



NAVY SHORE INFRASTRUCTURE TRANSFORMATION (NSIT)

Workforce Development Career Progression Program

Information Technology/
Information Management (IT/IM)
Community Management Plan

July 8, 2011
Version 3.0

This page intentionally left blank.

Foreword

The Department of Defense (DoD) has issued guidance calling for a competency-based workforce. The Department of the Navy (DON) Office of Civilian Human Resources (OCHR) has established Communities for DON civilian employees with similar or allied occupational series that share common competencies. A competency is the combination of knowledge, skills, and abilities (KSAs) that contribute to individual and organizational performance.

This Community Management Plan (CMP) describes the guiding principles, management structure, and framework supporting competency-based career development for Commander, Navy Installations Command (CNIC) Information Technology/Information Management (IT/IM) Community. It is intended that this plan be used in conjunction with the employee's Individual Development Plan (IDP) and other guidance documents to assist with planning and managing employee career development.

Although not everyone has the same starting point or career objectives, this plan provides managers with guidelines and a process to continually assess and develop skills and competencies to achieve a rewarding and successful career for all employees.

Provide any feedback to improve this CMP to your local Community Management Representative (Community Champion [CP] or Community Advocate [CA]) who, in turn, will work with their counterparts in the Community management structure to ensure feedback is considered.

Community Manager Signature

Date

This page intentionally left blank.

TABLE OF CONTENTS

1.0	INTRODUCTION.....	1
2.0	COMMUNITY MANAGEMENT PLAN GUIDING PRINCIPLES.....	1
2.1	CNIC Mission and Vision.....	2
2.2	Shared Practices	2
2.3	Information Technology/Information Management Community Vision Statement.....	2
3.0	COMMUNITY MANAGEMENT ORGANIZATION	2
4.0	COMMUNITY COMPETENCY/CAREER PROGRESSION FRAMEWORK....	3
4.1	Competency Progression	3
4.2	Competency/Career Progression Process	27
4.3	Community Competency/Career Progression	29
4.4	Information Technology/Information Management Community Series Distribution	30
4.5	Career Enhancement	31
5.0	WORKFORCE DEVELOPMENT RESOURCES.....	36

LIST OF APPENDICES

APPENDIX A:	Acronym List.....	A-1
APPENDIX B:	Executive Director Competencies	B-1
APPENDIX C:	Community Population Distribution	C-1
APPENDIX D:	Technical Training Opportunities by Competency.....	D-1
APPENDIX E:	Leadership Training Opportunities by Competency.....	E-1

LIST OF FIGURES

Figure 1.	CNIC Workforce Development Model	4
Figure 2.	Competency/Career Progression Process	27
Figure 3.	Community Competency/Career Progression	29
Figure 4.	Information Technology/Information Management Community Series Distribution	30

LIST OF TABLES

Table 1. Information Technology/Information Management Community Occupational Series 1

Table 2. Technical Competencies and Associated Knowledge, Skills, and Abilities5

Table 3. Leadership Competencies and Associated Knowledge, Skills, and Abilities 22

Table 4. Experience Recommendations for Service Provider 32

Table 5. Experience Recommendations for Leadership 33

Table 6. Assignment Recommendations for Service Provider..... 33

Table 7. Assignment Recommendations for Leadership 34

Table 8. Professional Certification/License Opportunities 34

Table 9. Education Recommendations for Service Provider 36

Table 10. Education Recommendations for Leadership 36

Table 11. Professional Associations (Potential Affiliations) 37

1.0 Introduction

No successful career should be left to chance. As a Commander, Navy Installations Command (CNIC) employee, you are responsible for making decisions that increase your competencies and guide you along the road of competency progression to achieve your career goals. Your success will be achieved through strategic career planning, competency development, job monitoring, and performance rewards. Your CNIC support team is here to assist you along the way.

