisfy Army's mission needs. To support these resourcing activities, analysts at all levels need to comprehend and explain the critical links between workforce planning, work-year management, civilian pay and program execution.

- Manpower and Force Managers actively manage manpower and equipment authorizations. Military manpower (Active and Reserve) and civilian manpower are distinctly different components of the Army and each is carefully managed in support of departmental needs. Analysts determine authorization levels via the National Defense Authorization Act (NDAA) and they in-turn align those authorizations to Army missions. Analysts also negotiate with the Office of the Secretary of Defense (OSD), Combatant Commanders (COCOMs), other Department of Defense (DoD) agencies and, as needed, with interagency organizations to determine the Army's obligations to missions beyond the department.
- Manpower and Force Managers continually review utilization, readiness, capabilities and lessons learned reports to assess whether or not the resources are being used economically and effectively. Analysts provide detailed accounting of utilization to the Office of Management and Budget (OMB) and justify authorization requests for the President's Budget.

## Functional Areas within Manpower and Force Management (CP26)

There are nine functional areas covering a broad range of responsibilities, duties and tasks in the Manpower and Force Management Career Program. Brief descriptions of these nine functions are provided at [Appendix A](#).

- Force Structure
- Capabilities Development
- Manpower Requirements Determination
- Organization, Mission and Function
- Planning, Programming, Budgeting and Execution (PPBE)
- Organizational Documentation
- General Manpower Management
- Equipment Management
- Manpower Reporting and Allocation

## CP26 - Manpower and Force Management Functions



**GENERAL MANPOWER MANAGEMENT**  
Integrate manpower, military and civilian personnel and financial management; allocate in accordance with command priorities.



**ORGANIZATION, MISSION & FUNCTION**  
Analyze mission assignments, documents, and policies.



**CAPABILITIES DEVELOPMENTS**  
Formulate doctrine, organizations and materiel requirements in all environments.



**FORCE STRUCTURE**  
Integrate manpower, military and civilian personnel and financial management; allocate in accordance with command priorities.



**MANPOWER REQUIREMENTS DETERMINATION**  
Establish relationship between workload and manpower to determine minimal staffing requirements to accomplish missions; standardize when possible.



**EQUIPMENT MANAGEMENT**  
Recommend, approve/disapprove equipment requirements and authorizations in TOEs, MTOEs, TDAs, CTAs; ensure skills authorized to operate and maintain equipment.



**ORGANIZATIONAL DOCUMENTATION**  
Construct requirement and authorization documents by detail (e.g. skill, grade, equipment); facilitate requisitioning.



**MANPOWER REPORTING & ALLOCATION**  
Develop strategies for allocation of limited manpower resources.



**PLANNING, PROGRAMING, BUDGETING & EXECUTION**  
Align manpower authorizations and funding through budget cycles; incorporate manpower changes.

### CP26 Roles and Responsibilities

Everyone from the Department of the Army's Assistant Deputy Chief of Staff, G-1 to the CP26 careerist shares a responsibility in CP26 life-cycle management.

- Army's Assistant Deputy Chief of Staff, G-1 (ADCS G-1) serves as both the **Functional Chief (FC) and the Functional Chief Representative** for CP26. In this dual FC/FCR role, the ADCS G-1 is responsible for the enterprise view of the CP26 community. This enterprise responsibility involves setting the overall direction, development, implementation and life-cycle management strategies of the Manpower and Force Management Career Program. The FC/FCR advocates for the development programs and essential funding to support the vitality and advancement of this workforce.

- The **CP26 Proponency Office**, embedded within the Manpower Policy, Plans and Programs Division (DAPE-PRM) of Headquarters, Department of the Army (HQDA), Office of the Deputy Chief of Staff G-1, manages the CP26 program on behalf of the FC/FCR. This office is the operational support center for the career program. Responsibilities include managing the CP26 Competitive Professional Development (CPD) Program and the CP26 ACTEDS Intern Program. The Proponency Office's communications portfolio consists of this ACTEDS Plan, the Army Career Tracker (ACT), a CP26 Defense Video and Imagery Distribution System (DVIDS) Account, a CP26 Facebook Page, a CP26 Bulletin, a CP26 Website, and a CP26 Roadshow presentation. All these forums are used to provide career guidance and information on training and professional development opportunities. The CP26 Proponency Office also collaborates with related career programs: CP11 (Comptroller) and Military Functional Area 50 (Force Management) (FA50).

- CP26 benefits from the collective engagement and guidance offered by the **CP26 Board of Directors (BOD)**. This chartered group meets periodically to discuss career program policies, training plans and funding issues.

- **CP26 Command Career Program Managers (CCPMs)** are those individuals who occupy the senior CP26 position within an Army Command (ACOM), Army Service Component Command (ASCC), Direct Reporting Unit (DRU) or Field Operating Activity (FOA). As the senior CP26 careerist in their organization, these leaders are responsible for reviewing ACTEDS training requests and mentoring careerists.

- **Supervisors** have the primary responsibility to mentor, guide and identify training and development opportunities for their CP26 careerists.

- **CP26 Careerists** are responsible for establishing their personal career goals and engaging with their supervisors and CCPMs on strategies to achieve their goals. Careerists should do a periodic self-evaluation of their competencies and training needs. To broaden experiences and build on competencies, careerists should consider new assignments which include organizational and/or geographic mobility.

For more details on the specific responsibilities and duties involved in civilian career life-cycle management, refer to AR 690-950, Civilian Personnel Career Management.

## Key Positions within CP26

Key positions are identified by organizational title within the various levels of the chain of command. The positions are broadly defined as supervisory and leadership positions that involve administration and direction of subordinate organizational segments responsible for specific functional areas. Incumbents

of key positions may be required to possess extensive knowledge in one functional area or to have an understanding of the integration of specialties.

- **Civilian Chief of a Garrison, Depot or Community Manpower/Force Management Division.** For example, the Chief, Manpower and Equipment Documentation Division is responsible for all manpower/force management functions related to the support of the installation.

- **Civilian Chiefs of Manpower and Force Management Directorates/Divisions of Army Command Headquarters (ACOMs), Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs) and Field Operating Agencies (FOAs).** For example, the Chief, Force Development Division of the Resource Management Directorate, normally has responsibility for implementing Headquarters, Department of the Army (HQDA) policy and, for the ACOM commander, managing manpower resources to include determination and validation of requirements and programming for resources.

- **Director of Manpower and Civilian Chiefs of Manpower and Force Management Divisions and Branches at HQDA; Civilian Chiefs of Manpower and Force Management Directorates and Divisions of HQDA Field Operating Agencies.** Positions at HQDA level have responsibility for formulating, coordinating and supervising manpower plans, policies and procedures that affect the Department of the Army.

## The CP26 Community

As of April 2017, there were approximately 2,900 members in the CP26 community. CP26 careerists work at all levels, from installation manpower offices to Army Command Headquarters to the Army Secretariat. Position titles can vary greatly depending on functional responsibilities. Our community includes description titles as:

- Management/Program Analyst
- Strategic Improvement Planner
- Human Capital Specialist
- Force Development Analyst

Similarly grades and experience vary greatly too. The following charts display some demographic details on our community.

**Locations.** CP26 careerists are across the Army, from Headquarters, Department of the Army to Army installations around the world and current theaters of operation. This breadth of experience provides an enterprise perspective that is essential to our work. Our top five locations based on the CP26 population are:

1. Arlington, Virginia
2. Fort Bragg, North Carolina
3. Fort Belvoir, Virginia
4. Fort Sam Houston, Texas
5. Redstone Arsenal, Alabama

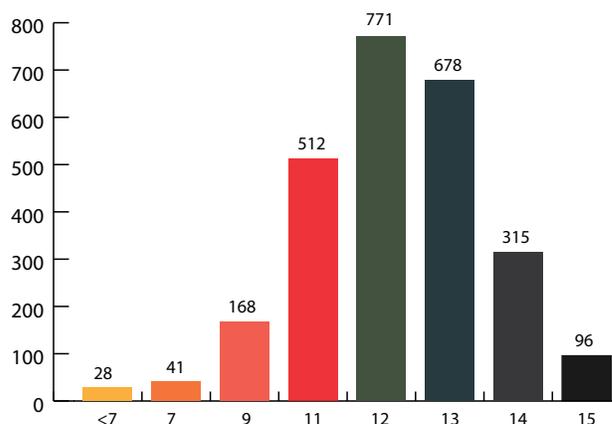
**Commands.** When looking at the CP26 community by Army Command, we show the greatest concentrations in these five commands:

1. U.S. Army Installation Management Command
2. U.S. Army Training and Doctrine Command
3. Office of the Chief of Staff of the Army
4. U.S. Army Medical Command
5. HQDA Field Operating Agencies and Staff Support Agencies

\*\* As you think about your career goals and develop your Individual Development Plan (IDP), consider the opportunities to broaden your experience by organizational and/or geographic mobility.\*\*

**Grades.** CP26 careerists are hired under a variety of pay plans depending on the organization or demonstration projects. For simplicity, the breakout below reflects the current grade levels by GS and GG pay plans. Manpower and Force Management careerists are everywhere the Army is, from the garrison to ACOM headquarters to the Pentagon, and the grade structure predictably follows the organizational progression.

## CP26 - Manpower and Force Management Functions



GS-07'S ARE GENERALLY ENTRY-LEVEL INTERNS WITH GS-12s REPRESENTING THE ESSENTIAL JOURNEYMAN SKILLS WE REQUIRE ACROSS THE ENTERPRISE. AS OF APRIL 2017 THERE WERE 96 GS/ GG-15s LEADING THE WORK OF THE CP26 COMMUNITY.

## Building a Career in CP26

Competencies are intended to identify the behavior, knowledge, skills and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced and improved upon through mentoring, coaching, hands-on experience and learning opportunities.

When competencies are measured by questionnaires or surveys, these instruments often use the term "proficiency" to indicate a level at which an employee has acquired the competency. Typically this proficiency

scale relies on the OPM standard as it runs from a Minimum Level of 1 (able to apply in simplest situation under close, extensive guidance) to the Expert Level of 5 (able to apply in exceptionally difficult circumstances, key resource, advises others). **What is important to know is that not every competency applies to every position and proficiency levels will vary significantly depending on the depth and breadth of experience, not to mention recent experience.** See [Appendix H](#) for a suggested career guide to building breadth and depth.

## CP26 Competencies

For CP26, there are the **technical competencies** which support our work. These competencies cover the areas of knowledge, skills and abilities that are necessary to understanding, meeting and performing the responsibilities and tasks associated with our discipline. There are also **professional competencies** which support our abilities to engage with leadership and offer a strategic perspective.

**Technical Competencies.** These competencies are directly related to the responsibilities we have as Manpower and Force Management Professionals. These 18 technical competencies are defined at [Appendix B](#) and are **CORE to CP26**.

- Analysis
- Statistical Analysis
- Computer and Software Skills
- Efficiency and Productivity Reviews
- Cost Benefit Analysis
- Manpower Principles and Policies
- Requirements Determination
- Planning, Programming, Budgeting and Execution
- Manpower Integration
- Manpower Information Systems
- Human Resources/Position Management
- Force Development and Documentation

- Strategic Sourcing Processes
- Organizational Structure
- Fiscal Law
- Technical Writing
- Materiel Acquisition and Analysis
- Internal Controls

**Professional/Non-Technical Competencies.** These 26 competencies support the **professional standing** of all Army civilians. These competencies are defined in [Appendix C](#).

- Conflict Management
- Financial Management
- Leveraging Diversity and Cultural Awareness
- Team Building
- Accountability
- Business Acumen
- Entrepreneurship
- Influencing and Negotiating
- Partnering
- Political Savvy
- Problem Solving
- Strategic Thinking
- Vision
- Technology Management
- Continual Learning
- Creativity and Innovation
- Customer Service
- Decisiveness
- External Awareness
- Flexibility
- Integrity and Honesty
- Interpersonal Skills
- Oral Communication
- Resilience
- Service Motivation
- Written Communication

Careerists are strongly encouraged to continually review both sets of competencies. Do a periodic self-assessment of your competencies, both technical and professional/non-technical. Consider your proficiency

levels, identifying those competencies you have already acquired or mastered. What competencies do you need to acquire or master? In developing your Individual Development Plan (IDP), determine what OJT, developmental assignments, formal training and/or education will provide you opportunities to develop or broaden your competencies. You will find the competency self-assessment sheets on the CP26 ACT Communities page.

## Training, Education and Development for the CP26 Professional

Planned training and development are essential elements to building a successful career. Funding for these opportunities can be provided by your organization, the CP26 Competitive Professional Development (CPD) program, or an Army centrally-managed program, or by you. Regardless of the funding source or type of training, it is vital to apply newly acquired knowledge and skills to your work. Put what you learned to work as soon as possible and expand on your competencies. Consider the value of these opportunities available to you as a CP26 careerist:

- **On-the-Job Training (OJT)** is the primary means of training and development for CP26 careerists. In the job setting, careerists learn skills and duties aligned to his/her position description. A supervisor or senior analyst is expected to provide instruction and guidance on the task and feedback when the work is completed. Most experiences and skills are acquired through OJT. Your work experience is where you will learn the most about our functions. You will challenge yourself with each position change. **Functional and organizational mobility** is a key factor in building the breadth of experience. Although you may be able to achieve your career goals in a single specialized area, the multi-dimensional, multi-disciplined experience is an essential factor for professional development. **Geographic mobility** is often necessary to build that diverse

experience required of the GS-15 or Senior Executive Service (SES) level position. Consider the value that mobility offers.

- **Formal Classroom and Self-Directed Training**

includes formal classroom training, programs, courses, workshops, seminars or conferences offered by Army, DoD, colleges, universities, training organizations or professional associations. These training opportunities can be funded by:

- o Your organization (e.g. functional or mandatory training),
  - o The CP26 Competitive Professional Development (CPD) program
  - o An Army centrally managed program (e.g. Civilian Education System (CES)),
- Or
- o You, as the careerist.

See [Appendix D](#), for a list of formal training courses that support one or more of the CP26 identified competencies.

Any Army-funded training that exceeds 120 days requires completion of the “Continued Service Agreement.” The obligated service period in the Department of the Army may not be less than three times the period of the training.

- **Developmental Assignments** are temporary work assignments or details allowing you to gain practical work experience that you could not easily obtain in your current position. This training opportunity is generally a 90-120 day rotation to a new position or new organization.

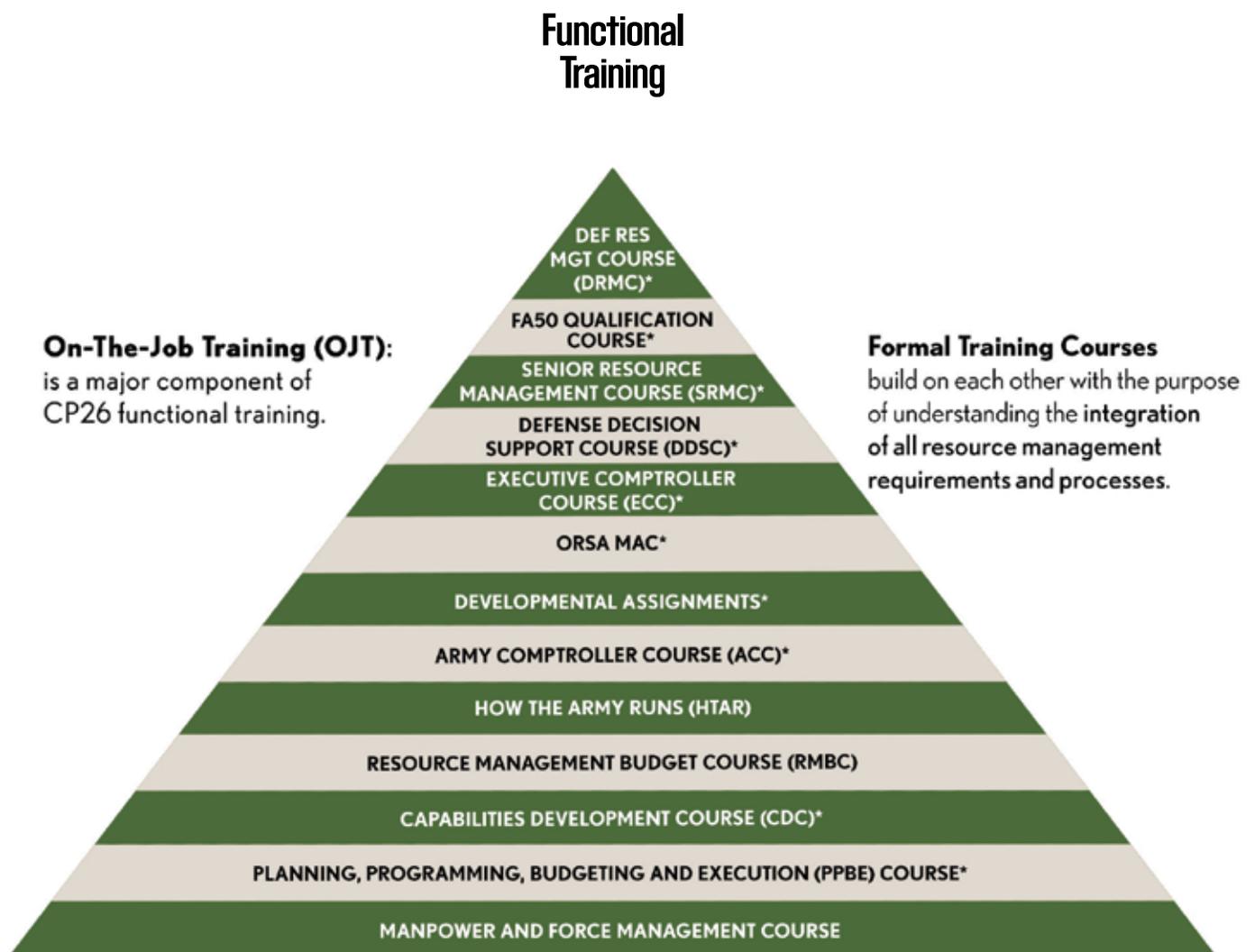
- **Self-Development** is a self-initiated activity to advance your knowledge or skill set. Apart from reading professional books or journals, consider the knowledge or experience you will acquire if you complete or participate in:

- o An Army distributed learning course
- o A course at a local college or university
- o A professional organization or association

## Understanding the Training, Education and Development Dimensions

The following pyramids identify the logical progression of functional training, leader development/ education and professional experiences. You are strongly encouraged to review these pyramids when developing, reviewing and updating your Individual Development Plan (IDP).

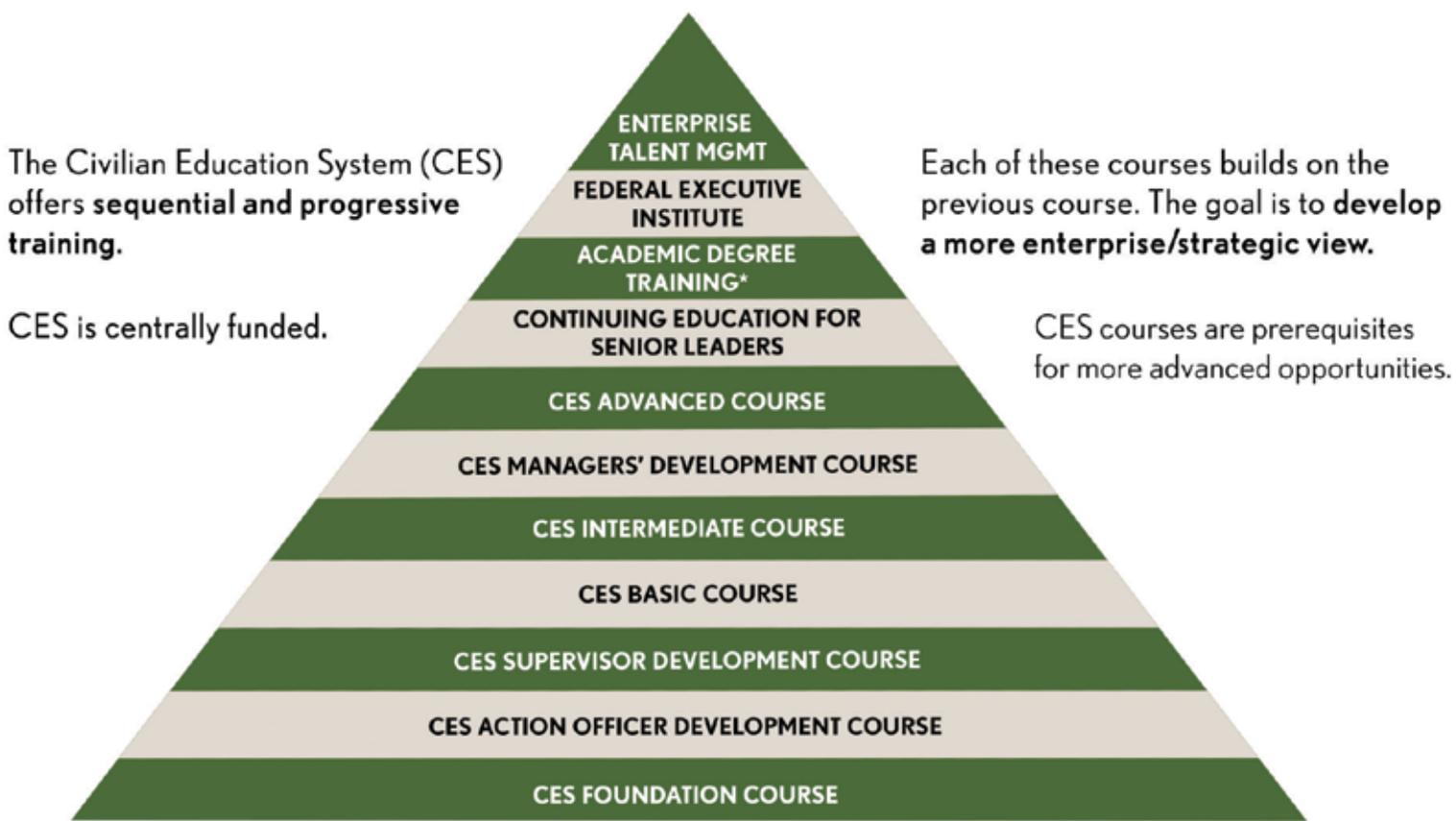
• **CP26 Functional Training.** The courses, identified in the pyramid below, are examples of how training courses are designed to build on each other. It is important to note that not all recommended training for CP26 is incorporated in the pyramid. Again, the purpose is to show the progression of training starting from the foundation course, the Manpower and Force Management Course, and culminating with the Defense Resource Management Course (DRMC). As you build your IDP, remember that OJT is the major component of CP26 functional training.