Within this Information Technology/Information Management (IT/IM) Community Management Plan (CMP), you will find keys to help you plan a rewarding and successful career progression. Whether this is your first assignment or you are a seasoned professional, this plan will help you map your future career. This plan will be a resource for you and your supervisor to assist in developing your competency/career progression for your career within the Navy's Communities in CNIC.

Table 1 below lists the U.S. Office of Personnel Management (OPM) occupational series and series titles for positions in the IT/IM Community.

Table 1. Information Technology/Information Management Community Occupational Series

Series	OPM Series Title
0332	Computer Operation
0335	Computer Clerk and Assistant
0390	Telecommunications Processing
0391	Telecommunications
0392	General Telecommunications
1411	Library Technician
2210	Information Technology Management

2.0 Community Management Plan Guiding Principles

This CMP is guided by various policies for human resource management as directed by OPM, offices of the Secretary of Defense (SECDEF), Secretary of the Navy (SECNAV), and Chief of Naval Operations (Manpower and Personnel) (OPNAV N1). The CNIC Workforce Development Competency/Career Progression Framework described in this CMP integrates the annual performance review cycle and the Competency/Career Progression Cycle and enables employees within the IT/IM Community to take an active role in managing their career.

2.1 CNIC Mission and Vision

The CNIC mission and vision states:

CNIC delivers effective and efficient readiness from the shore. Be the sole provider of shore capability, to sustain the Fleet, enable the Fighter, and support the Family.

2.2 Shared Practices

CNIC Communities are focused first and foremost on all Community members. CNIC maintains a culture that embraces diversity and the importance of leveraging the distinct contributions of a workforce representative of our nation. CNIC recognizes that high levels of performance are achieved by investing in people and nurturing their well-being and development. CNIC places a high priority on practicing:

- **Teamwork** – We accomplish our mission through the use of scalable, multi-disciplined teams. Successful teams understand team goals, personally meet commitments to the team, and inspire cooperation and progress.
- **Recruitment** – We maintain a robust, vibrant, and diverse workforce by successfully recruiting personnel for all career levels, but particularly entry-level personnel, emphasizing a strategic focus. In conducting recruiting activities, we assure that equal employment opportunity (EEO) is extended to all.
- **Retention** – We maintain a positive working environment by providing positive recognition, equal opportunities for career growth, and a satisfying work experience to sustain employee morale and achieve organizational depth.
- **Career Development** – We recognize and support opportunities to learn from a variety of experiences made available through rotational or developmental assignments specifically structured to provide a broad and challenging experience that supports competency progression.
- **Leadership** – We develop trained, capable, energetic leaders to mentor and motivate our workforce.

2.3 Information Technology/Information Management Community Vision Statement

“To be the premier provider for world-class IT/IM services to our supported commanders and customers.”

3.0 Community Management Organization

The senior professional of each CNIC Community organization is responsible for communicating the vision and implementing appropriate Community practices in

alignment with CNIC’s mission. The Community Management Board annually reviews this CMP, updates the future workforce competencies, and identifies employees within the Community to be leaders. Community leaders work together as a team to facilitate workforce shaping, recruitment, competency development, training, mentoring, retention, and succession planning. Leaders at each level have responsibilities as follows:

- **Echelon II Community Champions (CPs).** The senior professional of each CNIC Community is the CP. CPs are Enterprise subject matter experts (SMEs) in their respective Communities. They are responsible for communicating the Community vision and implementing appropriate practices.
- **Echelon III Community Advocates (CAs).** CAs are the senior professionals in the Region and are advocates for their respective Communities. They are responsible for developing employees within their Regional and Installation Community, including identifying the technical and functional skills needed to ensure employees are capable of performing the required work.

The current list and contact information for your CP and CA can be found at the CNIC Workforce Planning/Development and Strategy (N15) page on the CNIC Gateway at

<https://g2.cnice.navy.mil/solutions/ewd/Lists/N161%20Contacts%20Directory/AllItems.aspx>.