\* Eligible for funding under the CP26 CPD Program

• **CP26 Leadership Training and Education.** The Army’s Civilian Education System (CES) offers sequential and progressive leadership training. It is an Army centrally funded program and all Army civilians should complete the training appropriate for their grade level. Beyond CES, the Army has set up Enterprise Talent Management Programs which offer defined opportunities for Army civilians interested in advancing their leadership skills and potential for leadership positions. Information about CES and Enterprise Talent Management can be found in the CP26 Resource section. CP26 also places value in Academic Degree Training (ADT) where careerists can learn and stretch themselves in an environment removed from the Army or DoD-centric institutions. Each step in the pyramid is intended to enhance that “out of the box” thinking needed of adaptive leaders.

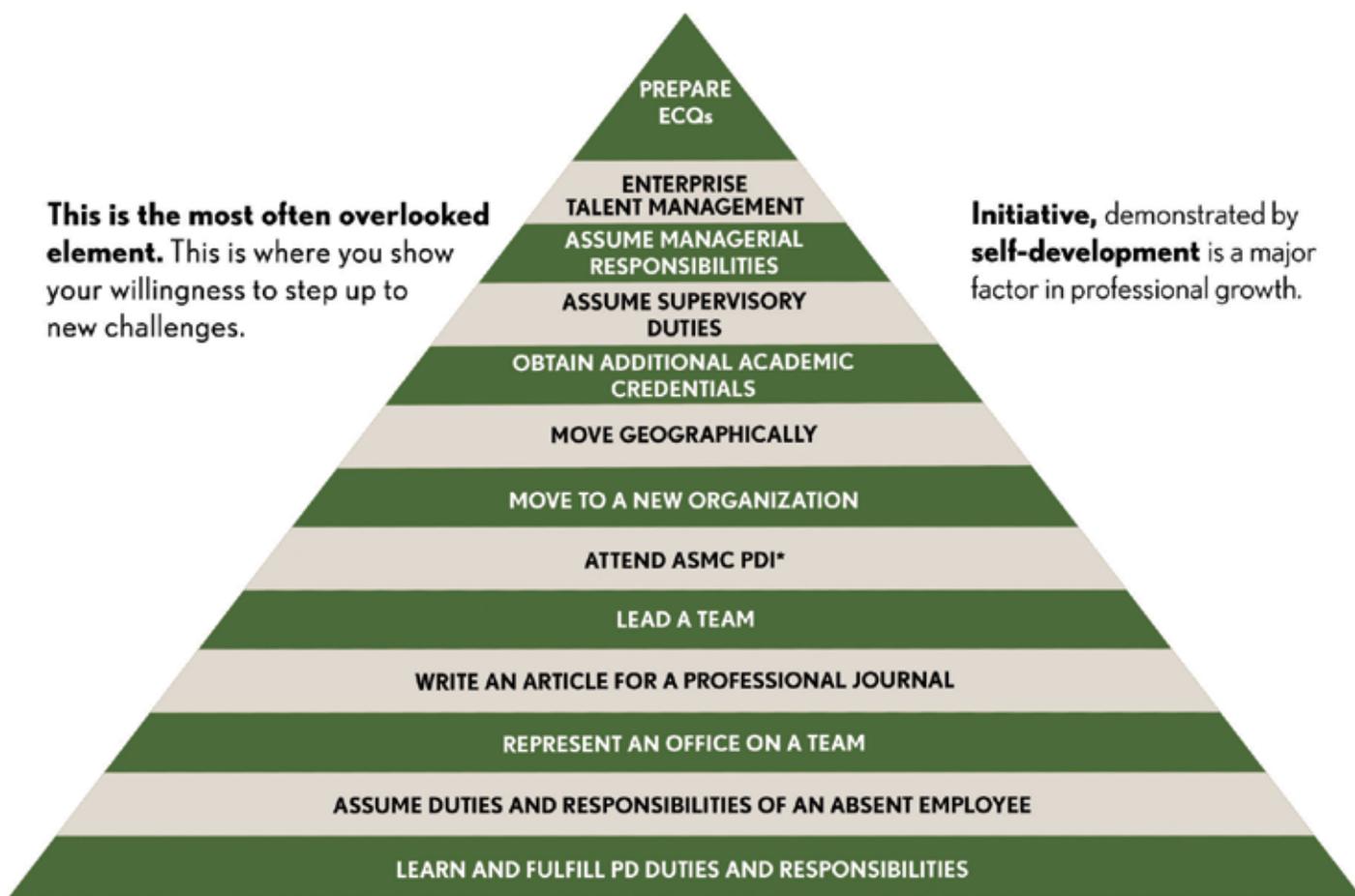
## Leadership Training and Education



*\* Eligible for funding under the CP26 CPD Program*

• **CP26 Professional Development.** This pyramid is a reminder that your initiative, as demonstrated by self-development, is a major factor in your professional growth. Build your experience, both in breadth and depth. Volunteer for a new work project or a task force. Offer ideas on how to improve work processes. Write any article about a challenging task or a course you recently completed. Are you mobile? If not, what about an organizational change? Mobility presents lots of advantages: you broaden your experience, gain a different perspective, learn more about the Army and revive your strategic thinking.

## Professional Development



\* Eligible for funding under the CP26 CPD Program

## CP26 Master Training Plan

The **CP26 Master Training Plan (MTP)** is presented in [Appendix D](#). This spreadsheet identifies by competency, the formal training courses, the preferred training source, the training priority (see Universal Training below) and the appropriate grades levels for each course. Entry-level courses cover GS-05 through GS-09. Mid-level indicates GS-11s through GS-13s. Senior level courses are targeted for GS-14 and GS-15. Review the training as shown in the Functional Competency Pyramid to understand our recommendations for training progression. Remember, the point of formal training is to acquire the knowledge the course offers, then to apply what you have learned on the job. This learn-and-apply approach will enable you to build competencies and confidence. Courses are described in detail in [Appendix F](#).

ACTEDS defines training under the MTP as either Universal or Competitive.

- **Universal training** requirements provide the means for acquiring the competencies expected of all personnel who have similar duties and responsibilities. This plan aligns competencies to formal training courses, training source, training priority (defined below) and progression. Training courses are prioritized to assist employees, supervisors and commanders in planning and programming training and development needs.

- o **Priority 1.** Mandatory training that is typically a condition of employment and must be successfully completed within a specified time period. It must also meet one or more of the following criteria:

- Employee must have acceptable performance.
- Training is essential for mission accomplishment.
- Training is mandated by higher authority (law or DoD) or is required for certification, health or safety reasons.

- Training is mandated by the Functional Chief or Functional Chief Representative as an ACTEDS leader development course.
- Training is a foundation course for interns.

- o **Priority 2.** Training 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:

- Employee should have for maximum proficiency and/or
- Training improves the quality of mission accomplishment.

- o **Priority 3.** Recommended training that should be funded after Priority 2 and 3 requirements and should meet one or both of the following:

- Provides or enhances competencies needed on the job or
- Leads to improvement of mission accomplishment.

- **Competitive Training** is a special focus specifically set to include developmental opportunities for which individuals are **competitively** selected with the purpose of preparing careerists for positions of greater responsibility. Employees compete for professional development opportunities offered through either the Army's centrally managed programs or through the CP26 Competitive Professional Development (CPD) program. For HQDA centrally-managed opportunities such as Enterprise Talent Management or other leadership training programs, you will receive HQDA emails on the programs, application requirements, timelines and competition process. Additional information on centrally-managed opportunities can be found on the ACTEDS homepage. Careerists need to be aware of all application processes and suspense dates, to include those set by their own organizations.

Under the provisions of ACTEDS Competitive Training, the CP26 Proponency Office manages a

## Competitive Professional Development (CPD)

**program.** CPD is a career program specific plan that enables CP26 Proponency Office to offer training and developmental opportunities through a CP26 managed fund. This program is intended to **develop individuals for positions of greater responsibility** in their career fields. In this way, CP26 can offer funding for those training and educational opportunities deemed essential for the advancement of CP26 careerists. CP26 CPD will not fund entry-level training or remedial training.

o **Functional training**, identified in the CP26 Master Training Plan (MTP) in [Appendix D](#), may be funded by your organization, the CP26 CPD program or an Army centrally funded training program such as Army Learning Management System (ALMS).

o **Developmental assignments** provide real-time OJT. While the CP26 Proponency Office may advertise developmental opportunities, commands are encouraged to establish their own developmental programs through “employee swaps.” These training scenarios enable careerists to acquire new skills with minimal cost or disruption to the organization’s workload.

o **Educational opportunities** are offered for degree and non-degree study programs. Through CP26 CPD, you can take a college or university course focused on a particular competency such as statistical analysis. There are also opportunities to pursue Academic Degree Training (ADT). To maintain links to Manpower and Force Management functions, CP26 has set specific parameters for Academic Degree Training (ADT).

- For a Bachelor’s program, funding will be limited to the last year of the program.
- For a Master’s program, CP26 focuses on three disciplines:
  - Public Administration
  - Business Administration
  - Operations Research Systems Analysis.
- CP26 will not fund PhD programs.

## To be eligible for opportunities under the CP26 Competitive Professional Development (CPD) Program, you must:

- o Be a GS-11 or above
- o Be in or have been a permanent DA position for at least 3 years
- o Have completed one of the following courses:
  - The Manpower and Force Management Course (MFMC)
  - The FA50 Qualifications Course (FA50Q)



## CP26 Intern Program

The CP26 Proponency Office recruits for entry-level training through various hiring authorities. Individuals hired as “students” are provided OJT with the understanding that, upon successful completion of their formal studies, they may be converted to permanent status and continue in a two-year training program. Other ACTEDS program hires are eligible immediately for the two-year training program and are provided formal training and developmental assignments as established by the agency. Basic qualifications for this opportunity include a baccalaureate or equivalent degree, or specialized experience which may be considered in lieu of a degree.

All CP26 ACTEDS participants are considered Army assets rather than command employees. Upon completion of the CP26 program, trainees are reassigned to an Army organization at a full performance level GS-11 position.

The CP26 Master Intern Training Plan (MITP) in [Appendix E](#) describes the general requirements for training and development of CP26 ACTEDS Interns/ Pathways Recent Graduates as well as the specialized requirements in each of the Manpower and Force Management functional areas. The two-year training plan is comprehensive, designed for the intern who does not possess specialized experience in manpower and force management. It identifies functional training, leader development training, rotational assignments and OJT necessary to acquire the knowledge, skills and abilities necessary to work as an analyst in any of the Manpower and Force Management functions. The MITP was initially developed this way to offer maximum flexibility for custom-tailoring the plan to meet the needs of the individual intern and the training organization. The General Orientation portion of the MITP applies to every participant.

## CP26 Resources

There are many resources available to you as you think about your career and options for building your competencies.

- **AR 690-950, Civilian Personnel Career Management** defines the roles and responsibilities for Army civilian career programs. [www.apd.army.mil](http://www.apd.army.mil).
- **Army Civilian Training.** More information on civilian training policies and opportunities can be found at [www.civiliantraining.army.mil](http://www.civiliantraining.army.mil).
- **Civilian Career Report (CCR)** <https://compo.dcpds.cpms.osd.mil/>. The Civilian Career Report is a detailed report of your critical human resources (HR) data. It contains information retrieved from the Defense Civilian Personnel Data System (DCPDS), which is the authoritative source of HR data for DoD civilian employees, and from other sources you may update yourself via online self-service applications. We recommend you review your civilian career report periodically to ensure that training, appraisals and career program alignment are correct. You can access your

report by traveling through the CPOL portal, clicking on the “Employee” tab and selecting “MyBiz”).

- **CP26 Communications Portfolio.** We maintain a very engaged communications portfolio and we welcome all comments on how to expand communications so you can have the latest and greatest information readily available. [www.dvidshub.net/video/511078/cp26-communications-portfolio](http://www.dvidshub.net/video/511078/cp26-communications-portfolio).
- o **CP26 Website** ([www.cp26.army.mil](http://www.cp26.army.mil)). At this website you will find contact information for the CP26 Proponency Office.
- o **CP26 Facebook** ([www.facebook.com/ArmyCP26](http://www.facebook.com/ArmyCP26)). We enjoy using this quick and ready social media opportunity for sharing articles of interest, leadership interviews, notices of training opportunities and events, and pictures of CP26 Professionals at work.
- o **CP26 Bulletin.** The CP26 bulletin is published at least twice a year and is sent directly to every CP26 careerist. It is also parked on the CP26 Communities page on Army Career Tracker and on the CP26 DVIDS page.
- o **CP26 Defense Video and Imagery Distribution System (DVIDS)** [www.dvidshub.net/unit/USACP](http://www.dvidshub.net/unit/USACP). This DoD platform enables us to share information about our community to a much wider audience. We post “Talking Manpower” podcasts here as well as leadership videos and stories highlighting special CP26 projects, training or accomplishments.
- o **CP26 Intern Handbook.** The intern handbook is designed to help both the CP26 ACTEDS intern and supervisor develop rewarding and meaningful training experiences. Contact the CP26 Proponency Office directly for a copy of the handbook.

- o **CP26 Mailbox** [usarmy.pentagon.hqda-dcs-g-1.mbx.cp26@mail.mil](mailto:usarmy.pentagon.hqda-dcs-g-1.mbx.cp26@mail.mil). We have a standard email mailbox to prevent email overload for staff members. We check in-coming emails each morning and answer every email by COB the same day.
- o **CP26 ACT Communities Page**. Apart from the typical information you will find on ACT regarding CP26 training, we are posting more information that may help you in your career or your work. Our “CP26 Focus” reference sheets cover topics from CP26 specifics like CPD application requirements and related travel, to more general information like entry-level opportunities and resume writing. To support you in your daily work, we will post items like the CP26 Bulletin and Command Plan Guidance, giving you a quick resource “library.”



- o **CP26 Road Show**. We welcome every opportunity to meet with careerists. We currently offer two standing options for organizations. The first one is an hour and a half quick look at CP26 and training options. The second is our day-long briefing covering the Civilian Toolkit, Competencies, Competitive Professional Development (CPD) and more. And we follow-up the next day by offering career counseling to all interested parties. These Road Shows also allow us to hear directly from careerists about what is important to them and what is needed in the MFM community. Our Road Shows can also be modified to fit your organization’s needs. Contact us if you would like to request a Road Show.

- **Functional Area 50 (Force Management)** (<http://www.fa50.army.mil>). The FA50s are the military counterpart to our discipline. CP26 and FA50 work together to enhance the skills and abilities of manpower and force managers across the Army.

- **Army Career Tracker** (<https://actnow.army.mil>). Army Career Tracker (ACT) is a professional development tool that integrates training and education into one personalized, easy-to-use website. It is also recognized as the system of record for Individual Development Plans (IDPs). You can search multiple education and training resources, monitor your career development and receive personalized advice from their leadership. First implemented for enlisted Soldiers, ACT expanded to officers and Army Civilians in the fall of 2011. ACT allows you to:

- o View career related data in one online portal
- o Build your IDP
- o Examine professional development models or career maps
- o Receive recommendations from leaders, mentors and/or supervisors
- o Plan new activities designed to reach professional and personal goals

We recommend you access ACT monthly to check out any new postings.

- **Go Army Ed** (<https://www.goarmyed.com>). The move of civilian training applications to Go Army Ed (GAE) advances the Army’s goal for a single enterprise system for managing training and education for all Army personnel worldwide – anytime, anywhere. You will use Go Army Ed to request training through either your organization or CP26. You will also create your SF 182, Authorization, Agreement and Certification of Training in this system. Ensure your Go Army Ed account is active because you never know when you may want to apply for that next training opportunity. We also recommend you check in with your supervisor and ensure they have an active supervisor account.

- **The Civilian Education System (CES)** is the Army's leader development program for all Army civilians, providing progressive and sequential education courses throughout their careers. CES provides the foundation and is the underpinning for all other leader education courses. CES is centrally funded by HQDA G-3/5/7 Training Directorate for most permanent Army civilians, including but not limited to general schedule (GS), non-appropriated fund (NAF), local national (LN) and wage grade (WG) employees. CES leader education courses, or designated equivalent courses, are required for all Army civilians. Employees should include the CES course for which they are eligible on their IDP.

Employees are eligible to attend the CES course that is appropriate for their grade level:

- o GS-01 through GS-09 are eligible to attend the CES Basic.
- o GS-10 through GS-12 are eligible to attend the CES Intermediate.
- o GS-13 through GS-15 are eligible to attend CES Advanced.
- o GS-14 through GS-15 are eligible to attend Continuing Education for Senior Leaders (CESL)

More information on CES courses as well as instruction on how to enroll can be found on the Civilian Training and Leader Development website at [www.civiliantraining.army.mil](http://www.civiliantraining.army.mil).

- **Enterprise Talent Management** is an Army structured mentorship and professional development program designed to prepare civilians for positions of greater leadership responsibility within the Army through advanced educational and experiential learning opportunities. **These opportunities are competitive** with three specific levels offered under Enterprise Talent Management.

- o **Senior Enterprise Talent Management (SETM).**

This program is open to GS-14s and GS-15s and is comprised of the following four modules:

- The **Enterprise Placement Program (EPP)** is open to GS-15 or equivalent employees, who apply and are selected as Army Enterprise

Employees. Army Enterprise Employees are slated for consideration for placement into positions across the Army that will broaden their skills and prepare them for greater challenges.

- **SETM-Temporary Duty** is a short-term developmental assignment program for GS-14 to GS-15 or equivalent employees. Participants are temporarily assigned to work on a special command-nominated project as part of a working group or to fill a critical-need detail for a period not to exceed 179 days.

- **Senior Service College (SSC)** is open to applicants in grades GS-14 to GS-15 (or equivalent) who compete for allocated seats at the U.S. Army War College or the Industrial College of the Armed Forces. Attendance at SSC is designed to expand the participants' knowledge of the national security mission, understanding of complex policy and operational challenges faced by senior DoD and Army officials.

- **The Defense Senior Leader Development Program (DSLDP)** is a two-year program designed to develop the enterprise-wide perspective needed to lead organizations in the joint interagency and multinational environment. This includes attendance at another service's Senior Service College, leadership seminars and a follow-on developmental assignment.

- o **Enterprise Talent Management (ETM).** ETM has four opportunities for GS-12s and GS13s.

- **Shadowing Assignments** enable GS-13s to spend up to 20 days following a member of the Senior Executive Service (SES) to observe leadership in action.

- **TDY Assignments** offer a career broadening experience for GS-13s through participation in up to 90-day rotation focused on a special project or temporary position

- **Command and General Staff Officer Course (CGSOC)** is open to applicants in grades GS-12 (by exception) and GS-13 careerists. Careerists attend the school at

Fort Leavenworth along with military service members.

▪ **Executive Leadership Development Program (ELDP)** is an intense learning and training experience for GS-12s and GS-13s. This 10-month program is intended to broaden exposure across the DoD Enterprise.

- o **Emerging Enterprise Leader (EEL)** programs enable GS-09s to GS-11s to learn under the guidance of their own command. These programs are structured to emphasize leadership learning through team-work, self-development, mentoring and a developmental assignment.

More information about opportunities through these Army Enterprise Programs can be found at: [www.cslido.army.mil](http://www.cslido.army.mil).

• **Schools, Training Sources and Other Educational Venues.** The links below may change so we recommend you use *Google* as your primary tool to find information on schools, courses and schedules.

- o Army Logistics University ([www.alu.army.mil](http://www.alu.army.mil)) (CAC-enabled)
- o Army Force Management School ([www.afms1.belvoir.army.mil](http://www.afms1.belvoir.army.mil))
- o Naval Postgraduate School ([www.nps.edu/web/drmi](http://www.nps.edu/web/drmi))
- o Army Learning Management System (ALMS) ([www.lms.army.mil/Saba/Web/Main](http://www.lms.army.mil/Saba/Web/Main))
- o Civilian Education System (CES)
- o Army Finance School ([www.finance.army.mil](http://www.finance.army.mil))
- o Financial Management Certification (<https://fmonline.ousdc.osd.mil>)
- o Skillport (<https://usarmy.skillport.com/skillportfe/custom/login/usarmy/login.action>)
- o HR University (<https://hru.gov/index.aspx>)

- o Coursera ([www.coursera.org](http://www.coursera.org))

- o TED Talks ([www.ted.com/talks](http://www.ted.com/talks))

- o Graduate School ([www.graduateschool.edu/](http://www.graduateschool.edu/))

## CP26 Reading List

To enhance your experience and develop a broader appreciation for all the interrelated components of leadership and the military, we offer the following reading list for your own self-development.

Assignment Pentagon: The Insider's Guide to the Potomac Puzzle Palace

Maj. Gen. (Ret.) Perry M. Smith

The Commanders

Bob Woodward

My Share of the Task

Gen. (Ret.) Stanley McCrystal

It Worked for Me: In Life and Leadership

Gen. (Ret.) Colin Powell

The Critical First Years of Your Professional Life

Robert L. Dilenschneider

Thinking in Time

Richard E. Neustadt and Ernest May

How Successful People Think

John Maxwell

How Successful People Lead

John Maxwell

Leaders Eat Last

Simon Sinek

Start with Why

Simon Sinek

Transformation Leader

Noel M. Tichy and Mary Anne Devanna

On Becoming a Leader

Warren Bennis

Blink: The Power of Thinking without Thinking

Malcolm Gladwell

8 Habits of Highly Effective People

Stephen Covey



## Our Advice

To build a rewarding and successful career, and to realize your potential, you should periodically **review the Manpower and Force Management Technical Competencies**. Training and education can help develop the knowledge we expect of careerists but it is the application of that training and education to our work that enables careerists to build and demonstrate their competencies and confidence. Remember too the **Professional/Non-Technical Competencies** that will support you as an Army Professional. Do your competency self-assessment using the worksheets found on the CP26 ACT Communities page (CP26 Focus: Technical (FY17) / CP26 Focus: Professional (FY17)).

Enlist your supervisor's support in designing your **Individual Development Plan (IDP)**. We leverage the IDP capability in ACT. Note those courses or developmental assignments that will broaden your knowledge or further your understanding of a particular process or product. During counseling sessions, be sure to discuss opportunities to expand your capabilities. Use this time to review and update your IDP. With the implementation of GoArmyEd (GAE), it is essential that you keep your IDP up to date as GAE retrieves IDPs directly from ACT when processing training requests. If you are new to CP26, regardless of your grade, prior work experience or military time, review the Master Intern Training Plan (MITP). You may identify immediate training opportunities which may enable you to minimize your learning curve.

Take advantage of the training courses offered through the **Civilian Education System (CES)**. CES courses are centrally funded and are prerequisites for many Army centrally-funded competitive training opportunities.

Balance your training and development plans with OJT experiences. To broaden your experience, consider the advantages of mobility. **Mobility** includes both geographic movement and organizational and functional changes. Pursue positions that will enable you to grow and develop as a Manpower and Force Management analyst. Geographic moves will enable you to learn more about the breadth of Army missions and organizations, and to develop a more strategic view of our force. Movement between organizations in the same location can also serve to expand your knowledge base and enable you to gain a greater understanding of resource integration. Look for those positions that will stretch you. Review the CP26 Career Ladder in [Appendix G](#). **What is possible for you?**

Regardless of your grade or position, remember it is important to **keep your skills and knowledge fresh**. Take a class to challenge and enlighten your perspective. Consider how important it is to keep up to speed with new software programs. New automated systems, developed to improve our processes, come on-line often and we need to master them quickly. **Army Learning Management System (ALMS)** and **Skillport** present extensive training options on-line. Are you uneasy briefing or giving a speech? Consider **Toastmasters** where you can learn and practice along with others. You will likely find a Toastmasters group at your installation. Are you confused by confuse? You can find an easy- to- understand course available through **Khan Academy** on-line. Challenge your critical thinking by exploring free course offerings through **Coursera**. Colleges and universities across the country extend an open invitation to take all kinds of courses free and all you have to do is sign up. And remember to keep abreast of what's happening in our Army. Read the Army Posture Statement. Guidance documents set the requirements for our work; review the latest

Command Plan Guidance and Concept Plan Guidance. **A periodic “skills upkeep” is absolutely essential to maintaining your “career fitness.”**

Seek out and work with a mentor. **Mentors** can help you to see things from a different point of view or a more enterprise perspective. They can also help you learn to manage the demands of our dynamic environment. Senior analysts have mastered workload management skills which are essential to keeping pace and they can offer an independent assessment of your abilities.

Consider adding **Financial Management (FM) Certification** competencies to your inventory of skills. Manpower and Force Management analysts are Resource Managers too. Understanding the inherent complexities of this financial management side of resource management will strengthen your skill set. While per OUSD(C) guidance, authorization to achieve DoD FM Certification Proficiency Levels is limited to personnel who hold FM job series, you can take all the same on-line courses required to meet certification. There is growing consensus among the CP26 leadership that taking advantage of this financial management training will enable you to confidently contribute in critical resource management decisions and prepare you for cross-functional opportunities.

In [Appendix H](#), you will find a **CP26 Suggested Career Development Guide**. This guide was initially developed for graduating CP26 interns and it suggests how they may consider building a career in CP26. The approach is simple in its presentation as it outlines by year and grade the experience, training, education and self-directed actions to build a career. We offer this guide as a prompt for you to consider as you determine your career goals. Please know however that this guide does not guarantee promotions or career advancement. Your opportunities and success will directly be tied to your initiative.

### Functional Areas within Manpower and Force Management (CP26)

**General Manpower Management.** Analysts plan, direct, manage and/or coordinate manpower management and workforce planning activities which integrate manpower, civilian and military personnel and financial management systems; allocate manpower resources based on command priorities, historical utilization data and analyses of mission and functions; document units in the Force Management System (FMS); analyze and implement mission assignment and organizational structure; determine manpower requirements through the conduct of manpower studies application of staffing standards; plan and implement unit activations, in-activations, conversion and reorganization; and evaluate manpower utilization data from military and civilian reporting systems using qualitative and quantitative analysis techniques.

**Manpower Reporting and Force Management/Manpower Allocation.** Analysts develop strategy for allocating limited manpower resources based on command priorities, historical utilization data, and analysis of mission and functions. Analysts should have a thorough knowledge of the Planning, Programming, Budgeting and Execution (PPBE) documents or systems, the Structure and Manpower Allocation System (SAMAS), command plan, and the Force Management System (FMS) for use in distributing and tracking approved allocations by budget program and organization. Analysts also work extensively with military and civilian personnel reporting systems for use in tracking utilization.

**Planning, Programming, Budgeting and Execution (PPBE).** Analysts plan, direct, manage and/or coordinate manpower management activities necessary to structure and resource the Army's force program within the guidance and constraints of Congress, the Office of the Secretary of Defense (OSD) and Headquarters, Department of the Army (HQDA). These analysts use qualitative and quantitative analysis techniques to inform decision makers.

**Organization, Mission and Function.** Analysts direct, plan, review, analyze and implement the management processes of mission assignment, mission documentation, mission analysis, mission policy and functions required to execute the missions of assigned organizations. Analysts in this functional area also direct, plan and analyze organizational structure and reorganizational proposals to ensure organizational alignments, as officially documented, are properly related to the approved mission and functional elements.

**Force Structure.** Analysts develop and manage the Army Force Structure. Responsibilities include developing policies for operating Tables of Organization and Equipment (TOEs); Basis of Issue Plans (BOIPs); the Force Management System (FMS); the Force Accounting System (FAS) and force development information systems; and conducting Total Army Analysis (TAA). Analysts also program and manage activations, in-activations, conversions, reorganizations of units, maintaining and validating force data for programmed and actual units, and provide force structure information to major Army commands, agencies, HQDA staff, DoD, and Congress. Maintain proper interface with other systems (Manpower Requirements Criteria (MARC), Structure and Composition System (SACS), Total Army Equipment Distribution Plan (TAEDP), budget, readiness and training).

## Appendix A

**Capabilities Developments.** Analysts plan, direct, manage and coordinate the formulation and development of doctrine, organizations and materiel requirements in all environments. The U.S. Army Training and Doctrine Command (TRADOC) is the Army's principal capabilities developer although all elements are involved to some degree, and certain Army elements (for example, U.S. Army Medical Command (MEDCOM), U.S. Army Materiel Command (AMC), and U.S. Army Corps of Engineers (COE)) are all charged with specific capabilities development missions. The Army Deputy Chief of Staff, G-3 guides coordinates and monitors the efforts of capabilities developers to ensure that their activities are properly integrated into planned force development.

**Manpower Requirements Determination.** Analysts plan, coordinate, direct, and conduct manpower studies and develop manpower models to determine minimum required staffing to accomplish approved missions and taskings. Analysts sample and verify workload; review structures by organization and by position; identify duplicate functions and ensure standardization where appropriate. Using proven industrial engineering techniques and statistical/quantitative analysis methods, analysts develop study plans, conduct function reviews, perform workload measurements, analyze data, and compute manpower requirements. Analysts apply staffing standards, follow and apply staffing guides and other products of the requirements determination process in designing organizations capable of mission accomplishments.

**Equipment Management.** Analysts plan, direct, manage, coordinate, initiate, analyze, evaluate, approve, disapprove, or make recommendations on equipment requirements and authorizations in Tables of Organization and Equipment (TOE), Modification Tables of Organization and Equipment (MTOE), Tables of Distribution and Allowances (TDA), TDA Section III Supplemental Items and Common Tables of Allowances (CTA) documents to include accomplishing such actions as DA-controlled equipment letter requests; type classification exemptions; CTAs; change requests; equipment requirements, authorizations and utilization policy determinations; Line Item Number (LIN) assignment requirements and equipment surveys. Equipment analysts review TOE/MTOE/TDA equipment and personnel requirements/authorizations to ensure adequate personnel with correct skills and grades are available to operate and maintain equipment. They review equipment requirements and authorization documents for compliance with HQDA policies and ensure effective equipment utilization management.

**Organizational Documentation.** Analysts plan, direct, manage, coordinate and construct Army authorization documents. The Force Management System (FMS) is an automated system that supports the development and documentation of organizational structures. It also supports requirements for and authorizations of personnel and equipment needed to accomplish the assigned missions of Army units. Modification Tables of Organization and Equipment (MTOE) and Tables of Distribution and Allowances (TDA) are products of FMS and these documents detail each unit's approved requirements and authorizations. They are the basis and authority for requisitioning manpower and equipment. The final approval and control of documents is centralized at HQDA.

### Civilian Career Program 26

#### Technical Competencies

##### **Analysis**

Knowledge of the principles, methods, and processes used to conduct a systematic and objective inquiry; including study design, collection, analysis and interpretation of data; the reporting of results; and translating functional requirements into technical requirements used for logical design or presenting alternative technologies or approaches.

##### **Statistical and Quantitative Analysis**

Knowledge of statistical and quantitative analyses, operations research and management and industrial engineering techniques for developing analytical tools.

##### **Computer and Software Skills**

Knowledge of the procedures for accessing data bases, creating and manipulating data files through integrated software packages including but not limited to EXCEL, WORD, POWERPOINT, ACCESS, VISIO, MINI TAB, etc. Knowledge of operating a personal computer (PC) for accessing data bases, creating programs to manipulate and track data and files, and for developing documentation/reports in support of manpower and other management actions/decisions.

##### **Efficiency Review and Productivity Programs**

Knowledge of established operational improvement and productivity techniques and procedures such as Lean Six Sigma for conducting studies to assess effectiveness and efficiency of program operations, work processes and work methods.

##### **Cost-Benefit Analysis**

Knowledge of the principles and methods of cost-benefit analysis, including the time value of money, present value concepts, and quantifying tangible and intangible benefits. Able to conduct a cost benefit analysis.

##### **Manpower Principles and Policies**

Knowledge of laws, Executive Orders, Department of Defense (DoD) and Department of the Army (DA) directives, regulations, policies, and guidelines governing the manpower program. Ability to apply these governing policies to plan, analyze, interpret, advise on, and implement the manpower management program. Knowledge of manpower allocation rules, principles and factors used for the valuation of manpower and mission requirements, mission prioritization, and the impact of downsizing (or changing an organization's manpower mix). Ability to apply governing policies to ensure compliance and resource mission needs. (AR 570-4)

##### **Requirements Determination**

Knowledge of manpower requirements determination program to include policies and procedures necessary for planning and conducting manpower studies and equipment surveys, using acceptable study techniques, validating mission and function tasks, workload and staffing needs, identifying manpower and organizational problems, recommending solutions and providing technical assistance and follow-up. Familiar with the Five-Phased methodology, manpower requirements criteria, etc. for evaluating work and determining manpower requirements necessary for mission accomplishment in TDA and TOE/MTOE organizations. Knowledge of work measurement techniques such as engineered time studies and work sampling for evaluating workload and output, forecasting and conducting analyses. Able to conduct a manpower study or equipment survey from inception through to recommended solutions and follow-up. (AR 570-4)

## Appendix B

### **Planning, Programming, Budgeting and Execution (PPBE)**

Knowledge of DoD and Army PPBE regulations, policies, processes and procedures necessary to ensure effective use of resources and to establish and maintain roles and missions. Knowledge of the interrelationships of PPBE with manpower management and the force development and force integration processes. Knowledge of Army's budget preparation and submission processes. (AR 1-1) (DFAS IN 37-100)

**Manpower Integration** Knowledge and understanding of interrelationships between force structure, manpower, stationing, equipment and budget, and the processes linking these resources with missions, organizations and documentation. Understanding of how these elements synchronize to support readiness. Able to extract data from various sources and conduct review and analysis.

### **Manpower Information Systems**

Knowledge of the various Army information systems which record manpower, personnel, financial management, organizational workload and equipment data, and how these systems interface. Systems include but are not limited to: Structure and Composition System (SACS); Structure and Manpower Allocation Systems (SAMAS); electronic Military Personnel Office (eMILPO); Status of Resources and Training System (SORTS); Standard Finance System (STANFINS); General Fund Enterprise Business System (GFEB); Force Management System (FMS); Defense Readiness and Reporting System - Army Force Registration (DRRS-A); and the Personnel Management Authorization Document (PMAD).

### **Human Resources / Position Management**

Understanding of both military and civilian personnel management regulations and reporting systems. This includes grade structures, skill identifiers, types of personnel, controlled programs, classifications, manpower ceilings and manpower floors. Able to apply and incorporate personnel management factors to actions regarding manpower changes, and organization structures. (AR 140-315) (AR 570-4) (AR 600-3) (AR 690-11) (AR 690-900) (AR 690-950)

### **Force Development and Documentation**

Knowledge of the policies and processes to develop organizational documents including Tables of Equipment (TOEs), Modified Tables of Equipment (MTOEs), Tables of Distribution and Allowances (TDAs), and Augmentation TDA (AUGTDAs) which prescribe the required structure, manpower, equipment and organizational options. Able to use Force Management System Web (FMS Web). Able to build documents or adjust documents based on mission or resource changes. Knowledge of techniques for analyzing equipment modernization and personnel impacts of a Basis of Issue Plan (BOIP) and understanding the resulting impacts of the BOIP on Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy. (DOTMLPF-P). (AR 71-32) (AR 570-4)

### **Strategic Sourcing Processes**

Knowledge and application of analytical processes and procedures to develop the Army's Program Force or Force Structure, for both Operational Forces and Generating Forces. These processes include Total Army Analysis (TAA); Force Design Update (FDU); Panel for the Documentation of Contractors (PDC); Command Plan Reviews; and Strategic Manning and Decision Review (SMDR). (AR 71-11) (AR 71-32) (AR350-10) (AR 570-4)

## Appendix B

### **Organizational Structure**

Knowledge of the peacetime, contingency, mobilization and wartime missions and functions of HQDA, Army Commands (ACOMs), Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs) and Field Operating Agencies (FOAs). Knowledge of the policies and procedures to establish, revise and make formal changes to organizational missions, functions and structure. This includes changes due to reorganizations, consolidations, new missions and/or functions. Understanding of Concept Plans, Consolidated Implementation Plans (CIPs) and in-sourcing/out-sourcing initiatives. Able to prepare a staffing document (Concept Plan, CIP) IAW latest guidance and coordinate it through the decision process. (AR 10-87) (AR 10-88) (PAM 10-1)

### **Fiscal Law**

Knowledge and understanding of the legislative, administrative and regulatory requirements, laws, and policies that apply to strategic planning (e.g. GPRA, GMRA, CFO Act, etc.) and the impact of identified requirements on external organizations and operations. Knowledge and understanding of Fiscal Law to include Anti-Deficiency Acts, theories of appropriation laws, and their implications.

### **Technical Writing**

Ability to convey complex information in various formats for senior leaders, decision makers, or action officers. Ability to synthesize and distill information in formats that include but are not limited to: executive summaries; information papers; decision papers; white papers; briefing packages; and guidance memoranda.

### **Materiel Acquisition and Analysis**

Knowledge of DoD and DA policies, systems and procedures (e.g. concept validation, development, production and deployment for the acquisition and fielding of materiel and equipment) and the organizations and management levels involved in the decision-making and approval process.

### **Internal Controls**

Knowledge of the Managers' Internal Control Program. Assure that effective internal controls, to include policies and regulations, are developed, applied and maintained to ensure the integrity of the organization. (AR 11-2)

### Professional / Non-Technical Competencies

These competencies cover a wide range of characteristics and behaviors, all which we expect of our professional corps. One competency that clearly stands out to CP26 is **Continual Learning**. We strongly recommend you embrace this competency.

A few of these competencies are really personal qualities that CP26 careerists demonstrate on a daily basis regardless of any situation. **Integrity and Honesty, Accountability** and **Service Motivation** cannot be learned; these are brought everyday to the job and are hallmarks of trust.

For other skills, we offer training. Some of these competencies will be acquired as you learn and grow on the job. Some of the most valuable lessons come on the job. For the knowledge based competencies like **Financial or Technology Management**, explore training opportunities through **Army Learning Management System (ALMS)**. There are a variety of courses on-line which will further your understanding of these is critical management skills. For the behavior skills, like team building, influencing and negotiating, and conflict management, we heartily endorse the **Civilian Education System (CES)**. This system of progressive and sequential courses was specifically designed to develop and enhance the behaviors that support a well-functioning organization. Each course has an on-line and residential component. All CES courses are centrally funded and every civilian has the opportunity to participate.

Consider too self-development. You have a vested interest in building these skills. Explore courses available on-line through HR University. Have you checked out the Army Resiliency training? Challenge yourself, again taking that **Continual Learning** to heart, and join Toastmasters if you want to improve your **Oral Communications**. Keep up with Army happenings; read the Army Posture Statement; know who Army leaders are by name and position title. **Relook the Professional Development Pyramid on page 11 for more ideas on enhancing your skills.** The key to mastering these Professional/Non-Technical Competencies is personal investment of time.

---

#### **Conflict Management**

Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

**Financial Management** Understands the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and or administers the budget for the program area. Uses cost-benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.

#### **Leveraging Diversity and Cultural Awareness**

Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

## Appendix C

**Team Building** Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organizational and with customer groups. Fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding and guiding employees.

**Accountability** Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and other accountable for the rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans, focuses on results and measuring attainment of outcomes.

### **Business Acumen**

Has an intuitive and applicable understanding of the business and the interrelationships enabling a person to make better business decisions.

### **Entrepreneurship**

Identifies opportunities to develop and market new products and services within or outside of the organization. Willing to take risks and initiate actions that involve a deliberate risk to achieve a recognized benefit or advantage.

### **Influencing and Negotiating**

Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take.

### **Partnering**

Develops networks and builds alliances, engages in cross-functional activities. Collaborates across boundaries and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strength internal support bases.

### **Problem Solving**

Identifies and analyzes problems; uses sound reasoning to arrive at conclusions. Distinguishes between relevant and irrelevant information to make logical judgments.

### **Political Savvy**

Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of the organization and political reality, recognizes the impact of alternative courses of action.

### **Strategic Thinking**

Formulates effective strategies consistent with the business and competitive strategy for the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities. Anticipates potential threats or opportunities.

**Vision** Takes a long-term view and acts as a catalyst for organizational change. Builds a shared vision with others and influences others to translate vision into action.

## Appendix C

### **Technology Management**

Uses efficient and cost effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological change on the organization.

### **Continual Learning**

Grasps the essence of new information. Masters new technical and business knowledge. Recognizes own strengths and weaknesses and pursues self-development. Seeks feedback from others and opportunities to master new knowledge.

### **Creativity and Innovation**

Develops new insights into situations and applies innovative solutions to make organizational improvements. Creates a work environment that encourages creative thinking and innovation. Designs and implements new or cutting-edge programs/processes.

### **Customer Service**

Balances interests of a variety of clients and readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients and achieves quality end-products. Is committed to continuous improvement of services.

### **Decisiveness**

Makes sound and well-informed decisions. Perceives the impact and implications of decisions, commits to action, even in uncertain situations, in order to accomplish organizational goals.

### **External Awareness**

Identifies and keeps up-to-date on economic, political and social trends which affect key agency policies/priorities. Understands where the organization is headed and how to make a contribution.

### **Flexibility**

Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

### **Integrity and Honesty**

Instills mutual trust and confidence and creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others and demonstrates a sense of corporate responsibility and commitment to public service.