4.0 Community Competency/Career Progression Framework

CNIC supports career progression and encourages all employees to become more competent, capable, and versatile. To support this goal, CNIC has established the Competency/Career Progression Framework as a guide for career development. The framework integrates the CNIC Workforce Development Model with the Competency/Career Progression Process to address all aspects of career planning, development, monitoring, review, and reward.

4.1 Competency Progression

Ideally, IT/IM Community professionals will seek a sequence of jobs/experiences that ensure personal development to improve competencies, become more competitive, and meet the challenges of future assignments. The ultimate goal for the competency progression is two-fold: 1) develop a more professional cadre of employees; and 2) enable CNIC to become a “world-class support organization.” Competency progression must be managed to gain the knowledge, skills, and abilities (KSAs) required to perform duties both within and beyond your functional areas.

As depicted in Figure 1 below, the CNIC Workforce Development Model provides a structured approach to competency development within CNIC.

CNIC Civilian Workforce Development Model



Figure 1. CNIC Workforce Development Model

The CNIC Workforce Development Model illustrates the various tiers within the Enterprise and their primary roles. It takes into account, and aligns with, guidance from higher authority, to deliver the right person with the right skills in the right place at the right time.

- **Service Provider.** Service Providers are technical experts and are focused on delivering customer service. They are the face of the organization to the customer, regardless of whether the customer is internal or external. This tier incorporates Introductory, Functional, Intermediate, Advanced, and Expert proficiency levels.
- **Program Manager (1st Level Supervisor).** Program Managers direct the efforts of Service Providers, and they are beginning to hone their leadership skills.
- **Program Directors (2nd and 3rd Level Supervisors).** Program Directors are focused on world-class support by aligning their organization to the strategic direction of CNIC.
- **Executive Directors (EDs).** EDs develop the guiding principles and strategic direction of CNIC. They also ensure the Workforce Development Program is aligned and complies with guidance from higher authority.

The Community competency progression enables employees to identify desired career goals within CNIC. With the help of a supervisor or Community management organization, employees develop personalized Individual Development Plans (IDPs) to acquire essential training and competencies to support their career goals.

Obtaining foundational competencies is required for successful performance and career progression within the IT/IM Community. To meet basic performance standards, the following foundational competencies are required:

- Communication
- Cooperation, teamwork, and interpersonal relations
- Critical thinking
- Customer focus
- Resource management.

Career progression requires mastering foundational, technical, leadership, and organizational competencies at various levels throughout the Enterprise.

- **Technical Competencies:** Are specialty skills necessary for job execution and performance of specific duties in an assigned area. Technical competencies are achieved through job experience, training, and education.

Table 2. Technical Competencies and Associated Knowledge, Skills, and Abilities

Competency		
Application/System Reengineering	Transform applications and systems to utilize current technologies and methodologies to meet new business and regulatory requirements.	
Knowledge	Skills	Abilities
Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations	Skill in analyzing needs and product requirements to create a design	Ability to apply general rules to specific problems to produce answers that make sense
Knowledge of functionality and operability of operating environments	Skill in determining causes of operating errors and deciding what to do about it	Ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events)
Knowledge of IT security certification and accreditation requirements	Skill in determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes	Ability to communicate information and ideas either orally or in writing so others will understand
Knowledge of network architectures, topologies, and protocols	Skill in determining the kind of tools and equipment needed to do a job	Ability to remember information such as words, numbers, pictures, and procedures
Knowledge of pertinent Government laws and IT regulations	Skill in generating or adapting equipment and technology to	Ability to suggest a number of