### **Interpersonal Skills**

Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations. Is tactful, compassionate and sensitive, and treats others with respect.

### **Oral Communication**

Makes clear and convincing oral presentations to individuals or groups. Listens effectively and clarifies information as needed. Facilitates an open exchange of ideas and fosters atmosphere of open communications.

## Appendix C

### **Resilience**

Deals effectively with pressure, maintains focus and intensity, and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

### **Service Motivation**

Creates and sustains an organizational culture which permits others to provide the quality of service essential to high performance. Enables other to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions.

### **Written Communication**

Expresses facts and ideas in writing in a clear, convincing and organized manner.

## CP26 Master Training Plan (All Occupational Series)

This display of **Technical Competencies** and formal training was prepared in coordination with Manpower and Force Management Experts (SMEs). Each course is aligned to one or more competencies when that competency is or may be addressed in the course Program of Instruction (POI).

The Source column identifies the school or vendor for this course. Descriptions of the courses as well as links to the schools or vendors for schedules are provided at Appendix F.

### Training Source

**AFMS** = Army Force Management School

**ALMS** = Army Learning Management System

**ALU** = Army Logistics University

**CP11** = Army Comptroller Programs through Syracuse University

**DFM&CS** = Defense Financial Management and Comptroller School

**Fin Sch** = Army Finance School

**GRAD** = Graduate School

**NPS** = Naval Postgraduate School

### Website

<http://www.afms1.belvoir.army.mil/>

<https://www.lms.army.mil/Safa/Web/Main>

<http://www.alu.army.mil/>

<http://whitman.syr.edu/programs-and-academics/programs/>

<http://www.au.af.mil/au/ecpd/dfms/>

<http://www.finance.army.mil/>

<http://www.graduateschool.edu/>

<http://www.nps.edu/>

The **Priority** designation complies with the definitions provided on page 12 of this ACTEDS Plan.

The **Level** column indicates the appropriate grade level ranges for the course. If no target grade is indicated, the course is open to all grade levels.

The **Included in CPD** column indicates if the course is a funding priority under the CP26 Competitive Professional Development (CPD) Program. If the course is marked as “No,” careerists should request funding through their own organization. CP26 careerists must submit an application to compete for funding under CPD.

The **Included in MITP** column indicates if the course covered by funding under the CP26 Intern program. Footnotes indicate when special circumstances apply.

- (1) -- Interns (series 0343 and series 1515) complete this course in their first year.
- (2) -- Interns (series 0343 and series 1515) complete this course in their second year.
- (3) -- Interns and Careerists can complete either ACC or DRMC, but not both
- (4) -- Interns (series 1515 only) complete this course in their first year.

The Notes column indicates additional information regarding applications or course delivery.

## Appendix D

Technical Competency	Formal Training	Source	Priority	Level	CPD	MITP	Notes
<b>Analysis</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
	Force Management Orientation Course (FMOC)	AFMS	1	GS-05 - GS-09	No	Yes (2)	
	Planning, Programming, Budgeting and Execution (PPBE) Course	Fin Sch	1	GS-05 - GS-13	Yes	Yes (1)	
	How The Army Runs (HTAR) Course	AFMS	1	GS-11 - GS-15	No	No	
	Capabilities Development Course (CDC)	ALU	1	GS-11 - GS-15	Yes	No	
	Defense Decision Support Course (DDSC)	DFM&CS	1	GS-12 - GS-15	Yes	No	Apply through CP26 first
	FA50 Qualifications Course	AFMS	1	GS-11 - GS-15	Yes	No	Apply through CP26 first
	Defense Resource Management Course (DRMC)	NPS	1	GS-09 - GS-15	Yes	Yes (3)	
	Multi-Criteria Decision Making (MCDM) Course	NPS	1	GS-09 - GS-15	Yes	No	
	ORSA Military Applications Course (MAC)	ALU	1	GS-07 - GS-14	Yes	Yes (4)	Apply through CP26 first
	Risk Management	NPS	2	GS-09 - GS-15	Yes	No	
	FA49 Qualifications Course	ALU	2	GS-11 - GS-15	Yes	No	Apply through CP26 first
	Combat Training, Doctrine Developers Integration Course (CTDDIC)		ALU 2		GS-07 - GS-09	No	Yes
	Human Capital Resource Management (HCRM)	NPS	2	GS-11 - GS-15	Yes	No	
	Management Analysis: Planning	GRAD	2		No	Yes	
	Management Analysis: Data Gathering	GRAD	2		No	Yes	
	Data Collection and Analysis	GRAD	2		No	Yes	
	Management Analysis: Advanced Application	GRAD	2		No	Yes	
	Budget Analysis Workshop	GRAD	3		No	Yes	
<b>Statistical and Quantitative Analysis</b>							
	Planning, Programming, Budgeting and Execution (PPBE) Course	Fin Sch	1	GS-05 - GS-13	No	Yes (1)	
	ORSA Military Applications Course (MAC)	ALU	1	GS-07 - GS-14	Yes	Yes (4)	Apply through CP26 first
	Multi-Criteria Decision Making (MCDM) Course	NPS	1	GS-09 - GS-15	Yes	No	
	Defense Decision Support Course (DDSC)	DFM&CS	1	GS-12 - GS-15	Yes	No	Apply through CP26 first
	Defense Resource Management Course (DRMC)	NPS	1	GS-09 - GS-15	Yes	Yes	
	FA49 Qualifications Course	ALU	2	GS-11 - GS-15	Yes	No	Apply through CP26 first
	Human Capital Resource Management (HCRM)	NPS	2	GS-11 - GS-15	Yes	No	
	Risk Management	NPS	2	GS-09 - GS-15	Yes	No	
	Introduction to Statistics	GRAD	2		No	Yes	
	Management Analysis: Advanced Applications	GRAD	2		No	Yes	
	Data Collection and Analysis	GRAD	2		No	Yes	
	Budget Analysis Workshop	GRAD	3		No	Yes	

## Appendix D

Technical Competency	Formal Training	Source	Priority	Level	CPD	MITP	Notes
<b>Computer &amp; Software Skills</b>							
	ORSA Military Applications Course (MAC)	ALU	1	GS-07 - GS-14	Yes	Yes (4)	Apply through CP26 first
	FA49 Qualifications Course	ALU	2	GS-11 - GS-15	Yes	No	Apply through CP26 first
<b>Efficiency Review and Productivity Programs</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
<b>Cost-Benefit Analysis</b>							
	Planning, Programming, Budgeting and Execution (PPBE) Course	Fin Sch	1	GS-05 - GS-13	No	Yes (1)	
	Defense Resource Management Course (DRMC)	NPS	1	GS-09 - GS-15	Yes	Yes	
	Risk Management	NPS	2	GS-09 - GS-15	Yes	No	
	FA49 Qualifications Course	ALU	2	GS-11 - GS-15	Yes	No	Apply through CP26 first
	Human Capital Resource Management (HCRM)	NPS	2	GS-11 - GS-15	Yes	No	
<b>Manpower Principles and Policies</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
	Force Management Orientation Course (FMOC)	AFMS	1	GS-05 - GS-09	No	Yes (2)	
	How The Army Runs (HTAR) Course	AFMS	1	GS-11 - GS-15	No	No	
	FA50 Qualifications Course	AFMS	1	GS-11 - GS-15	Yes	No	Apply through CP26 first
	Capabilities Development Course (CDC)	ALU	1	GS-11 - GS-15	Yes	No	
	Combat Training, Doctrine Developers Integration Course (CTDDIC)	ALU	2	GS-07 - GS-09	No	No	
<b>Requirements Determination</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
	Planning, Programming, Budgeting and Execution (PPBE) Course	Fin Sch	1	GS-05 - GS-13	No	Yes (1)	
	How The Army Runs (HTAR) Course	AFMS	1	GS-11 - GS-15	No	No	
	FA50 Qualifications Course	AFMS	1	GS-11 - GS-15	Yes	No	Apply through CP26 first
	Capabilities Development Course (CDC)	ALU	1	GS-11 - GS-15	Yes	No	
	Force Management Orientation Course (FMOC)	AFMS	1	GS-05 - GS-09	No	Yes (2)	
	Combat Training, Doctrine Developers Integration Course (CTDDIC)	ALU	2	GS-07 - GS-09	No	No	

## Appendix D

Technical Competency	Formal Training	Source	Priority	Level	CPD	MITP	Notes
<b>Planning, Programming, Budegeting &amp; Execution (PPBE)</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
	Planning, Programming, Budgeting and Execution (PPBE) Course	Fin Sch	1	GS-05 - GS-13	No	Yes (1)	
	Resource Management Budget Course (RMBC)	ALMS	1		No	Yes	
	Army Comptroller Course (ACC)	CP11	1	GS-09 - GS-11	Yes	Yes (3)	Apply through CP26
	How The Army Runs (HTAR) Course	AFMS	1	GS-11 - GS-15	No	No	
	FA50 Qualifications Course	AFMS	1	GS-11 - GS-15	Yes	No	Apply through CP26 first
	Defense Resource Management Course (DRMC)	NPS	1	GS-09 - GS-15	Yes	Yes	
	Manager's Internal Controls Program (MICP) Course	ALMS	1		No	Yes (1)	On-line
	Risk Management	NPS	2	GS-09 - GS-15	Yes	No	
	Executive Comptroller Course (ECC)	CP11	2	GS-09 - GS-13	Yes	No	Apply through CP26
	Senior Resource Manager's Course (SRMC)	CP11	2	GS-14 - GS-15	Yes	No	Apply through CP26
	Introduction to Budgeting Concepts	NPS	2	GS-09 - GS-15	Yes	No	
	Congressional Budget Process	GRAD	2		No	Yes	
	Budget Formulation	GRAD	3		No	Yes	
	Budget Execution	GRAD	3		No	Yes	
	Budget Analysis Workshop	GRAD	3		No	Yes	
<b>Manpower Integration</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
	Force Management Orientation Course (FMOC)	AFMS	1	GS-05 - GS-09	No	Yes (2)	
	How The Army Runs (HTAR) Course	AFMS	1	GS-11 - GS-15	No	No	
	FA50 Qualifications Course	AFMS	1	GS-11 - GS-15	Yes	No	Apply through CP26 first
	Capabilities Development Course (CDC)	ALU	1	GS-11 - GS-15	Yes	No	
	Combat Training, Doctrine Developers Integration Course (CTDDIC)	ALU	2	GS-07 - GS-09	No	No	
<b>Manpower Information Systems</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
	Force Management Orientation Course (FMOC)	AFMS	1	GS-05 - GS-09	No	Yes (2)	
	How The Army Runs (HTAR) Course	AFMS	1	GS-11 - GS-15	No	No	
	FA50 Qualifications Course	AFMS	1	GS-11 - GS-15	Yes	No	Apply through CP26 first
	Capabilities Development Course (CDC)	ALU	1	GS-11 - GS-15	Yes	No	
	Combat Training, Doctrine Developers Integration Course (CTDDIC)	ALU	2	GS-07 - GS-09	No	No	

## Appendix D

Technical Competency	Formal Training	Source	Priority	Level	CPD	MITP	Notes
<b>Human Resources / Position Management</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
	Human Capital Resource Management (HCRM) Course	NPS	2	GS-11 - GS-15	Yes	No	
	Federal Human Resource Management	GRAD	2		No	Yes	
	Federal HR Management for Supervisors and Managers	GRAD	2		No	No	
<b>Force Development and Documentation</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS15	No	Yes (1)	
	Force Management Orientation Course (FMOC)	AFMS	1	GS-05 - GS-09	No	Yes (2)	
	How The Army Runs (HTAR) Course	AFMS	1	GS-11 - GS-15	No	No	
	FA50 Qualifications Course	AFMS	1	GS-11 - GS-15	Yes	No	Apply through CP26 first
	Capabilities Development Course (CDC)	ALU	1	GS-11 - GS-15	Yes	No	
	Combat Training, Doctrine Developers Integration Course (CTDDIC)	ALU	2	GS-07 - GS-09	No	No	
<b>Strategic Sourcing Processes</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
	Planning, Programming, Budgeting and Execution (PPBE) Course	Fin Sch	1	GS-05 - GS-13	No	Yes (1)	
	Force Management Orientation Course (FMOC)	AFMS	1	GS-05 - GS-09	No	Yes (2)	
	How The Army Runs (HTAR) Course	AFMS	1	GS-11 - GS-15	No	No	
	Army Comptroller Course (ACC)	CP11	1	GS-09 - GS-11	Yes	Yes (3)	Apply through CP26
	FA50 Qualifications Course	AFMS	1	GS-11 - GS-15	Yes	No	Apply through CP26 first
	Capabilities Development Course (CDC)	ALU	1	GS-11 - GS-15	Yes	No	
	Defense Resource Management Course (DRMC)	NPS	1	GS-09 - GS-15	Yes	Yes	
	Defense Decision Support Course (DDSC)	DFM&CS	1	GS-12 - GS-15	Yes	No	Apply through CP26 first
	Risk Management	NPS	2	GS-09 - GS-15	Yes	No	
	Executive Comptroller Course (ECC)	CP11	2	GS-09 - GS-13	Yes	No	Apply through CP26
	Senior Resource Manager's Course (SRMC)	CP11	2	GS14 - GS15	Yes	No	Apply through CP26
	Human Capital Resource Management (HCRM)	NPS	2	GS-11 - GS-15	Yes	No	
<b>Organizational Structure</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
	Force Management Orientation Course (FMOC)	AFMS	1	GS-05 - GS-09	No	Yes (2)	
	How The Army Runs (HTAR) Course	AFMS	1	GS-11 - GS-15	No	No	
	FA50 Qualifications Course	AFMS	1	GS-11 - GS-15	Yes	No	Apply through CP26 first

## Appendix D

<b>Tech Competency</b>	<b>Formal Training</b>	<b>Source</b>	<b>Priority</b>	<b>Level</b>	<b>CPD</b>	<b>MITP</b>	<b>Notes</b>
<b>Fiscal Law</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
	Planning, Programming, Budgeting and Execution (PPBE) Course	Fin Sch	1	GS-05 - GS-13	No	Yes (1)	
	Resource Management Budget Course (RMBC)	ALMS	1		No	Yes	
	Army Comptroller Course (ACC)	CP11	1	GS-09 - GS-11	Yes	Yes (3)	Apply through CP26
	Introduction to Budgeting Concepts	NPS	2	GS-09 - GS-15	Yes	Yes	
	Executive Comptroller Course (ECC)	CP11	2	GS-09 - GS-13	Yes	No	Apply through CP26
	Senior Resource Manager's Course (SRMC)	CP11	2	GS-14 - GS-15	Yes	No	Apply through CP26
<b>Technical Writing</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
	FA50 Qualifications Course	AFMS	1	GS-11 - GS-15	Yes	No	Apply through CP26 first
	Briefing Techniques	GRAD	2		No	Yes	
	Effective Communications with Customers	GRAD	3		No	Yes	
	Communicating for Results	GRAD	3		No	Yes	
	Fundamentals of Writing	GRAD	3		No	Yes	
	Clear Writing Through Critical Thinking	GRAD	3		No	Yes	
	Report Writing	GRAD	3		No	Yes	
	Technical Writing	GRAD	3		No	Yes	
<b>Material Acquisition and Analysis</b>							
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS-15	No	Yes (1)	
	Force Management Orientation Course (FMOC)	AFMS	1	GS-05 - GS-09	No	Yes (2)	
	How The Army Runs (HTAR) Course	AFMS	1	GS-11 - GS-15	No	No	
	FA50 Qualifications Course	AFMS	1	GS-11 - GS-15	Yes	No	Apply through CP26 first
	Capabilities Development Course (CDC)	ALU	1	GS-11 - GS-15	Yes	No	
	Combat Training, Doctrine Developers Integration Course (CTDDIC)	ALU	2	GS-07 - GS-09	No	No	
<b>Internal Controls</b>							
	Manager's Internal Controls Program (MICP) Course	ALMS	1		No	Yes (1)	On-line
	Manpower and Force Management Course (MFMC)	ALU	1	GS-07 - GS15	No	Yes (1)	
	Planning, Programming, Budgeting and Execution (PPBE) Course	Fin Sch	1	GS-05 - GS-13	No	Yes (1)	
	Army Comptroller Course (ACC)	CP11	1	GS-09 - GS-11	Yes	Yes (3)	Apply through CP26
	Executive Comptroller Course (ECC)	CP11	2	GS-09 - GS-13	Yes	No	Apply through CP26
	Senior Resource Manager's Course (SRMC)	CP11	2	GS-14 - GS-15	Yes	No	Apply through CP26

# Appendix E

Appendix E (0343)

## CP26 Master Intern Training Plan - Series 0343

TRAINING DESCRIPTION	SOURCE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>1. General Orientation</b>		<b>342</b>	<b>168</b>	
a. Individual Orientation	OJT	32	16	General understanding of Manpower and Force Management Career Program. Understanding of standards of conduct. Familiarization with individual development plan.
	Training CP26	32		<i>Required: CP26 Intern Orientation</i>
b. Introduction to the Army	OJT	40	24	Describe the organization of the US Government. Describe the organization of the Department of Defense. Describe the organization of the Department of the Army. Describe the organization of the employing activity.
	Training CHRTAS CHRTAS CHRTAS		80	<i>Required: CES Foundation Course</i> <i>Required: CES Action Officer Development Course</i> <i>Required: CES Basic Course</i>
c. Introduction to Occupational Series 0343	OJT	40		Describe the principles and objectives of management analysis. Demonstrate basic knowledge of statistics. Prepare an information paper.
	Training ALMS GRAD GRAD GRAD GRAD GRAD GRAD GRAD GRAD GRAD GRAD	32 32		<i>Required: Managers Internal Controls Program (P1)</i> <i>Required: Briefing Techniques (P1)</i> <i>Required: Clear Writing Through Critical Thinking (P1)</i> <i>Optional: Data Collection and Analysis (P2)</i> <i>Optional: Management Analysis: Data Gathering (P2)</i> <i>Optional: Management Analysis: Planning (P2)</i> <i>Optional: Basic Statistics (P2)</i> <i>Optional: Management Analysis Advanced Applications (P2)</i> <i>Optional: Communicating for Results (P3)</i> <i>Optional: Effective Communication with Customers (P3)</i> <i>Optional: Report Writing (P3)</i> <i>Optional: Fundamentals of Writing (P3)</i> <i>Optional: Technical Writing (P3)</i>
d. Introduction to Manpower and Force Management	OJT	40	32	Understand the functions of Manpower and Force Management. Understand the Principles and Policies of Manpower and Force Management.
	Training ALU AFMS	80		<i>Required: Manpower and Force Management Course (P1)</i> <i>Optional: Force Management Orientation Course (P2)</i>
d. Mandatory Command Training	OJT	14	16	Attend mandatory organizational training: Prevention of Sexual Harassment; Safety; EEO/Affirmative Action; Ethics; Suicide Prevention; Security; etc.

Appendix E (0343)

## CP26 Master Intern Training Plan - Series 0343

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>2. Organization, Mission and Function</b>		<b>104</b>	<b>0</b>	
a. General Principles of Organization	OJT	32		Describe DA policies and common practices for structuring organizations. Identify official Army publications having organizational and mission data. Describe the specific degree of authority required to establish and modify organizational structures and mission.
b. Mission and Functions	OJT	16		List the major organizational elements within DA and provide a general description of their relationship to one another. List the major organizational elements that make up a typical Army installation and describe their missions.
c. Organizational Review	OJT	40		List the factors that must be considered, and describe the process to accomplish review, analysis and studies of organizations and missions. Plan for and conduct an on-site study of a specific organizational element; write the report and conduct briefings on the study results.
d. Organizational Structure	OJT	16		Prepare a detailed organizational chart and a basic mission statement for each element in the chart.

# Appendix E

Appendix E (0343)

## CP26 Master Intern Training Plan - Series 0343

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>3. Manpower Requirements Determination</b>		<b>200</b>	<b>360</b>	
a. Manpower requirements determination policy and doctrine	OJT	40	40	Describe DA manpower policy guidance and doctrine on determining manpower requirements.
	Training ALU			<i>Optional: Combat Training, Doctrine Developers Integration Course (CTDDIC) (P2)</i>
b. Manpower requirements determination process	OJT	160	120	Describe the use of selected manpower requirements determination processes in conducting workload analysis and developing manpower requirements. Function as a team member in the use of workload analysis processes to develop current and projected manpower requirements, analyze workload data, conduct interviews, write reports and brief on the study results. Describe the purpose of a concept plan. Review and prepare comments on a concept plan.
c. Manpower Modeling	OJT		120	Describe the use of models to project manpower requirements.
d. Force Design Update	OJT		80	Describe the FDU process to ensure understanding of process in changing the Operating Forces and how they are designed to meet mission capabilities.
<b>4. Organizational Documentation</b>		<b>240</b>	<b>116</b>	
a. The Force Management System (FMS) Overview	OJT	40	36	Explain the purposes and uses of FMS. Describe the content and format of TOE/MTOE/TDA documents. Identify levels of approval authority for changes in each type of document. Describe the FDU and command plan process.
b. Processing FMS	OJT	200	80	Describe and flowchart the procedures for updates to requirements and authorization documents. Conduct a detailed review of TOE/MTOE/TDA. Participate in the development of TOE/MTOE/TDA documents and input manpower and equipment data into the system. Describe the relationship of FMS to SAMAS and manpower to budget guidance documents. Prepare update to activity document(s).

Appendix E (0343)

## CP26 Master Intern Training Plan - Series 0343

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>5. Equipment Management</b>		<b>88</b>	<b>40</b>	
a. Equipment management overview	OJT	28		Describe Command and Activity equipment allowance and authorization policies. Describe and explain the process used to validate minimum essential quantities of equipment (unit and/or individual) used by activities to perform assigned missions.
b. Conduct of equipment surveys	OJT	40	24	Participate as a member of an equipment survey team, assisting in the writing of the report and briefing the results.
c. Equipment documentation	OJT	20	16	Prepare and process equipment requirement and authorization data in TOE/MTOE/TDA and Common Table Common Tables of Allowances (CTA).
<b>6. Manpower Allocation and Reporting</b>		<b>260</b>	<b>208</b>	
a. Manpower allocation decision process	OJT	60	64	Describe the purpose and process of manpower allocation. Describe the interface of the manpower allocation function with the manpower requirements determination process and the documentation process.
b. Preparation and use of manpower guidance documents, such as Program Budget Guidance (PBG).	OJT	200	120	Describe the procedures and coordination requirements for the preparation of activity and budget documents. Prepare activity manpower/budget guidance transactions.
	Training GRAD GRAD		24	<i>Required: Cost Benefit Analysis Workshop (P1)</i> <i>Optional: Budget Analysis Workshop (P3)</i>

# Appendix E

Appendix E (0343)

## CP26 Master Intern Training Plan - Series 0343

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>7. Manpower Utilization</b>		<b>200</b>	<b>200</b>	
a. Civilian Manpower	OJT	80	80	Describe the differences between various civilian types (ctypes) and their utilization. Describe the differences between various types of civilian appointments. Describe the policy on position identification - civilian, military, contractor. Prepare the personnel section of TDA documents properly coding civilian positions.
b. Military Manpower	OJT	80	80	Describe the military personnel system. Describe the purpose and role of personnel proponents to include standards of grade. Prepare the personnel section of FMS documents properly coding military positions, grades, MOS/AOC, SQI/ASI, etc.
c. Manpower Controls	OJT	40	40	Describe applicable manpower controls impacting manpower utilization, such as Army Management Headquarters Activities (AMHA), space imbalanced MOS (SIMOS), congressionally mandated floors and ceilings, etc. Prepare personnel sections of FMS documents properly considering manpower controls.

Appendix E (0343)

## CP26 Master Intern Training Plan - Series 0343

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>8. Manpower Program / Budget Development</b>		<b>300</b>	<b>448</b>	
a. Planning, Programming Budgeting and Execution (PPBE)	OJT	60	48	Identify and describe the major PPBE events and their sequence for programming manpower, new systems and force structure. Describe the processes involved in the preparation of the activity's formal input to the programming process. Describe the budget process and the flow of budget data from the installation through immediate levels of command to DA and DoD.
	Training	Fin Sch ALMS TBD GRAD	80  160	<i>Required: Planning, Programming, Budgeting &amp; Execution (PPBE) (P1)</i> <i>Required: Resource Management Budget Course (RMBC) (P1)</i> <i>Required: Defense Resource Management Course (DRMC - 160) OR Army Comptroller Course (ACC - 80) (P1)</i> <i>Optional: Congressional Budget Process (P2)</i>
b. Manpower Program Development	OJT	80	120	Describe the interface of the manpower management function with the programming, force structure review and new system fielding processes. Participate in the development of activity's programming guidance and objectives for functional staffs and subordinate activities.
	Training			
c. Manpower Budget Development	OJT	80	120	Describe the processes involved in developing the manpower budget. Participate in the development of activity's manpower budget guidance for functional staffs and subordinate activities. Prepare reports supporting budget cycles to include execution data.
	Training	GRAD GRAD		<i>Optional: Budget Execution (P3)</i> <i>Optional: Budget Formulation (P3)</i>

Appendix E (0343)

## CP26 Master Intern Training Plan - Series 0343

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>9. Rotational Assignments</b>		<b>6</b>	<b>200</b>	
a. Leadership	Rotation	6	40	Describe the strategic perspectives and responsibilities of the SES or GO. Describe the interaction between staff principals and directors. Develop understanding of required leadership skills and professional department.
b. Civilian Personnel	Rotation		80	Describe the types of coordination required between civilian personnel organizations like Civilian Personnel Advisory Centers (CPACs), Civilian Personnel Operating Centers (CPOCs), organizational HR offices and manpower management organizations. Describe the relationship between civilian personnel reporting and manpower reporting. Participate in civilian personnel activities, such as position management audits, position classification, job analysis and processing requests for personnel actions.
	Training	GRAD		<i>Optional: Federal Human Resource Management (P2)</i>
c. Budget Office	Rotation		80	Describe the interface and coordination required between the manpower and budget functions to ensure an integrated manpower/dollar program. Describe the processes involved in developing the manpower budget. Participate in budget development activities, such as POM input, Schedule 8 input, PB narrative justifications.

# Appendix E

Appendix E (1515)

## CP26 Master Intern Training Plan - Series 1515

TRAINING DESCRIPTION	SOURCE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>1. General Orientation</b>		<b>904</b>	<b>176</b>	
a. Individual Orientation	OJT	32	8	General understanding of Manpower and Force Management Career Program. Understanding of standards of conduct. Familiarization with individual development plan.
	Training CP26	32		<i>Required: CP26 Intern Orientation</i>
b. Introduction to the Army	OJT	40	16	Describe the organization of the US Government. Describe the organization of the Department of Defense. Describe the organization of the Department of the Army. Describe the organization of the employing activity.
	Training CHRTAS CHRTAS CHRTAS		80	<i>Required: CES Foundation Course</i> <i>Required: CES Action Officer Development Course</i> <i>Required: CES Basic Course</i>
c. Introduction to Occupational Series 1515	OJT	40	40	Describe the principles and objectives of Operations Research Systems Analysis (ORSA). Develop necessary skills.
	Training ALMS GRAD GRAD GRAD GRAD GRAD GRAD GRAD GRAD GRAD GRAD	560 32 32		<i>Required: Operations Research Systems Analysis Military Applications Course (ORSA MAC) (P1)</i> <i>Required: Managers Internal Controls Program (P1)</i> <i>Required: Briefing Techniques (P1)</i> <i>Required: Clear Writing Through Critical Thinking (P1)</i> <i>Optional: Data Collection and Analysis (P2)</i> <i>Optional: Management Analysis: Data Gathering (P2)</i> <i>Optional: Management Analysis: Planning (P2)</i> <i>Optional: Basic Statistics (P2)</i> <i>Optional: Management Analysis Advanced Applications (P2)</i> <i>Optional: Communicating for Results (P3)</i> <i>Optional: Effective Communication with Customers (P3)</i> <i>Optional: Report Writing (P3)</i> <i>Optional: Fundamentals of Writing (P3)</i> <i>Optional: Technical Writing (P3)</i>
d. Introduction to Manpower and Force	OJT	40	16	Understand the functions of Manpower and Force Management. Understand the Principles and Policies of Manpower and Force Management.
	Training ALU AFMS	80		<i>Required: Manpower and Force Management Course (P1)</i> <i>Optional: Force Management Orientation Course (P2)</i>
d. Mandatory Command Training	OJT	16	16	Attend mandatory organizational training: Prevention of Sexual Harassment; Safety; EEO/Affirmative Action; Ethics; Suicide Prevention; Security; etc.

Appendix E (1515)

## CP26 Master Intern Training Plan - Series 1515

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>2. Organization, Mission and Function</b>		<b>104</b>	<b>64</b>	
a. General Principles of Organization	OJT	32	16	Describe DA policies and common practices for structuring organizations. Identify official Army publications having organizational and mission data. Describe the specific degree of authority required to establish and modify organizational structures and mission.
b. Mission and Functions	OJT	16	16	List the major organizational elements within DA and provide a general description of their relationship to one another. List the major organizational elements that make up a typical Army installation and describe their missions.
c. Organizational Review	OJT	40	16	List the factors that must be considered, and describe the process to accomplish review, analysis and studies of organizations and missions. Plan for and conduct an on-site study of a specific organizational element; write the report and conduct briefings on the study results.
d. Organizational Structure	OJT	16	16	Prepare a detailed organizational chart and a basic mission statement for each element in the chart.

# Appendix E

Appendix E (1515)

## CP26 Master Intern Training Plan - Series 1515

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>3. Manpower Requirements Determination</b>		<b>200</b>	<b>440</b>	
a. Manpower requirements determination policy and doctrine	OJT	40	40	Describe DA manpower policy guidance and doctrine on determining manpower requirements.
Training	ALU			<i>Optional: Combat Training, Doctrine Developers Integration Course (CTDDIC) (P2)</i>
b. Manpower requirements determination process	OJT	160	120	Describe the use of selected manpower requirements determination processes in conducting workload analysis and developing manpower requirements. Function as a team member in the use of workload analysis processes to develop current and projected manpower requirements, analyze workload data, conduct interviews, write reports and brief on the study results. Describe the purpose of a concept plan. Review and prepare comments on a concept plan.
c. Manpower Modeling	OJT		160	Describe the use of models to project manpower requirements.
d. Force Design Update	OJT		120	Describe the FDU process to ensure understanding of process in changing the Operating Forces and how they are designed to meet mission capabilities.
<b>4. Organizational Documentation</b>		<b>120</b>	<b>120</b>	
a. The Force Management System (FMS)	OJT	40	40	Explain the purposes and uses of FMS. Describe the content and format of TOE/MTOE/TDA documents. Identify levels of approval authority for changes in each type of document. Describe the FDU and command plan process.
b. Processing FMS	OJT	80	80	Describe and flowchart the procedures for updates to requirements and authorization documents. Conduct a detailed review of TOE/MTOE/TDA. Participate in the development of TOE/MTOE/TDA documents and input manpower and equipment data into the system. Describe the relationship of FMS to SAMAS and manpower to budget guidance documents. Prepare update to activity document(s).

Appendix E (1515)

## CP26 Master Intern Training Plan - Series 1515

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>5. Equipment Management</b>		<b>56</b>	<b>40</b>	
a. Equipment management overview	OJT	28		Describe Command and Activity equipment allowance and authorization policies. Describe and explain the process used to validate minimum essential quantities of equipment (unit and/or individual) used by activities to perform assigned missions.
b. Conduct of equipment surveys	OJT	16	24	Participate as a member of an equipment survey team, assisting in the writing of the report and briefing the results.
c. Equipment documentation	OJT	12	16	Prepare and process equipment requirement and authorization data in TOE/MTOE/TDA and Common Table Common Tables of Allowances (CTA).
<b>6. Manpower Allocation and Reporting</b>		<b>140</b>	<b>224</b>	
a. Manpower allocation decision process	OJT	60	80	Describe the purpose and process of manpower allocation. Describe the interface of the manpower allocation function with the manpower requirements determination process and the documentation process.
b. Preparation and use of manpower guidance documents, such as Program Budget Guidance (PBG).	OJT	80	120	Describe the procedures and coordination requirements for the preparation of activity and budget documents. Prepare activity manpower/budget guidance transactions.
Training	GRAD		24	<i>Required: Cost Benefit Analysis Workshop (P1)</i> <i>Optional: Budget Analysis Workshop (P3)</i>

# Appendix E

Appendix E (1515)

## CP26 Master Intern Training Plan - Series 1515

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>7. Manpower Utilization</b>		<b>148</b>	<b>200</b>	
a. Civilian Manpower	OJT	60	80	Describe the differences between various civilian types (ctypes) and their utilization. Describe the differences between various types of civilian appointments. Describe the policy on position identification - civilian, military, contractor. Prepare the personnel section of TDA documents properly coding civilian positions.
b. Military Manpower	OJT	60	80	Describe the military personnel system. Describe the purpose and role of personnel proponents to include standards of grade. Prepare the personnel section of FMS documents properly coding military positions, grades, MOS/AOC, SQI/ASI, etc.
c. Manpower Controls	OJT	28	40	Describe applicable manpower controls impacting manpower utilization, such as Army Management Headquarters Activities (AMHA), space imbalanced MOS (SIMOS), congressionally mandated floors and ceilings, etc. Prepare personnel sections of FMS documents properly considering manpower controls.

Appendix E (1515)

## CP26 Master Intern Training Plan - Series 1515

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>8. Manpower Program / Budget Development</b>		<b>208</b>	<b>460</b>	
a. Planning, Programming Budgeting and Execution (PPBE)	OJT	80	160	Identify and describe the major PPBE events and their sequence for programming manpower, new systems and force structure. Describe the processes involved in the preparation of the activity's formal input to the programming process. Describe the budget process and the flow of budget data from the installation through immediate levels of command to DA and DoD.
	Training	Fin Sch ALMS TBD GRAD	80	<i>Required: Planning, Programming, Budgeting &amp; Execution (PPBE) (P1)</i> <i>Required: Resource Management Budget Course (RMBC) (P1)</i> <i>Required: Defense Resource Management Course (DRMC - 160) OR Army Comptroller Course (ACC - 80) (P1)</i> <i>Optional: Congressional Budget Process (P2)</i>
b. Manpower Program Development	OJT	24	140	Describe the interface of the manpower management function with the programming, force structure review and new system fielding processes. Participate in the development of activity's programming guidance and objectives for functional staffs and subordinate activities.
c. Manpower Budget Development	OJT	24	160	Describe the processes involved in developing the manpower budget. Participate in the development of activity's manpower budget guidance for functional staffs and subordinate activities. Prepare reports supporting budget cycles to include execution data.
	Training	GRAD GRAD		<i>Optional: Budget Execution (P3)</i> <i>Optional: Budget Formulation (P3)</i>

Appendix E (1515)

## CP26 Master Intern Training Plan - Series 1515

TRAINING DESCRIPTION	TYPE	YEAR 1	YEAR 2	KNOWLEDGE, SKILLS AND ABILITIES TO BE ACQUIRED
<b>9. Rotational Assignments</b>		<b>0</b>	<b>240</b>	
a. Leadership	Rotation		40	Describe the strategic perspectives and responsibilities of the SES or GO. Describe the interaction between staff principals and directors. Develop understanding of required leadership skills and professional department.
b. Civilian Personnel	Rotation		80	Describe the types of coordination required between civilian personnel organizations like Civilian Personnel Advisory Centers (CPACs), Civilian Personnel Operating Centers (CPOCs), organizational HR offices and manpower management organizations. Describe the relationship between civilian personnel reporting and manpower reporting. Participate in civilian personnel activities, such as position management audits, position classification, job analysis and processing requests for personnel actions.
	Training	GRAD		<i>Optional: Federal Human Resource Management (P2)</i>
c. Budget Office	Rotation		120	Describe the interface and coordination required between the manpower and budget functions to ensure an integrated manpower/dollar program. Describe the processes involved in developing the manpower budget. Participate in budget development activities, such as POM input, Schedule 8 input, PB narrative justifications.

## Appendix F

**Course:** Manpower and Force Management Course (MFMC)  
**School:** Army Logistics University  
**Website:** <http://www.alu.army.mil/cpce/courses>  
**Grade:** GS-07 – GS-15

### Course Description

This course underscores the strategic importance of manpower requirements determination for the Army's Generating Force. Subject areas covered during the manpower modules of instruction are tailored to the manpower management functions described in AR 570-4 and AR 71-32. These functions address the fundamental aspects of planning, programming, and manpower requirements determination using the Five-Phased Approach. In addition, the course emphasizes the important individual and joint roles of the US Army Manpower Analysis Agency and the Army G-3 in the validation of Generating Force Requirements. Manpower-specific subject areas include requirements determination, manpower documentation, Total Army Analysis (TAA), Defense Financial Management, and Generating Force standardization. Force management-specific subject areas include the Force Design Update (FDU), the TAA, Table of Organization and Equipment (TOE) development, Basis of Issue Plan (BOIP) development, and Manpower Requirements Criteria (MARC). In addition, the course addresses HQDA automated manpower management information systems and current Army force structure issues. As part of the educational process, the Manpower and Force Management Course emphasizes the critical need for students to develop quality interpersonal and communicative skills for the purpose of articulating resource requirements to decision makers.

### Supports these CP26 Competencies

- Analysis
- Efficiency Review and Productivity Programs
- Manpower Principles and Policies
- Requirements Determination
- Planning, Programming, Budgeting and Execution
- Manpower Integration
- Manpower Information Systems
- Human Resources/Position Management
- Force Development and Documentation
- Strategic Sourcing Processes
- Organizational Structure
- Fiscal Law
- Technical Writing
- Materiel Acquisition and Analysis
- Internal Controls

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 1 on Master Intern Training Plan (MITP)	Priority 1 on Master Training Plan (MTP)
Interns must complete this course in their 1 <sup>st</sup> year.	This course is not eligible for CPD funds.
Contact your organization's Training Coordinator to request a seat in this course.	Contact your organization's Training Coordinator to request a seat in this course.

## Appendix F

**Course:** Planning, Programming, Budgeting and Execution (PPBE) Course  
**School:** Army Financial Management School  
**Website:** <https://www.atrrs.army.mil> – School code: 805A  
**Grade:** GS-05 to GS-13

### Course Description

The purpose of the Planning, Programming, Budgeting, and Execution (PPBE) course is to educate personnel on the process of allocating resources within the Department of Defense (DoD) and the Department of the Army (DA). The Planning and Programming phases include several DoD and DA programs including: Introduction to Key Financial Roles, Missions of DoD, DoD/DA Resource Allocation System PPBE, Working Capital Funds, Single Stock Fund, Reserve Component Appropriations, Military Construction, Master Data Elements, Research Development and Acquisition, Activity Based Costing, Economic Analysis, Commercial Activities, Cost Analysis, Management Internal Control Program, and Manpower Management Process. The Budgeting Phase consists of developing an installation budget. The final phase, Execution, consists of tools and/or agencies available to the resource manager to assist in monitoring how well they execute their budget. Subject areas in the Execution phase include Flow and Receipt of Funds, Administrative Funds Control, Commitment and Obligation Rules, Obligation Management, Fiscal Law, and Auditing in the Federal Government. All CASCOM courses will introduce the major principles of Character Development during in-processing, and will further reinforce that information in subsequent lessons as applicable.

### Supports these CP26 Competencies

- Analysis
- Statistical and Quantitative Analysis
- Cost-Benefit Analysis
- Requirements Determination
- Planning, Programming, Budgeting and Execution (PPBE)
- Strategic Source Processes
- Fiscal Law
- Internal Controls

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 1 on Master Intern Training Plan (MITP)	Priority 1 on Master Training Plan (MTP)
Interns must complete this course in their 1 <sup>st</sup> year.	This course is eligible for CPD funding.
Course is a CP26 pre-requisite for ACC, ECC, and DRMC.	Contact the CP26 Proponency Office for application requirements.

# Appendix F

**Course:** Force Management Orientation Course (FMOC)  
**School:** Army Force Management School  
**Website:** <http://www.afms1.belvoir.army.mil/afmc.php>  
**Grade:** GS-05 – GS-09

## Course Description

The Force Management Orientation Course (FMOC) is designed for individuals who have little or no experience in DoD force management. It is designed to provide basic concepts, techniques, and produces using hands on training with the tools and techniques necessary to apply principles of Force Management. The curriculum introduces students to the skills required to analyze, validate and standardize Army Force structure. In addition, the student learns how to assess the relevance of Army organization to the Operating Force through the Total Army Analysis process. Course discussions underscore the dynamics of current force structure initiatives, both in the Operating and Generating Forces and their impact to Army Commands, Army Service Component Commands, and Direct Reporting Units. This course teaches current FM policies, procedures, processes and systems, and prepares students to assist in the management of organizations. Upon completion of the course, they will be able to assist mid-level management positions within any functional area of force management. The instructional focus is upon how Force Management is integrated within the S-staff or within the G-staff at command levels.

## Supports these CP26 Competencies

- Analysis
- Manpower Principles and Policies
- Requirements Determination
- Manpower Integration
- Manpower Information Systems
- Force Development and Documentation
- Strategic Sourcing Processes
- Organizational Structure

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 1 on Master Intern Training Plan (MITP)	Priority 1 on Master Training Plan (MTP)
Interns complete this training in their 2 <sup>nd</sup> year.	This course is not eligible for CPD funding.

## Appendix F

**Course:** Resource Management Budget Course (RMBC)  
**School:** Army Learning Management Systems  
**Website:** <https://www.lms.army.mil/Saba/Web/Main>  
**Grade:** Open

### Course Description

Examines the Army's budget formulation process from activity to Congressional level, including key aspects to planning and programming the functions of the activity chief in preparation of the activity budget, the methods used and the actions taken at all levels up to the President. Covers automatic and funded reimbursement programs and their effect on installation funds.

Prerequisite: PPBES.

### Supports these CP26 Competencies

- Planning, Programming, Budgeting and Execution (PPBE)
- Fiscal Law

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 1 on Master Intern Training Plan (MTP)	Priority 1 on Master Training Plan (MITP)
This is an on-line course and should be completed in the 1 <sup>st</sup> year.	This is an on-line course.

# Appendix F

**Course:** Manager's Internal Controls Program (MICP) Course  
**School:** Army Learning Management Systems  
**Website:** <https://www.lms.army.mil/Saba/Web/Main>  
**Grade:** Open

### Course Description

The Army Managers' Internal Control Program (MICP) - Managers Course. Managers Army-wide will benefit by familiarizing themselves with the MICP. This course will discuss the internal control process; Government Accountability Office (GAO) standards for internal controls in the federal government and internal control evaluations.