<p>Knowledge of principles, methods, and procedures for designing, developing, optimizing, and integrating new and/or reusable systems components</p> <p>Knowledge of systems design standards, policies, and authorized approaches</p>	<p>serve user needs</p> <p>Skill in giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system</p> <p>Skill in understanding the implications of new information for both current and future problem-solving and decision-making</p>	<p>relevant ideas about a topic</p> <p>Ability to understand information and ideas presented either orally or in writing</p>
Competency		
Capital Planning and Investment Control (CPIC)		
Manage the process and information required to make sound investment decisions that support organizational mission.		
Knowledge	Skills	Abilities
<p>Knowledge of business processes and operations of customer organization</p> <p>Knowledge of capital investment planning principles and methods</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of sources, characteristics, and uses of the organization's data assets</p> <p>Knowledge of the organization's network architecture, topology, and protocols</p>	<p>Skill in determining how money will be spent to get the work done, and accounting for these expenditures</p> <p>Skill in giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work</p> <p>Skill in understanding the implications of new information for both current and future problem-solving and decision-making</p> <p>Skill in understanding written sentences and paragraphs in work related documents</p>	<p>Ability to apply general rules to specific problems to produce answers that make sense</p> <p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to develop and monitor performance measurements and metrics</p> <p>Ability to understand information and ideas presented either orally or in writing</p>

Competency		
Data Management	Manage plans, policies, programs, and processes to enhance the value of data and information assets.	
Knowledge	Skills	Abilities
<p>Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations</p> <p>Knowledge of data mining and data warehousing principles</p> <p>Knowledge of database management principles and methods</p> <p>Knowledge of functionality and operability of operating environments</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of sources, characteristics, and uses of the organization's data assets</p>	<p>Skill in determining causes of operating errors and deciding what to do about it</p> <p>Skill in determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes</p> <p>Skill in giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system</p> <p>Skill in understanding the implications of new information for both current and future problem-solving and decision-making</p>	<p>Ability to apply general rules to specific problems to produce answers that make sense</p> <p>Ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations)</p> <p>Ability to generate or use different sets of rules for combining or grouping things in different ways</p> <p>Ability to understand information and ideas presented either orally or in writing</p>
Competency		
e-Government	Accomplishment of Government business using Information Technology (IT) technologies and tools.	
Knowledge	Skills	Abilities
<p>Knowledge and application of knowledge management (KM) principles</p> <p>Knowledge of security regulations, policy, and procedures</p> <p>Knowledge of services that permit the publication and storage of information about agency programs to internal and external audiences</p> <p>Knowledge of the functions of the various computer systems and networks</p>	<p>Skill to execute directed hardware and software upgrades, downloads, and install patches</p> <p>Skill to perform duties concerned with providing data processing support and services for users of digital computer systems</p> <p>Skill to perform duties regarding data management – develop and administer databases used to store and retrieve data and develop standards for the handling of data</p> <p>Skill to perform technical and</p>	<p>Ability to interpret and comply with higher authority and IT/customer support regulations, policies, and directives</p> <p>Ability to provide technical advice, guidance, and assistance on operations to organizational personnel</p>

	analytical work pertaining to IT and telecommunications systems	
Competency		
Enterprise Architecture	Develop and manage the Enterprise structural framework to align IT strategy, plans, and systems with the missions, goals, and processes of the organization.	
Knowledge	Skills	Abilities
<p>Knowledge of applicable laws, policies, standards, and guidance</p> <p>Knowledge of business processes and operations of customer organization</p> <p>Knowledge of capital investment planning principles and methods</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of structured analysis principles and methods</p> <p>Knowledge of the impact of organizational Enterprise goals and objectives on IT</p>	<p>Skill in communicating effectively in writing as appropriate for the needs of the audience</p> <p>Skill in determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes</p> <p>Skill in giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in talking to others to convey information effectively</p> <p>Skill in understanding the implications of new information for both current and future problem-solving and decision-making</p> <p>Skill in understanding written sentences and paragraphs in work related documents</p>	<p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to multitask between activities or sources of information</p> <p>Ability to understand information and ideas presented either orally or in writing</p>
Competency		
Information Assurance (IA)	Protect and defend information and information systems in order to ensure accessibility, confidentiality, validity, integrity, authentication, availability, and non-repudiation.	
Knowledge	Skills	Abilities
<p>Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations</p> <p>Knowledge of communications security material handling procedures and practices</p> <p>Knowledge of functionality and operability of operating</p>	<p>Skill in identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system</p> <p>Skill in monitoring/assessing performance of yourself, other individuals, or organizations to make improvements or take</p>	<p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to multitask between activities or sources of information</p>

<p>environments</p> <p>Knowledge of IT security certification and accreditation requirements</p> <p>Knowledge of IT security principals and regulations</p> <p>Knowledge of methods for evaluating, implementing, and disseminating IT security tools and procedures</p> <p>Knowledge of pertinent Government laws and IT regulations</p>	<p>corrective action</p> <p>Skill in obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work</p> <p>Skill in talking to others to convey information effectively</p> <p>Skill in understanding the implications of new information for both current and future problem-solving and decision-making</p>	
Competency		
Information Technology Business Process Reengineering		Redesign business processes or supporting information technology to improve warfighter capabilities and support systems.
Knowledge	Skills	Abilities
<p>Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations</p> <p>Knowledge of business processes and operations of customer organization</p> <p>Knowledge of functionality and operability of operating environments</p> <p>Knowledge of network architectures, topologies, and protocols</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of structured analysis principles and methods</p>	<p>Skill in determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes</p> <p>Skill in giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system</p> <p>Skill in monitoring/assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action</p> <p>Skill in understanding the implications of new information for both current and future problem-solving and decision-making</p>	<p>Ability to apply general rules to specific problems to produce answers that make sense</p> <p>Ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations)</p> <p>Ability to identify when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem</p> <p>Ability to understand information and ideas presented either orally or in writing</p>

Competency		
Information Technology Capacity Management	Ensure that Information Technology capacity meets current and future business requirements and performance metrics.	
Knowledge	Skills	Abilities
<p>Knowledge of infrastructure requirements, such as bandwidth and server sizing</p> <p>Knowledge of IT metrics methods and concepts</p> <p>Knowledge of methods and practices for troubleshooting, recovering, adjusting, modifying, and improving IT system</p> <p>Knowledge of modeling and simulation</p> <p>Knowledge of performance measurements</p> <p>Knowledge of pertinent Government laws and IT regulations</p>	<p>Skill in analyzing needs and product requirements to create a design</p> <p>Skill in communicating effectively in writing as appropriate for the needs of the audience</p> <p>Skill in determining causes of operating errors and deciding what to do about it</p> <p>Skill in identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system</p> <p>Skill in talking to others to convey information effectively</p>	<p>Ability to apply general rules to specific problems to produce answers that make sense</p> <p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to identify or detect a known pattern (a figure, object, word, or sound) that is hidden in other distracting material</p> <p>Ability to identify when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem</p>
Competency		
Information Technology Configuration Management	Maintain inventory and change control supporting process improvement.	
Knowledge	Skills	Abilities
<p>Knowledge of methods and practices for troubleshooting, recovering, adjusting, modifying, and improving IT system</p> <p>Knowledge of network architectures, topologies, and protocols</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of principles and methods for integrating information system components</p> <p>Knowledge of principles, methods, and procedures for designing, developing, optimizing, and integrating new and/or reusable systems components</p> <p>Knowledge of systems</p>	<p>Skill in communicating effectively in writing as appropriate for the needs of the audience</p> <p>Skill in giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work</p> <p>Skill in teaching others how to do something</p> <p>Skill in understanding written sentences and paragraphs in work related documents</p>	<p>Ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations)</p> <p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to suggest unusual or clever ideas about a given topic or situation, or to develop creative ways to solve a problem</p> <p>Ability to understand information and ideas presented either orally or in writing</p>