### Supports these CP26 Competencies

- Planning, Programming, Budgeting and Execution (PPBE)
- Internal Controls

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 1 on Master Intern Training Plan (MTP)	Priority 1 on Master Intern Training Plan (MITP)
This is an on-line course and should be completed in the 1 <sup>st</sup> year.	This is an on-line course.

# Appendix F

**Course:** How the Army Runs (HTAR) Course  
**School:** Army Force Management School  
**Website:** <http://www.afms1.belvoir.army.mil/afmc.php>  
**Grade:** GS-11 – GS-15

## Course Description

The four-week How the Army Runs (HTAR) is designed to educate and train military and civilian Force Managers on how the Army runs in the current Operating Environment (OE). HTAR teaches the roles, missions, and functions of the seven interdependent and continuous processes within the Army Force Management Model (e.g., strategy, joint capabilities integration and development system, defense acquisition system, structure, authorizations, personnel, and equipment), the nine Force Integration Functional Areas (e.g., structuring, manning, equipping, training, sustaining, funding, deploying, stationing, and readiness), and the requirements and acquisition processes that work together to produce trained and ready forces for the Combatant Commanders.

## Supports these CP26 Competencies

- Analysis
- Manpower Principles and Policies
- Requirements Determination
- Planning, Programming, Budgeting and Execution (PPBE)
- Manpower Integration
- Manpower Information Systems
- Force Development and Documentation
- Strategic Sourcing Processes
- Organizational Structure
- Materiel Acquisition and Analysis

## CP26 Notes

<i>Interns</i>	<i>Careerist</i>
This course is not included in the Master Intern Training Plan (MITP).	Priority 1 on Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funding as a single stand-alone course.
	This course is eligible for CP26 CPD funding when it is taken as Phase I of the FA50 Qualifications Course.

# Appendix F

**Course:** Army Comptroller Course (ACC)  
**School:** Syracuse University  
**Website:** <http://whitman.syr.edu/programs-and-academics/programs/defense-programs/defense-programs/army-comptroller-course/>  
**Grade:** GS-09 – GS-11

## Course Description

The purpose of the Army Comptroller Course (ACC) is to provide a basic multi-disciplined financial and resource management (RM) overview to DoD military & civilian personnel newly assigned to the Comptroller Career field and to other personnel without a multi-disciplined background. The course blends current DoD/Army management and the latest in academic management techniques. ACC provides graduates the ability to operate within the current environment and gives them the skills necessary to be more effective and efficient.

## Supports these CP26 Competencies

- Planning, Programming, Budgeting and Execution (PPBE)
- Strategic Sourcing Processes
- Fiscal Law
- Internal Controls

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 1 on Master Intern Training Plan (MITP)	Priority 1 on Master Training Plan (MITP)
PPBE is a prerequisite for this course.	This course is eligible for CP26 CPD funding.
Interns can take either ACC or DRMC in their 2 <sup>nd</sup> year.	Seats for this training are managed by CP11. CP26 expects to have 2 seats per course.
Interns need to apply for ACC through the CP26 Proponency Office.	Contact the CP26 Proponency Office for application requirements. CP26 will forward applications to the CP11 office.

## Appendix F

**Course:** Capabilities Development Course (CDC)  
**School:** Army Logistics University  
**Website:** <http://www.alu.army.mil/cpce/courses>  
**Grade:** GS-11 – GS-15

### Course Description

This course introduces the processes used to achieve desired joint and Army warfighting capabilities needed for the 21st century. Processes focus on determining, documenting, and staffing warfighting concepts, required capabilities, warfighting gaps and doctrine, organization, training, materiel, leader development, personnel and facilities (DOTMLPF) requirements and cost-benefit analyses of those potential resource informed, integration focused, outcome based (RIO) solutions. This course concentrates on inputs to and outputs of the Joint Capabilities Integration and Development System (JCIDS) process and related organizations; its relationship to planning, programming and budget execution (PPBE) system; and its relationship to the acquisition process and organizations. The JCIDS capabilities based assessment (CBA), analysis, and critical thinking executed in support of preparing the required JCIDS documents (DOTMLPF Change Recommendation, Initial Capabilities Document, Capabilities Development Document, and Capabilities Production Document) form the basis for the course. The PPBE is presented as the means of prioritizing, funding, integrating and synchronizing solutions to the identified need. The JCIDS process and the acquisition process and materiel life cycle model provide the structure used to tie together blocks of instruction in the course. While the course focuses on the deliberate JCIDS process, instruction and discussion also covers the urgent and immediate requirements process(es) as well.

### Supports these CP26 Competencies

- Analysis
- Manpower Principles and Policies
- Requirements Determination
- Manpower Integration
- Manpower Information Systems
- Force Development and Documentation
- Strategic Sourcing Processes
- Materiel Acquisition and Analysis

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
This course is not included in the Master Intern Training Plan (MITP).	Priority 1 on the Master Training Plan (MTP)
	This course is eligible for CP26 CPD funds.
	CP26 Proponency Office maintains an OML due to the strong demand for this training. Contact the CP26 office for application requirements.

# Appendix F

**Course:** ORSA Military Application Course (ORSA MAC)  
**School:** Army Logistics University  
**Website:** <http://www.alu.army.mil/cpce/courses>  
**Grade:** GS-07 – GS-14

## Course Description

To provide commissioned Army and Air Force officers and Department of Defense civilians with a knowledge and understanding of the military applications of operations research systems analysis techniques. The course content and instructional techniques provide each participant with a knowledge and ability in the military environment to perform the following critical tasks:

- (1) Formulate solutions to complex problems,
- (2) Apply technical analytic skills to military issues;
- (3) Conduct analysis, and
- (4) Communicate complex ideas in terms relevant to the audience.

Course content and instructional techniques are designed to provide participants with a knowledge and understanding of military applications of ORSA methodologies. A significant portion of the instruction will be from graduate level Operations Research Systems Analysis text. The classroom presentations will emphasize principles, demonstrate techniques of analysis, and illustrate typical applications of the analytical techniques. Each area of instruction is accompanied by practical exercises which are expected to be worked in the group problem solving sessions as well as outside of the scheduled class time. These exercises, examinations given during class, and case studies are graded to determine the students' comprehension and mastery of the material. A capstone ORSA study is conducted to provide experience with analyzing a problem as it relates to force structure analysis, campaign analysis, or weapon systems analysis under the Army Study Program.

## Supports these CP26 Competencies

- Analysis
- Statistical and Quantitative Analysis
- Computer and Software Skills

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 1 on the Master Intern Training Plan (MITP) for those in Occupational Series 1515	Priority 1 on the Master Training Plan
This course is not on the Master Intern Training Plan (MITP) for those in Occupational Series 0343.	This course is eligible for CP26 CPD funding.
	Contact the CP26 Proponency Office for application requirements.

# Appendix F

**Course:** Defense Decision Support Course (DDSC)  
**School:** The Air University  
**Website:** <http://www.airuniversity.af.mil>  
**Grade:** GS-12 - GS-15

## Course Description

Focuses on the concepts related to understanding Decision Support and the transforming roles of staff officers. The course defines Decision Support, introduces a Decision Support Model, describes various analysis tools and techniques (both qualitative and quantitative), and allows students limited practice in putting the concepts into action through practical exercises. To achieve maximum effectiveness, students selected for this course should already possess a broad knowledge of the DOD FM environment, a strategic perspective, and above average critical/creative thinking and oral and written communication skills.

## Supports these CP26 Competencies

- Analysis
- Statistical and Quantitative Analysis
- Strategic Sourcing Processes

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
This course is not on the Master Intern Training Plan (MITP).	Priority 1 on the Master Training Plan (MTP)
	This course is eligible for CP26 CPD funding.
	Seats for this training are managed by CP11.
	Contact the CP26 Proponency Office for application requirements. CP26 will forward applications to CP11.

# Appendix F

**Course:** FA 50 Qualifications (FA50Q) Course  
**School:** Army Force Management School  
**Website:** <http://www.afms1.belvoir.army.mil/fa50q.php>  
**Grade:** GS-11 – GS-15

## Course Description

The FA50QC is the fourteen-week Intermediate Level Education (ILE) credentialing course for officers accessed as FA50s. The course prepares FA50 officers and CP26 civilians to perform force management functions in the operational and institutional Army at the HQDA, division, corps, and Army Service Component Command (ASCC) levels. The course provides current force management regulatory guidance, policies, processes, systems and procedures for managing change in the Army. The course is designed for up to 30 students and is presented at least twice a year.

## Supports these CP26 Competencies

- Analysis
- Manpower Principles and Policies
- Requirements Determination
- Planning, Programming, Budgeting and Execution (PPBE)
- Manpower Integration
- Manpower Information Systems
- Force Development and Documentation
- Strategic Sourcing Processes
- Organizational Structure
- Technical Writing
- Materiel Acquisition and Analysis

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
This course is not on the Master Intern Training Plan (MITP).	Priority 1 on the Master Training Plan (MTP)
	This course is eligible for CP26 CPD funding.
	CP26 expects to have 4 seats in every FA50Q course.
	CP26 maintains an OML for this training. Contact the CP26 Proponency Office for application requirements.

# Appendix F

**Course:** Defense Resource Management Course (DRMC)  
**School:** Naval Postgraduate School  
**Website:** <http://www.nps.edu/web/drmi/resident-courses#DRMC>  
**Grade:** GS-09 – GS-15

## Course Description

The DRMC is suitable for professionals concerned with the economic, efficient and effective allocation and use of scarce defense resources in today's complex and uncertain security environment. Participants normally come from a broad spectrum of fields, to include logistics, operations, personnel, acquisition, financial management, program management, planning, engineering, and program evaluation.

DRMI faculty integrates analytical concepts, principles, methods, and techniques drawn from the disciplines of management, economics, and quantitative methods, and applies them to decisions involving the allocation of financial, logistic and human resources. A variety of analytical frameworks are presented that will enhance the participants' competence at recognizing and evaluating the risk assessments and tradeoffs that must be made among competing alternatives at both the strategic and operational levels of defense organizations.

By the end of the course, participants will be able to clearly define and evaluate the relationship among national security objectives, defense strategies, program alternatives/capabilities, and their budgetary resource requirements.

## Supports these CP26 Competencies

- Analysis
- Statistical and Quantitative Analysis
- Cost Benefit Analysis
- Planning, Programming, Budgeting and Execution (PPBE)
- Strategic Sourcing Processes

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 1 on Master Intern Training Plan (MITP)	Priority 1 on Master Training Plan (MTP)
Interns have the option of either taking DRMC or ACC. Contact the school directly to request a seat.	This course is eligible for CP26 CPD funding.
Contact the school directly to request a seat.	Contact the school directly to request a seat.

# Appendix F

**Course:** Multi-Criteria Decision Making (MCDM) Course  
**School:** Naval Postgraduate School  
**Website:** <http://www.nps.edu/drmi/resident-courses>  
**Grade:** GS-09 – GS-15

## Course Description

This course develops a method of approach to support decision making by managers in defense organizations. The focus is on practical application to management decisions involving many organizational objectives. Emphasis is placed on formulating the problem, understanding the analytical process involved in evaluating potential solution alternatives, and interpreting the results of the analysis in support of choosing a solution. We will provide practical examples from defense resource allocation problems. Each participant will be required to apply the multiple-criteria decision approach taught during this course to a decision problem of current interest to their own MoD. The problem can be one that is already being analyzed, or a new problem. Participants will have the opportunity to work in depth on this problem with a faculty member during the course. A final presentation will be delivered on the last day of the course. This exercise will link the theoretical environment with the real world through a practical and relevant application of course concepts. It is also hoped that this will serve as a foundation for further work on this problem once the participants return to their own organizations. The course should prove very helpful for anyone involved with conducting a Business Case Analysis (BCA)

## Supports these CP26 Competencies

- Analysis
- Statistical and Quantitative Analysis

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
This course is not on the Master Intern Training Plan (MITP).	Priority 1 on the Master Training Plan (MTP)
	This course is eligible for CP26 CPD funding. Contact the CP26 Proponency Office for application requirements.
	Contact the NPS for a seat in the course.

# Appendix F

**Course:** Cost Benefit Analysis Workshop  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

## Course Description

Receive a solid foundation in the planning framework for cost-benefit studies, including cost types and behaviors, present-value concept, cost-effectiveness versus cost-benefit, internal rate of return, OMB Circular A-94 and more. Cover the fundamentals to perform basic cost-benefit studies and understand complex studies.

## Supports these CP26 Competencies

- Cost Benefit Analysis

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 1 on the Master Intern Training Plan (MITP)	Priority 1 on the Master Training Plan (MTP)
	This course is not eligible for CPD funding.

# Appendix F

**Course:** Combat Training, Doctrine Developers Integration Course (CTDDIC)  
**School:** Army Logistics University  
**Website:** <http://www.alu.army.mil>  
**Grade:** GS-07 – GS-09

## Course Description

This course will provide training developers, combat developers, and doctrine developers with skills and knowledge to integrate the basic concepts and principles of training, combat, and doctrine developments as part of the requirements determination and acquisition process. The course will orient students to the relationships of the three disciplines and the efficiencies to be gained by coordinating and integrating requirements throughout the planning process. The course will provide a foundation for subsequent courses that address more technical aspects of each discipline. Some key topics of the course include: integrated concept teams; materiel requirements; training development; doctrine development; and Doctrine, Organization, Training, Materiel, Leader Development, Personnel, Facilities (DOTMLPF) Analysis.

## Supports these CP26 Competencies

- Analysis
- Manpower Principles and Policies
- Requirements Determination
- Manpower Integration
- Manpower Information Systems
- Force Development and Documentation
- Materiel Acquisition and Analysis

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 2 on the Master Intern Training Plan (MITP)	Priority 2 on the Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funding.

# Appendix F

**Course:** Risk Management  
**School:** Naval Postgraduate School  
**Website:** <http://my.nps.edu/web/drmi/resident-courses#RISK>  
**Grade:** GS-09 – GS-15

## Course Description

The course has four main goals: (1) to develop a quantitative definition of risk; (2) to develop skills necessary for assessing risk consistent with this definition; (3) to develop an understanding of basic risk management techniques; and (4) to explore practical applications of risk assessment and management in several areas of defense resources management. Examples of practical applications will be taken from cost risk, project risk, enterprise risk, and strategic planning risk, among others. Practical approaches to risk management when quantification is not possible will also be explored.

This course is suitable for those working in any functional field concerned with resource allocation and use, including the broad spectrum of operations, logistics, manpower, procurement, financial management, and related fields; and program managers, planners, engineers, evaluators, and systems analysts.

## Supports these CP26 Competencies

- Analysis
- Statistical and Quantitative Analysis
- Cost Benefit Analysis
- Planning, Programming, Budgeting and Execution (PPBE)
- Strategic Sourcing Processes

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 2 on the Master Intern Training Plan (MITP)	Priority 2 on the Master Training Plan (MTP)
	Course is eligible for CP26 CPD funding.
	Contact the CP26 Proponency Office for application requirements.

# Appendix F

**Course:** Executive Comptroller Course (ECC)  
**School:** Syracuse University  
**Website:** <http://whitman.syr.edu/programs-and-academics/programs/defense-programs/defense-programs/executive-comptroller-course/>  
**Grade:** GS-09 – GS-13

## Course Description

The purpose of the Executive Comptroller Course (ECC) is to provide mid-level military and civilian resource/financial managers a broad perspective of the core competencies of Defense Financial Management. The course emphasizes the application of those competencies for resource/financial management decision making in the U.S. Army.

## Supports these CP26 Competencies

- Planning, Programming, Budgeting and Execution (PPBE)
- Strategic Sourcing Processes
- Fiscal Law
- Internal Controls

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
This course is not on the Master Intern Training Plan (MITP).	Priority 2 on the Master Training Plan (MTP)
	This course is eligible for CP26 CPD funding.
	Seats for this course are managed by CP11. CP26 expects to have 2 seats per course.
	Contact the CP26 Proponency Office for application requirements. CP26 will forward applications to CP11.
	Careerist should have a solid understanding of the PPBE process.

# Appendix F

**Course:** Senior Resource Managers Course (SRMC)  
**School:** Syracuse University  
**Website:** <http://whitman.syr.edu/programs-and-academics/programs/defense-programs/defense-programs/senior-resource-managers-course/index.aspx>  
**Grade:** GS-14 – GS-15

## Course Description

To discuss current issues in the management of resource management; to better understand the changing resource management environment of the Army and DoD; to provide a venue for senior resource managers to discuss issues and share solutions; and to develop solutions to management of resource management issues.

## Supports these CP26 Competencies

- Planning, Programming, Budgeting and Execution (PPBE)
- Strategic Sourcing Processes
- Fiscal Law
- Internal Controls

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
This course is not on the Master Intern Training Plan (MITP).	Priority 2 on the Master Training Plan (MTP)
	This course is eligible for CP26 CPD funds.
	Seats for this training are managed by CP11.
	Contact the CP26 Proponency Office for application requirements. CP26 will forward applications to CP11.

# Appendix F

**Course:** Human Capital Resource Management (HCRM)  
**School:** Naval Postgraduate School  
**Website:** <http://www.nps.edu/web/drmi/resident-courses>  
**Grade:** GS-11 – GS-15

## Course Description

Participants are introduced to effective strategic human capital management approaches that combine the need for transparency and accountability with the unique demands of the defense and security sectors.

The course covers four central themes. The first introduces relevant economic concepts needed to analyze labor/capital tradeoff and the role of governments in economic systems. The second focuses on strategic planning for the work force including force sizing, capabilities based planning, and budgets. The third and fourth emphasize human resources integration and total force management. Specific topics covered include identifying and framing human capital issues; economics of military manpower; capabilities based human capital planning; policies and practices for force development: recruitment, screening, selection, training, education, compensation, promotion criteria; career planning and management; performance assessments; mediation and negotiation; salary and benefits; total force integration including active duty and reserve military personnel, civilian personnel, and private-sector contract personnel; and performance management.

The course is a mix of lectures, small group discussions and real world case studies. A capstone exercise enables participants to use the information in the course to focus on and develop a human capital strategic issue of concern to their command.

## Supports these CP26 Competencies

- Analysis
- Statistical and Quantitative Analysis
- Cost Benefit Analysis
- Human Resources / Position Management
- Strategic Sourcing Processes

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
This course is not on the Master Intern Training Plan (MITP).	Priority 2 on the Master Training Plan (MTP)
	Contact the CP26 Proponency Office for application eligibility and requirements.
	Contact NPS for a seat in the course.

## Appendix F

**Course:** Functional Area 49 Qualifications Course  
**School:** Army Logistics University  
**Website:** <http://www.alu.army/cpce/courses>  
**Grade:** GS-11 – GS-15

### Course Description

To expose FA49 officers to their broader analytic roles, the war time and operational analytic demands, and the concepts of Army transformation; to educate analysts that can lead, plan, execute and communicate analysis plans, actions and results; and develop leaders who can improve analytic operations cross the Department of the Defense.

### Supports these CP26 Competencies

- Analysis
- Statistical and Quantitative Analysis
- Computer and Software Skills
- Cost Benefit Analysis

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
This course is not on the Master Intern Training Plan (MITP).	Priority 2 on the Master Training Plan.
	This course is eligible for CP26 CPD funding.

# Appendix F

**Course:** Introduction to Budgeting Concepts  
**School:** Naval Postgraduate School  
**Website:** <http://www.nps.edu>  
**Grade:** GS-09 – GS-15

## Course Description

This course is an introductory course on budgeting principles and concepts. The course is intended to familiarize defense managers and analysts with actions and outputs required for successfully formulating, executing and evaluating budgets intended to accomplish higher-level goals and objectives. The course introduces public budgeting best practices and concepts, focusing on providing a basic-level understanding of how the execution phase of a resources management system, such as the Planning, Programming, Budgeting and Execution System (PPBES), should link to strategic plans.

## Supports these CP26 Competencies

- Planning, Programming, Budgeting and Execution
- Fiscal Law

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 2 on the Master Intern Training Plan (MITP).	Priority 2 on the Master Training Plan (MTP).
	This course is eligible for CP26 CPD funding. Contact the CP26 Proponency Office for application requirements.
	Contact the NPS directly for a seat in the course.

## Appendix F

**Course:** Congressional Budget Process  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

### Course Description

What happens to the President's budget request when it is sent to Congress? How does Congress produce a federal budget each year? This introductory course provides an overview of the Congressional budget process, including the budget resolution, reconciliation and authorization and appropriations bills. Congressional budget terms, concepts and procedures will be presented through lectures, written materials and guest speakers.

### Supports these CP26 Competencies

- Planning, Programming, Budgeting and Execution (PPBE)

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 2 on Master Intern Training Plan (MITP)	Priority 2 on Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funding.

# Appendix F

**Course:** Introduction to Statistics  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

## Course Description

Today's federal employees require a basic understanding of statistics in order to properly analyze information, recognize important trends, and recommend or evaluate appropriate actions. The course begins with a refresher on essential arithmetic operations and algebraic notations used in basic statistical calculations and formulas. The course then covers both descriptive and inferential statistics for quantitative and categorical data. The emphasis throughout the course is on understanding the concepts underlying the statistical formulas and understanding which formula to use in a given analytic situation. Each formula is presented with examples and then practice is provided in calculating and interpreting the formula. The course manual serves as a reference for all statistical concepts and formulas for use on the job.

## Supports these CP26 Competencies

- Statistical and Quantitative Analysis

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 2 on Master Intern Training Plan (MITP)	Priority 2 on Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funding.

# Appendix F

**Course:** Management Analysis: Planning  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

## Course Description

Learn the fundamentals of planning and preparing a valuable management analysis study for your organization. Explore topics such as planning a system using the functional analysis systems technique, using decision trees to organize data, developing a thorough study proposal and applying the weighted ranking technique in decision making.

## Supports these CP26 Competencies

- Analysis

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 2 on Master Intern Training Plan (MITP)	Priority 2 on Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funding.

## Appendix F

**Course:** Management Analysis: Data Gathering  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

### Course Description

Get the knowledge and skills you need to produce thoroughly researched, useful management studies. Receive an overview and examples of the most frequently used data-collection tools, and identify those specific situations that are amenable to those tools and approaches. Learn about the most commonly used techniques to analyze the collected data.

### Supports these CP26 Competencies

- Analysis

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 2 on Master Intern Training Plan (MITP)	Priority 2 on Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funding.

## Appendix F

**Course:** Data Collection and Analysis  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

### Course Description

Learn how to collect and analyze data for a management study or audit. Discover how the data shape the results and reliability of the management study or audit.

### Supports these CP26 Competencies

- Analysis
- Statistical and Quantitative Analysis

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 2 on Master Intern Training Plan (MITP)	Priority 2 on Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funding.

## Appendix F

**Course:** Management Analysis: Advanced Applications  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

### Course Description

Learn to apply and synthesize information, concepts, rules and principles to reach a higher level of management analysis comprehension and performance in this hands-on workshop. Guided by highly experienced instructors, review and apply management analysis tools and techniques in a structured environment to arrive at approaches or solutions to organizational issues or problems.

### Supports these CP26 Competencies

- Analysis
- Statistical and Quantitative Analysis

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 2 on Master Intern Training Plan (MITP)	Priority 2 on Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funding.

# Appendix F

**Course:** Briefing Techniques  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

## Course Description

Develop your ability to give concise briefings that convey your main message quickly and clearly. Learn and practice essential strategies for delivering short structured briefings in this hands-on course. Your briefings are recorded for playback, and your instructor will provide useful coaching and tips.

Class size is limited to 15 participants to ensure individualized attention.

## Supports these CP26 Competencies

- Technical Writing

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 2 on Master Intern Training Plan (MTP)	Priority 2 on Master Training Plan (MTP)
	This course is not eligible for CPD funding.

# Appendix F

**Course:** Federal Human Resources Management  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

## Course Description

Receive a high-level overview of the federal human resources environment, where merit system principles and prohibited personnel practices drive federal human resources management decisions.

## Supports these CP26 Competencies

- Human Resources / Position Management

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 2 on Master Intern Training Plan (MITP)	Priority 2 on Master Training Plan (MTP)
	This course is not eligible for CPD funding.

# Appendix F

**Course:** Federal HR Management for Supervisors and Managers  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

## Course Description

Successfully meet organizational objectives and abide by human resources laws and regulations.

This five-day course equips you to handle the HR aspects of supervision. Learn about the guiding principles for human resources management, including merit system principles, prohibited personnel practices, and EEO.

In addition, gain knowledge and skills in these areas: labor relations; organizing, describing and classifying positions; filling vacancies; performance management; managing performance and conduct problems; and quality-of-work life issues.

## Supports these CP26 Competencies

- Human Resources/Position Management

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
This course is not on the Master Intern Training Plan.	Priority 2 on the Master Training Plan (MTP)
	This course is not eligible for CPD funding.

## Appendix F

**Course:** Budget Formulation  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

### Course Description

Master the skills necessary to build an accurate and defensible budget compliant with the strict standards of the Office of Management and Budget (OMB). Explore the many challenges facing our nation as we seek to improve accountability, productivity, and meaningful reporting to name just a few.

### Supports these CP26 Competencies

- Planning, Programming, Budgeting and Execution (PPBE)

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 3 on Master Intern Training Plan (MITP)	Priority 3 on Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funding.

# Appendix F

**Course:** Budget Execution  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

### Course Description

Experience has shown that agency personnel spend more time on budget execution than on any other phase of the budget process. In this course you will learn to develop and manage an operating plan, monitor and track performance, respond to unanticipated events, and avoid Anti-Deficiency Act (ADA) violations. You will also understand the apportionment process, be able to manage reimbursable work, and prepare for year-end closeout including the preparation of the SF-133.

### Supports these CP26 Competencies

- Planning, Programming, Budgeting and Execution (PPBE)

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 3 on Master Intern Training Plan (MITP)	Priority 3 on Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funds.

## Appendix F

**Course:** Budget Analysis Workshop  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

### Course Description

Get hands-on practice in the use of various budget and financial analysis techniques through participation in a series of integrated case exercises and class discussions. Learn about performance measurement, performing trend analysis, using data relationships in the budget, conducting cost analysis, and activity-based costing for management.

### Supports these CP26 Competencies

- Analysis
- Statistical and Quantitative Analysis
- Planning, Programming, Budgeting and Execution (PPBE)
- Strategic Sourcing Processes

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 3 on Master Intern Training Plan (MITP)	Priority 3 on Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funding.

## Appendix F

**Course:** Effective Communications with Customers  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

### Course Description

Develop superior customer service by learning the basics of effective communication to successfully interact with internal and external customers. Become adept at recognizing and anticipating the needs of others; being flexible when handling requests and complaints; and spotting and responding to important verbal and nonverbal messages.

### Supports these CP26 Competencies

- Technical Writing

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 3 on Master Intern Training Plan (MITP)	Priority 3 on Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funding.

# Appendix F

**Course:** Communicating for Results  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

## Course Description

Overcome barriers to effective office communications. Develop strategies to increase your ability to be understood by identifying your own communication style and that of others. Explore methods of interpreting verbal and nonverbal feedback and the use of appropriate repetition to clarify communications.

## Supports these CP26 Competencies

- Technical Writing

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 3 on Master Intern Training Plan (MITP)	Priority 3 on Master Training Plan (MTP)
This course is OPTIONAL for interns.	This course is not eligible for CP26 CPD funding.

## Appendix F

**Course:** Fundamentals of Writing  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

### Course Description

Enhance your success at work by learning to prepare correct, concise and organized memos, emails and other documents. Using standard grammar and usage rules, construct simple, compound and complex sentences that communicate clearly to your readers. Use transitional words, phrases and strategies to link sentences into coherent paragraphs. The Plain Writing Act of 2010 requires all federal agencies to write public documents in a clear, concise and well-organized manner.

### Supports these CP26 Competencies

- Technical Writing

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 3 on Master Intern Training Plan (MITP)	Priority 3 on Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funding.

## Appendix F

**Course:** Clear Writing through Critical Thinking  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

### Course Description

Think more clearly by improving your writing. Write more clearly by improving your thinking. Understand critical thinking and learn strategies for deeper and deeper levels of thinking. Improve your thought process at each stage of the writing process. Create logical and persuasive arguments, and recognize and remove faulty logic. Sharpen your problem-solving skills and enhance group success. Write plainly as mandated by the Federal Plain Writing Act of 2011 and empower your career with critical thinking and clear writing.

### Supports these CP26 Competencies

- Technical Writing

### CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 3 on Master Intern Training Plan (MITP)	Priority 3 on Master Training Plan (MTP)
	This course is not eligible for CP26 CPD funding.

# Appendix F

**Course:** Report Writing  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

## Course Description

Produce reports that incorporate the best practices highlighted in the Plain Writing Act of 2010. Pinpoint your readers' needs, choose the right style and tone, and organize your content and research into a format that enhances your main points.

## Supports these CP26 Competencies

- Technical Writing

## CP26 Notes

<i>Intern</i>	<i>Careerist</i>
Priority 3 on Master Intern Training Plan (MITP)	Priority 3 on Master Training Plan (MTP)
	This course is not eligible for CPD funding.

## Appendix F

**Course:** Technical Writing  
**School:** Graduate School  
**Website:** <http://www.graduateschool.edu/>  
**Grade:** Open

### Course Description

Create, arrange and present technical and professional information for a specific audience, purpose, and context. Learn strategies for improving document clarity, including the principles of Plain Language, managing writing style and incorporating visual structure. Apply these skills to a class project, specifically tailored to meet each students own professional or personal need.

### Supports these CP26 Competencies

- Technical Writing

### CP26 Notes

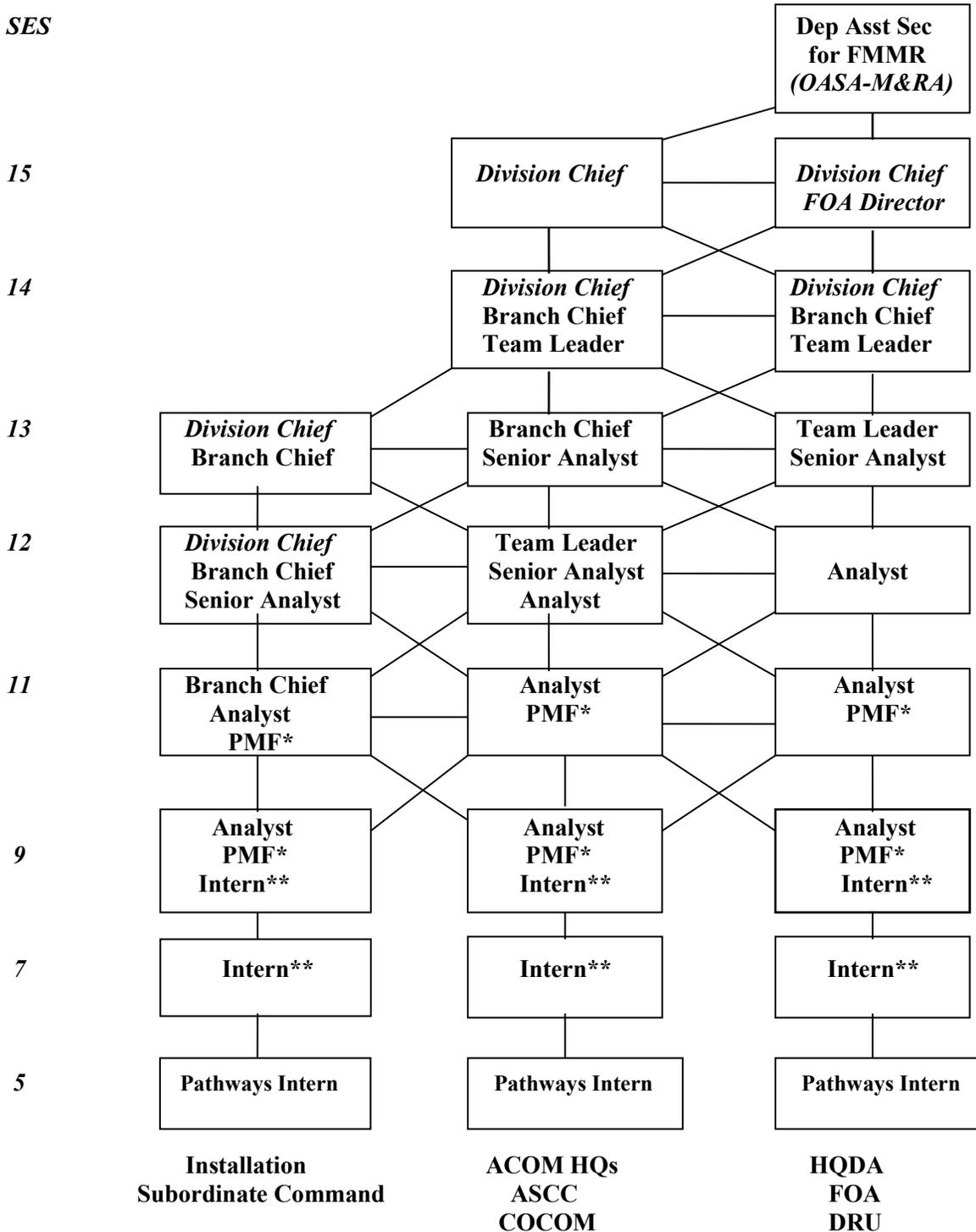
<i>Intern</i>	<i>Careerist</i>
Priority 3 on Master Intern Training Plan (MITP)	Priority 3 on Master Training Plan (MTP)
	This course is not eligible for CPD funding.

# Appendix G

## CP26 Career Ladder

Career progression is not a given. To advance in your career, consider the value that mobility brings. Through organizational and geographic moves, you will **broaden your perspective and knowledge** of the Army as you build your competencies. When you factor in the location – CONUS or OCONUS – you will see the Army firsthand. Changing job positions and locales can be refreshing and renewing, and indicate your initiative to take charge of your career. **Remember mobility can be up, to the side or down depending on your situation.** In some cases you may need to accept a downgrade to move out from a long-held position so you can prepare for new opportunities.

SES



LEGEND: — Movement

\*Presidential Management Fellow

\*\*Intern covers Pathways, Recent Graduates, and ACTEDS Interns

# Appendix G

Grade	Years	Experience	Training	Education	Self-Development
GS-7	1	Regardless of your position title (Intern, Management Analyst, Program Analyst), focus is on mastering your assigned responsibilities. Review your Position Description (PD); what training will enable you to grow and succeed? Own our career.	Complete: Manpower and Force Management Course (MFMC). CES Foundation Course. CES Action Officer Development Course. Manager's Internal Control Program (MICP)		<ol style="list-style-type: none"> <li>1. <b>Log in to Army Career Tracker (ACT)</b> (<a href="https://actnow.army.mil">https://actnow.army.mil</a>) and explore all the capabilities of the system: <b>Develop your IDP in ACT.</b> Request a Mentor. Set your career goals. Explore the links. Read the articles.</li> <li>2. <b>Challenge yourself through free on-line college courses</b> offered through Coursera (<a href="https://www.coursera.org">https://www.coursera.org</a>) or Open Culture (<a href="http://www.openculture.com/free-online-courses">http://www.openculture.com/free-online-courses</a>).</li> <li>3. <b>Check out other online opportunities to learn through TED (Technology, Entertainment, Design)</b> (<a href="http://www.ted.com/talks.com">www.ted.com/talks.com</a>)</li> <li>4. <b>Review your resume.</b> Write about your responsibilities and accomplishments.</li> </ol>
GS-9	2	Welcome new challenges that come with new responsibilities. Volunteer to assist senior action officers or to assume the duties of an absent employee.	Complete: CES Basic Course.		<ol style="list-style-type: none"> <li>1. <b>Update your IDP in ACT.</b></li> <li>2. <b>Keep your resume up to date.</b></li> <li>3. <b>Set filters in USA Jobs</b> so announcements may be delivered to your email in-box as they open up.</li> </ol>
GS-11	3	Stay with your training organization for the next 1 1/2 to 2 years. You have spent time away training, so now really get in and learn the functions and cycles of your organization. What manpower and force management processes and systems are critical to your organization's missions?	Complete: How The Army Runs (HTAR) Course		<ol style="list-style-type: none"> <li>1. <b>Review Army Career Tracker (ACT).</b> Update your IDP. Request a Mentor.</li> <li>2. <b>Consider the benefits of joining a professional association</b> like the US Organizational Managers Association (USOMA) or the American Society of Military Comptrollers (ASMC). These associations offer educational opportunities, professional magazines and networking.</li> <li>3. <b>Explore online TED Talks.</b></li> </ol>

Grade	Years	Experience	Training	Education	Self-Development
	4		Consider one of these training opportunities: FA50 Qualifications (FA50Q) Course or Operations Research Systems Analysis Military Applications (ORSA MAC)		<ol style="list-style-type: none"> <li>1. Review the CP26 ACTEDS Plan.</li> <li>2. Update your IDP in ACT.</li> <li>3. Consider improving your public speaking skills by joining <b>Toastmasters.</b></li> <li>4. Update your resume.</li> <li>5. Explore online TED talks.</li> </ol>
	5	Look for a follow-on CP26 GS-11 Management Analyst position to expand your functional expertise. It could be as easy as making a <b>lateral move to another staff element within your command (e.g. G-3 to G-8 or G-1)</b> . The point is to broaden your experience where you are a known quantity and make yourself more marketable for a move in Year 7.			<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. <b>Write an article for CP26 publication.</b></li> <li>4. Continue to learn through free on-line college courses offered through Coursera.</li> <li>5. Explore online TED talks.</li> </ol>
	6		Complete: CES Intermediate Course		<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Explore online TED talks.</li> </ol>
GS-12	7	Apply for a CP26 GS-12 position with <b>another command or in a different geographic location</b> . You will experience a different perspective due to the seat change. Each Army command serves a specific function and each offers you the opportunity to broaden your knowledge of the Army.	Consider: Capabilities Development Course (CDC)	Contact the CP26 Proponency Office to discuss <b>Academic Degree Training (ADT) opportunities.</b>	<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Write an article for CP26 publication based on your experience at the ASMC PDI.</li> <li>4. Explore online TED talks.</li> </ol>
	8				<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Write an article for CP26 publication based on your experience in the FA50Q course.</li> <li>4. Explore online TED talks.</li> </ol>

# Appendix H

Grade	Years	Experience	Training	Education	Self-Development
	9	<p><b>Consider an Overseas tour (USAREUR, USARPAC) or Opportunities with a Joint Command (AFRICOM, CENTCOM, etc.)</b> These organizations provide unique functional experience with a dose of strategic thinking. You will gain an understanding of how the Army balances interrelated functions with a forward footprint. <b>Or consider opportunities with CP11 (Comptroller) as a rotation.</b> Remember CP26ers are resource managers too. Your experience in a CP11 position will go a long way to expanding your skillset and reminding CP11 of the value you bring. <b>Or consider another possible opportunity -- DoD's Expeditionary Workforce;</b> review the specific opportunities and requirements at <a href="http://www.cpms.osd.mil/expeditionary/">http://www.cpms.osd.mil/expeditionary/</a>.</p>	<p>Consider: Defense Decision Support Course (DDSC)</p>		<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Continue to learn through free on-line college courses.</li> <li>4. Explore online TED talks</li> </ol>
	10		<p>Complete: CES Supervisory Development Course</p>		<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Write an article for CP26 publication on your experience at DDSC.</li> <li>4. Explore online TED talks.</li> </ol>
	11				<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Explore online TED talks.</li> </ol>
	12	<p>Return to a CONUS CP26 GS-12 position in a <b>Field Operating Agency (FOA) or a Direct Reporting Unit (DRU) as a team leader.</b> Build networks with other ACOM and HQDA POCs.</p>	<p>Complete: CES Managers Development Course</p>		<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Explore online TED talks.</li> </ol>
	13				<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Continue to learn through free on-line college courses.</li> <li>4. Explore online TED talks</li> </ol>
	14		<p>Consider: A 90-day Developmental Assignment</p>		<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Explore online TED talks.</li> </ol>
<b>GS-13</b>	15	<p>Look for a CP26 GS-13 Management Analyst position with an <b>ACOM HQs or at HQDA as an Action Officer.</b></p>			<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Explore online TED talks.</li> </ol>

## Appendix H

Grade	Years	Experience	Training	Education	Self-Development
	16		Consider: Defense Resource Management Course (DRMC)		<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Continue to learn through free on-line college courses.</li> <li>4. Explore online TED talks.</li> </ol>
	17	Look for a CP26 GS-13 Management Analyst position at an <b>ACOM HQs as a Branch Chief or at HQDA as a Team Chief.</b>			<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. <b>Review the Senior Service (SES) Executive Candidate Qualifications (ECQs). Begin drafting your ECQs.</b></li> </ol>
	18		<b>Apply for one of the Enterprise Talent Management programs like ETM-Shadowing or ETM-TDY.</b>		<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Explore online TED talks.</li> </ol>
	19				<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. <b>Continue refining your ECQs.</b></li> </ol>
<b>GS-14</b>	20	Look for a CP26 GS-14 Analyst position as an <b>ACOM Division Chief or as a HQDA Branch Chief.</b>			<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Refine your ECQs.</li> </ol>
	21		Consider: Senior Resource Management Course (SRMC).		<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Refine your ECQs.</li> </ol>
	22		<b>Apply for opportunities offered under the Senior Enterprise Talent Management (SETM) program.</b>	<b>Apply for Senior Service College through the Senior Enterprise Talent Management (SETM) program.</b>	<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Refine your ECQs.</li> </ol>
	23	Move to another CP26 GS-14 position. Expand your staff experience by moving from one staff element to another or from a HQs organization to a FOA or DRU.			<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. <b>Update your ECQs based on your SETM experience.</b></li> </ol>
	24		Complete: CES Continuing Education for Senior Leaders (CESL)		<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Review the Senior Service (SES) Executive Candidate Qualifications (ECQs).</li> <li>4. <b>Begin reviewing announcements for SES positions.</b></li> </ol>

Grade	Years	Experience	Training	Education	Self-Development
	25		Consider an Army Centrally Managed Opportunity: Federal Executive Institute (FEI) or Harvard Senior Fellows Program		<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. <b>Review and update your ECQs.</b></li> </ol>
<b>GS-15</b>	26	Look for a <b>CP26 Supervisory position</b> with an ACOM HQs or with HQDA.			<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Refine your ECQs.</li> </ol>
	27		<b>Apply for opportunities offered under the Senior Enterprise Talent Management (SETM) program.</b>		<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Review and update your ECQs.</li> </ol>
<b>GS-15 / SES</b>	28	Move to another CP26 GS-15 position OR <b>begin applying for Senior Executive Service positions.</b>			<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Review and update your ECQs.</li> </ol>
	29				<ol style="list-style-type: none"> <li>1. Update your IDP in ACT.</li> <li>2. Update your resume.</li> <li>3. Review and update your ECQs.</li> </ol>