diagnostic tools and fault identification techniques		
Competency		
Information Technology Customer Support	Provide functional and technical support to customers to ensure delivery of Information Technology (IT) capabilities.	
Knowledge	Skills	Abilities
<p>Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations</p> <p>Knowledge of business processes and operations of customer organization</p> <p>Knowledge of methods and practices for troubleshooting, recovering, adjusting, modifying, and improving IT system</p> <p>Knowledge of network architectures, topologies, and protocols</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of systems diagnostic tools and fault identification techniques</p>	<p>Skill in determining causes of operating errors and deciding what to do about it</p> <p>Skill in giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in monitoring/assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action</p> <p>Skill in performing routine maintenance on equipment and determining when and what kind of maintenance is needed</p> <p>Skill in talking to others to convey information effectively</p>	<p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to quickly make sense of, combine, and organize information into meaningful patterns</p> <p>Ability to understand information and ideas presented either orally or in writing</p>
Competency		
Information Technology Forensics Operations	Process and analyze evidence found in Information Technology (IT) assets to support investigations.	
Knowledge	Skills	Abilities
<p>Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations</p> <p>Knowledge of computer forensics principles</p> <p>Knowledge of IT security principals and regulations</p> <p>Knowledge of network architectures, topologies, and protocols</p> <p>Knowledge of pertinent Government laws and IT regulations</p>	<p>Skill in controlling operations of equipment or systems</p> <p>Skill in talking to others to convey information effectively</p> <p>Skill in understanding the implications of new information for both current and future problem-solving and decision-making</p> <p>Skill in understanding written sentences and paragraphs in work related documents</p> <p>Skill in using scientific rules and methods to solve problems</p>	<p>Ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events)</p> <p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to concentrate on a task over a period of time without being distracted</p> <p>Ability to understand information and ideas presented either orally or in</p>

Knowledge of technical writing procedures		writing
Competency		
Information Technology Hardware Management	Ensure hardware meets system requirements in order to provide Information Technology (IT) capabilities.	
Knowledge	Skills	Abilities
<p>Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations</p> <p>Knowledge of computer server operations and operating systems</p> <p>Knowledge of methods and practices for troubleshooting, recovering, adjusting, modifying, and improving IT system</p> <p>Knowledge of network architectures, topologies, and protocols</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of systems diagnostic tools and fault identification techniques</p>	<p>Skill in determining causes of operating errors and deciding what to do about it</p> <p>Skill in determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes</p> <p>Skill in determining the kind of tools and equipment needed to do a job</p> <p>Skill in installing equipment, machines, wiring, or programs to meet specifications</p> <p>Skill in performing routine maintenance on equipment and determining when and what kind of maintenance is needed</p>	<p>Ability to apply general rules to specific problems to produce answers that make sense</p> <p>Ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events)</p> <p>Ability to identify when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem</p> <p>Ability to understand information and ideas presented either orally or in writing</p>
Competency		
Information Technology Knowledge Management	Create organizational efficiencies through collaboration and knowledge sharing derived from intellectual assets and processes. Integrate and display information from disparate sources to aid the decision making process.	
Knowledge	Skills	Abilities
<p>Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations</p> <p>Knowledge of data mining and data warehousing principles</p> <p>Knowledge of human system integration principles including accessibility factors and standards</p> <p>Knowledge of pertinent Government laws and IT</p>	<p>Skill in adjusting actions in relation to others' actions</p> <p>Skill in determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes</p> <p>Skill in obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work</p> <p>Skill in talking to others to</p>	<p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to identify when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem</p> <p>Ability to understand information and ideas presented either orally or in writing</p>