### Glossary of Terms

**Academic Degree Training:** Career-related academic studies based on the stated objective of obtaining an academic degree in accordance with Title 5, US Code, Section 4107, and Department of the Army (DA) guidance. (Source: G3/5/7)

**Accreditation:** The management process employed to determine if an individual meets the necessary standards established for a particular occupation and level. (Source: G-3/5/7)

**Activity Career Program Managers (ACPM):** Provide technical advice and assistance to Commanders and Civilian Personnel Advisory Center (CPAC), human resources representatives; careerists and serves as resource person by assisting supervisors in furnishing CP information to careerists and interns. (Source: AR 690-950, 31 December 2001)

**Affirmative Employment Program (AEP):** A program of self-analysis, problem identification, data collection, policy statements, reporting systems and elimination of discriminatory policies and practices past and present. (Source: AKO)

**Army Civilian Training, Education and Development System (ACTEDS):** The Army-wide civilian training and career management requirements-based system that identifies an orderly, systematic approach to technical, professional, and leadership development of knowledge, skills and abilities progression from entry-level to supervisory, managerial, and executive positions. It identifies a blending of progressive and sequential work assignments, formal training, educational courses, and self-development opportunities similar to the military system. ACTEDS is applicable to all Civilian Career Programs. Information on ACTEDS training opportunities is located at <http://cpol.army.mil/library/train/catalog> (Sources: AR 600-3, 26 November 2009 and AR 690-950)

**Army Civilian Training Education and Development System (ACTEDS) Plans:** Document developed by Career programs that provides information and guidance on training, education, and development opportunities that enhance the career management of employees in each Career Program

**Army Command (ACOM):** An Army force, designated by the Secretary of the Army (SA), performing Army Service Title 10 USC, functions across multiple disciplines. Responsibilities are those established by the SA. (Source: AR 10-87, 4 September 2007)

**Army Service Component Command (ASCC):** An Army force, designated by the SA, comprised primarily of operational organizations serving as the Army component of a combatant command or sub-unified command. (Source: AR 10-87)

**Assistant G-1 for Civilian Personnel (AG-1 (CP):** A Headquarters Army, G-1 Staff Element responsible for setting long-range, strategic direction and policy governing the management and utilization of Department of the Army (DA), civilian employees. (Source: <https://www.g1intranet.army.mil/cp.asp> )

**Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA/M&RA):** The principal advisor to the Secretary of the Army for manpower, human capital management, training, leader development, readiness and Reserve Affairs. Has overall responsibility for civilian personnel management and for civilian personnel policy and programs. (Source: Army General Order 2012-01 and AR 600-3)

# Appendix I

## Appendix I

**Career Development (CD):** A method of obtaining additional knowledge, skills and abilities within a career program through training, assignment or self-development. (Source: AR 690-950)

**Career Ladder:** A graphic depiction of levels of grade progression within the Career Program. The Career Ladders describe the grade levels, by position titles and organizational level, within each function and across functions where applicable.

**Career Map:** Provides careerists general professional guidance on career progression.

**Career Path(s):** Information that provides employees general professional guidance on career progression. (AG-1(CP))

**Career Program (CP):** Occupational series aligned into consolidated groupings, based on common technical functions, associated command missions, and position knowledge, skills and abilities. (Source: Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Career Program Manager (CPM):** Activity level functional subject-matter-expert (SME) who gives technical advice and assistance to the commander and CPAC; provide advice and guidance to careerists; and serves as resource person by assisting supervisors in furnishing CP information to careerists and interns. (Source: AR 690-950)

**Career Program Policy Committee (CPPC):** A continuing, intra-component, Army-level committee that (a), develops recommendations for changes in Army Career Program policies and procedures, (b) prepares recommendations for the determine ACTEDS resource allocations for Interns and Fellows; to the HQDA, G-3 for Competitive Professional Development, (c) makes determination on recommendations from any subcommittee operating within mission of the CPPC, and (d) makes determinations and develops solutions to enterprise-level issues and develops practices appropriate for Army-wide execution. (Source: SAMR-CQ Memo, SUBJECT: Civilian Career Program Management Guidance, 21 April 2011)

**Career Program Population:** All Army Civilian employees aligned to a Functional Community/Career Program (CP) to include Appropriated Fund (AF), Nonappropriated Fund (NAF), Direct Hire Foreign Nationals (DHFN) AND Wage Grade (WG) populations. Excluded from the Army, CP populations are Nationals who are employees of their states and host nations, respectively. (AG-1(CP))

**Career Program Proponency Office (CPPO):** Staff office to support and assist the FCR with career management responsibilities. Personnel proponents are also responsible for developing, monitoring and assessing equal opportunity and affirmative actions of their respective career fields. (Sources: AR 600-3, 28 November 1997 and SAMR-CQ Memo, SUBJECT: Civilian Career Program Management Guidance, 21 April 2011).

**Certification:** Designation awarded by a professional society or by law to validate one's skill qualification in accordance with established standards of proficiency. (Source: G-3/5/7)

## Appendix I

**Change Management:** Building energy and engagement around change by using a systematic, structured approach to transition from the present to the desired state in individuals, teams, and organizations. (AG-1(CP))

**Civilian Employee:** A direct hire U.S. employee who is appointed either temporarily or permanently to a position with the Department of the Army or other DoD Component. (AR 690-11)

**Civilian Education System (CES):** A leader development program for Army civilians. The CES is designed to assist Army career civilians become for agile leaders. CES training includes both distance learning and in-resident classroom instruction. CES eligibility criteria, course registration information and waiver procedures are provided at the Civilian Human Resource Training Application System (CHRTAS) at <https://www.attrs.army.mil/channels/chrtas/student/main.aspx> (Source: G-3/5/7)

**Civilian Expeditionary Workforce (CEW):** A subset of the DoD civilian workforce that is organized, trained, cleared and ready in a manner that facilitates the use of their capabilities either in a temporary reassignment and/or duty status or to stay in place overseas to support the DoD mission. The CEW is composed of the existing category of Emergency-Essential (E-E) positions and new categories of positions, Non-Combat Essential (NCE), Capability-Based Volunteers (CBVs) and former Army employee volunteers. (Source: AG-1 (CP))

**Civilian Human Resources Agency (CHRA)** Organization within the Army G-1, responsible for providing Department of the Army Civilian Human Resources (operations) support. (Source: <http://www.chra.army.mil/global/aboutus.asp>)

**Civilian Personnel Advisor Center (CPAC):** The installation CPAC services or is collocated with the proponent office and, (a) provides proponents access to and assistance with interpretation of civilian personnel management regulations, laws and other reference materials. (Source: AR 600-3)

**Civilian Senior Leader Management Office (CSLMO):**Responsible office for providing SA and other senior leaders advice on all matters relating to the recruitment, utilization, and lifecycle management of the Executive and Senior Professional (ESP) Civilian workforce. (Source: [http://www.asamra.army.mil/org\\_cslmo\\_bio.cfm](http://www.asamra.army.mil/org_cslmo_bio.cfm))

**Coaching:** The guidance of another person's development in new or existing skills during the practice of those skills. (FM-622)

**Code of Federal Regulations (CFR):** A codification of the general and permanent rules published in the Federal Register by the Executive departments and agencies of the Federal Government. (Source: Title 5, Code of Federal Regulations)

**Competency:** An (observable) measurable pattern of knowledge, abilities, skills, and other characteristics that individuals need in order to successfully perform their work. (DoDI 1400.250)

**Competency-based Management (CBM):** A systematic approach to evaluating and effectively aligning employee competencies with mission and job requirements throughout the human capital life cycle. (Source: DODI 1400-25-V.250, November 18, 2008)

## Appendix I

**Competency-based Management System (CMS):** A system that is administratively managed by the AG-1(CP), and is the central repository of position and employee competencies. CMS supports Army career management workforce planning and Defense Enterprise Civilian Competency Management Framework implementation, in accordance with NDAA 2010 requirements. The CMS tool is assessable at: <https://cms.cpol.army.mil>. (Source: AG-1(CP))

**Competency Gaps:** Difference in the rating level of position required competencies and employee proficiencies.

**Competitive Professional Development (CPD):** Competitive, functionally tailored, significant developmental opportunities that occur in academic (university) programs, Training-With-Industry (TWI), Short-Term Training, and/or planned developmental assignments that have been documented in the respective ACTEDS plans. (Source: Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Competitive Professional Development (CPD):** Competitive, functionally tailored, significant developmental opportunities that occur in academic (university) programs, Training-With-Industry (TWI), Short-Term Training, and/or planned developmental assignments that have been documented in the respective ACTEDS plans. (Source: Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Component Functional Career Manager and Representative (CFCM/CFCMR):** Component level (Army), senior functional community manager responsible for supporting the execution of the DODI 1400.25-V250, in their respective DoD component career (programs) by working with command leadership, manpower representatives, OFCMs, and HR consultants. (Source: DODI 1400.25-V250, November 18, 2008)

**Computer Based Training (CBT):** instructional information displayed on the computer, including visuals and quizzes. Advanced CBT can be non-linear in format and interactive with the student. (Source: G-3/5/7)

**Continuing Service Agreement:** The Department of the Army obligated period of service that an employee agrees to continue to work after they have completed a centrally-funded assignment that exceeded 120 days. (Source: AR 690-950)

**Core Competencies:** Technical areas of knowledge skill, abilities and other characteristics (non-technical e.g., interpersonal skills) across all specialties that are required by the majority of the positions in an occupational series or career program for the successful execution of critical tasks associated with the duties and responsibilities of positions.

**Defense Civilian Intelligence Personnel System (DCIPS):** A Title 10 Excepted Service Intelligence Community (IC) personnel system that is founded in Army policies that support employee performance, career development opportunities, awards and recognition. (Source: <http://www.dami.army.pentagon.mil/site/dcips/About.aspx>)

**Department of Defense Instruction on Civilian Personnel Management System (DoDI 1400.25):** Establishes uniform DoD-wide procedures, provides guidelines and model programs, delegates

## Appendix I

authority, and assigns responsibilities regarding civilian personnel management within the Department of Defense. (Source: DODI 1400.25, Vol. 250, November 18, 2008)

**Developmental Assignments:** Training assignments which provide activities as a way to enhance competencies by giving employees an opportunity to perform duties in other occupational, functional, or organizational elements to enhance the employee's understanding of other operations, systems, and relationships. (<http://www.civiliantraining.army.mil/professional/Pages/default.aspx>)

**Direct Reporting Unit (DRU):** An Army organization comprised of one or more units with institutional or operational support functions, designated by the SA, normally to provide broad general support to the Army in a single, unique discipline not otherwise available elsewhere in the Army. DRUs report directly to a HQDA principal and/or ACOM and operate under authorities established by the SA. (Source: AR 10-87)

**Direct Reporting Unit (DRU):** An Army organization comprised of one or more units with institutional or operational support functions, designated by the SA, normally to provide broad general support to the Army in a single, unique discipline not otherwise available elsewhere in the Army. DRUs report directly to a HQDA principal and/or ACOM and operate under authorities established by the SA. (Source: AR 10-87)

**Equal Employment Opportunity (EEO) Management Directive:** identifies Federal responsibilities under Section 717 of Title VII and Section 501 of the Rehabilitation Act. (Source: MD 715)

**Equal Employment Opportunity Program (EEO):** A program designed to provide for appropriate work force representation and fair treatment of minorities, women, and disabled persons and to resolve charges of discrimination. (Source: DA PAM 690-950)

**Formal Training (FT):** Classroom training with an instructor that usually includes visuals (e.g., view graphs), training manuals, student workbooks, and quizzes. (G-3/5/7)

**Functional Chiefs (FC) and Functional Chief Representatives (FCR):** An Army leader, normally a member of the Army Staff, ACOM Commander, or a member of the Secretariat to carry out career management responsibilities for their assigned Career Program(s) in accordance with AR 690-950. (Source: AR 600-3, 31 December 1997)

**Functional Competencies:** Technical *specialty* areas of knowledge skill, abilities and other characteristics (non-technical e.g., interpersonal skills) that are required by the majority of the positions in an occupational series or career program for the successful execution of critical tasks associated with the duties and responsibilities of positions

**Functional Mobility:** Multi-dimensional career development achieved by diverse experiences within one or more functional communities. (AG-1(CP))

**Functional Point-of-Contact (FC, POC):** The senior functional manager who directs the CPs strategic and operational planning, on behalf of the FC/FCR. (Source: CPs)

## Appendix I

**Geographic Mobility:** Diversity of experience acquired by employment at various geographic locations or organizational levels (e.g., Headquarters, Command, Installation, Overseas). (AG-1(CP))

**Human Capital (HC):** An inventory of skills, experience, knowledge and capabilities that drives productive labor within an organization's workforce. (Source: DODI 1400.25-V250, November 18, 2008)

**Individual Development Plan (IDP):** A documented plan developed with supervisor and employee collaboration that identifies individual development needs and outlines specific short and long-term goals and associated training or development needs. The intent of an IDP is to promote career development and continued personal growth. (Source: Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Intern:** An employee who has met all entrance requirements for an entry-level position into a career program. The employee accepts an obligation to complete a highly structured training program and occupies a position with known potential for noncompetitive promotion to a target grade, and which may or may not include mobility. (AG-1(CP))

**Job Analysis (JA):** The process of identifying and defining, at an appropriate level of detail, what the basic duties and responsibilities of a job require in terms of both job tasks and employee competencies needed to perform those duties and responsibilities. The competencies derived from the job analysis must be relevant or demonstrate a linkage to the tasks or duties of the job. There are various well-developed, systematic approaches to job analysis. (Source: DODI 1400.25-V250, November 18, 2008)

**Learning Objectives, Terminal (TLO):** Specifies what students should know or be able to do at the end of the course that they didn't know or couldn't do before. (AG-1(CP))

**Life-Cycle Career Management (LCM):** The progression in a continuum of manageable steps and processes that involve six basic areas of an employee's life cycle career that includes Structure, Acquire, Develop, Distribute, Sustain and Transition. (Army Policy Memorandum: SAMR-CQ, Subject: Civilian Career Program Management Guidance, 21 April 2011)

**Long-Term Training (LTT):** Training to which an employee is assigned for more than 120 consecutive days, on a full-time basis. The assignment may be at either a government or non-government facility and may include both formal and training programs and strategically planned career assignments. LTT enables employees to stay abreast of changes and innovations in their occupational fields, learn and/or develop/improve competencies needed in current positions and meet emerging Army requirements. Attendance at LTT event must have a demonstrated training purpose and must be documented in each respective Career Program, MTP or IDP. (Source: G-3/5/7)

**Master Intern Training Plan (MITP):** A detailed training plan issued by HQDA showing competitive, centrally managed and centrally funded, on-the-job training and formal courses that will prepare career interns for target-level CP positions DA-wide. (Source: DA PAM 690-950)

**Master Training Plan (MTP):** A comprehensive plan that delineates a logical career development plan of core training needs and training courses for careerists at all levels from entry into the CP, through the senior executive level. (Source: CPs)

## Appendix I

**Mentorship:** The voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect. (Army Leadership, FM 6-22)

**Mission Critical Occupation (MCO):** Occupational series designated by DoD and Department of the Army as essential to current and future military and organizational mission accomplishment. Civilian Career Program Management Guidance, 21 Apr 2011 ASA M&RA)

**Office of the Secretary of Defense (OSD):** The principal staff element of the Secretary of Defense in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities. (Source: <http://www.defense.gov/osd/>)

**Office of the Secretary of the Army (OSA):** One of the three military departments (Army, Navy and Air Force) reporting to the Department of Defense, and is the principal staff element of the SA in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities. (Source: AR 10-87)

**OPM Pathways/Intern Program:** internship Program provides students in high schools, colleges, trade schools and other qualifying educational institutions with paid opportunities to work in agencies and explore Federal careers while completing their education. Replaced the Student Career Experience Program (SCEP) and Student Temporary Employment Program (STEP). (Source: <http://www.opm.gov/hiringreform/pathways/>)

**OPM Pathways/Presidential Management Fellow Program (PMF):** A reinvigorated Program for people who have obtained an advanced degree (e.g., graduate or professional degree) within the preceding two years prior to appointment. (Source: <http://www.opm.gov/hiringreform/pathways/>)

**OPM Pathways/Recent Graduates Program:** A Program for people who have recently graduated from qualifying educational institutions or programs (2 years from the date the graduate completed an academic course of study). (Source: <http://www.opm.gov/hiringreform/pathways/>)

**Position:** A specific job consisting of all the current major duties and responsibilities assigned or delegated by management. (Source: Commands)

**Proponency and Evaluation Division (PED):** AG-1(CP), Division required to assess Civilian Personnel Administration performance in accordance with AR 11-2, Army Internal Control Program. (Source: AG-1(CP))

**Requirements-based Training:** Training and development defined within one of these competency-based categories - (1) Performance Enhancement - To close competency gaps to improve job performance, (2) Meet New Position Requirements - Driven by new or changes in mission that require the development of new competencies required by the job, (3) Career Progression - Match Army's requirements with employee career goals, to develop competencies to facilitate career progression, and/or, (4) Mandatory/Foundational - Meet professional/technical requirements/credentialing of positions and/or Army's standards/guidance. (Sources: AG-1CP and G-3/5/7)

## Appendix I

**Rotational Assignment:** An opportunity to perform varied practical and career enhancing experiences within or outside of an employee's current functional area. (AG-1(CP))

**Self - Development:** A planned, continuous, lifelong process individual leaders use to enhance their competencies and potential for progressively more complex and higher level assignments. (FM 6-22)

**Senior Enterprise Talent Management (SETM):** The program prepares participants for positions of greater responsibility through advanced senior-level educational and developmental experiences. Included in the SETM program are opportunities in the Enterprise Placement Program, Developmental Experiences, Senior Service College, and the Defense Senior Leader Development Program. ([http://myarmybenefits.us.army.mil/Home/News\\_Front/Senior\\_Enterprise\\_Talent\\_Management\\_program\\_opens\\_for\\_Army\\_civilians.html](http://myarmybenefits.us.army.mil/Home/News_Front/Senior_Enterprise_Talent_Management_program_opens_for_Army_civilians.html))

**Short-Term Training (STT):** Training of 120 calendar days or less. Training instances may include, but are not limited to, professional workshops, seminars and college/university courses. Attendance at workshops and seminars must have a demonstrated training purpose and must be documented in each respective Career Program, MTP or IDP. (Source: G-3/5/7)

**Strategic Human Capital Planning (SHCP):** The alignment of human capital strategies with agency mission, goals, and objectives through analysis, planning, investment, and management of human capital programs. Human capital planning is the method by which an agency designs a coherent framework of human capital policies, programs, and practices to achieve a shared vision integrated with the agency's strategic plan. Implementation of the strategic human capital plan is a key step in an agency's progress to build a highly effective, performance-based organization by recruiting, acquiring, motivating, and rewarding a high-performing, top quality workforce. The plan becomes the roadmap for continuous improvement and the framework for transforming the culture and operations of the agency. (<http://www.opm.gov/policy-data-oversight/human-capital-management/>)

**Target Position:** The position in which the intern is placed when the training program is completed. (Source: DA Pam 690-950)

**Taxonomy:** The classification, categorization, or grouping of similar items or things, in this case competencies. (Source: DODI 1400.25-V250, November 18, 2008)

**Training Law/Policy (Sec. 302):** Describes the head of each agency shall, (a) foster employee self-development by creating a work environment in which self-development is encouraged, by assuring that opportunities for training and self-study materials are reasonably available where the employee is stationed, and by recognizing self-initiated improvement in performance; (b) provide training for employees without regard to race, creed, color, national origin, sex, or other factors unrelated to the need for training; (c) establish and make full use of agency facilities for training employees; (d) extend agency training programs to employees of other agencies (including agencies and portions of agencies excepted by section 4102(a) of Title 5, United States Code) and assign his employees to interagency training whenever this will result in better training, improved service, or Savings to the Government; (d) establish interagency training facilities in areas of substantive competence as arranged by the Office of Personnel Management; and, (f) use non-Government training resources as appropriate. (Sec. 302 amended by EO 12107, Sec. 302, Dec. 28, 1978, 44 FR 1055, 3 CFR, 1978 Comp., p. 264) (Source: <http://www.opm.gov/hrd/lead/policy/eo11348.asp>).

## Appendix I

**Training, On-the-Job (OJT):** Informal training received by a careerist in the work place, from a more senior peer, mentor or supervisor. (Source: G-3/5/7)

**Uniform Guidelines for Employee Selection Procedures (UGESP):** A uniform set of principles adopted by the Equal Employment Opportunity Commission, Office of Personnel Management, Department of Justice, and Department of Labor to govern use of employee selection procedures in the public and private sectors consistent with applicable legal standards and recognized validation standards. (Source: DoDI 1400.25-v250, November 18, 2008)

This page intentionally left blank

Use all the available resources to make your career rewarding. Connect with CP26.



**STAND-TO!**





# ACTEDS PLAN