<p>regulations</p> <p>Knowledge of sources, characteristics, and uses of the organization's data assets</p> <p>Knowledge of usability concepts; i.e., navigational aids, site architecture, knowledge management, and information rendering</p>	<p>convey information effectively</p> <p>Skill in understanding written sentences and paragraphs in work related documents</p>	
Competency		
Information Technology Life Cycle Management	<p>Manage the life cycle of information systems and services to ensure Information Technology (IT) capabilities meet current and future organizational missions.</p>	
Knowledge	Skills	Abilities
<p>Knowledge of capital investment planning principles and methods</p> <p>Knowledge of information assurance (IA) principles</p> <p>Knowledge of IT metrics methods and concepts</p> <p>Knowledge of IT security certification and accreditation requirements</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of the organization's Enterprise IT goals and objectives</p> <p>Knowledge of the organization's network architecture, topology, and protocols</p>	<p>Skill in determining how money will be spent to get the work done, and accounting for these expenditures</p> <p>Skill in identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system</p> <p>Skill in obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work</p> <p>Skill in understanding the implications of new information for both current and future problem-solving and decision-making</p> <p>Skill in understanding written sentences and paragraphs in work-related documents</p>	<p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to identify when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem</p> <p>Ability to understand information and ideas presented either orally or in writing</p>
Competency		
Information Technology Operational Performance Measurement and Management	<p>Conduct periodic performance assessments to ensure that Information Technology (IT) activities, processes, or components are achieving desired results.</p>	
Knowledge	Skills	Abilities
<p>Knowledge of applicable laws, policies, standards, and guidance</p> <p>Knowledge of functionality and operability of operating</p>	<p>Skill in adjusting actions in relation to others' actions</p> <p>Skill in conducting tests and inspections of products, services, or processes to</p>	<p>Ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical</p>

<p>environments</p> <p>Knowledge of IT metrics methods and concepts</p> <p>Knowledge of modeling and simulation</p> <p>Knowledge of performance measurements</p> <p>Knowledge of pertinent Government laws and IT regulations</p>	<p>evaluate quality or performance</p> <p>Skill in determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes</p> <p>Skill in identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system</p> <p>Skill in using scientific rules and methods to solve problems</p>	<p>operations)</p> <p>Ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events)</p> <p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to generate or use different sets of rules for combining or grouping things in different ways</p> <p>Ability to identify when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem</p>
Competency		
Information Technology Policy and Planning	Develop and promulgate IT strategy, policy, guidance, and plans to ensure consistency and compliance.	
Knowledge	Skills	Abilities
<p>Knowledge of capital investment planning principles and methods</p> <p>Knowledge of human system integration principles including accessibility factors and standards</p> <p>Knowledge of IT security certification and accreditation requirements</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of the organization's Enterprise IT goals and objectives</p>	<p>Skill in adjusting actions in relation to others' actions</p> <p>Skill in communicating effectively in writing as appropriate for the needs of the audience</p> <p>Skill in giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in monitoring/assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action</p> <p>Skill in understanding the implications of new information for both current and future problem-solving and decision-making</p>	<p>Ability to apply general rules to specific problems to produce answers that make sense</p> <p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to understand information and ideas presented either orally or in writing</p>

Competency		
Information Technology Software Development	Develop software solutions which provide integrated Information Management and Information Technology capabilities to meet specified warfighter and business requirements.	
Knowledge	Skills	Abilities
<p>Knowledge of methods and practices for troubleshooting, recovering, adjusting, modifying, and improving IT system</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of principles, methods, and procedures for designing, developing, optimizing, and integrating new and/or reusable systems components</p> <p>Knowledge of software design principles and methods</p> <p>Knowledge of standard coding techniques</p> <p>Knowledge of systems design standards, policies, and authorized approaches</p> <p>Knowledge of systems design tools, methods, and techniques, including automated systems analysis and design tools</p>	<p>Skill in analyzing needs and product requirements to create a design</p> <p>Skill in giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system</p> <p>Skill in monitoring/assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action</p> <p>Skill in understanding the implications of new information for both current and future problem-solving and decision-making</p>	<p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to identify when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem</p> <p>Ability to suggest a number of relevant ideas about a topic</p> <p>Ability to understand information and ideas presented either orally or in writing</p>
Competency		
Information Technology Specifications Analysis	Define the information technology specifications needed to execute tasks to support end user functional requirements.	
Knowledge	Skills	Abilities
<p>Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations</p> <p>Knowledge of business processes and operations of customer organization</p> <p>Knowledge of network architectures, topologies, and protocols</p> <p>Knowledge of pertinent Government laws and IT</p>	<p>Skill in determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes</p> <p>Skill in giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in identifying measures or indicators of system</p>	<p>Ability to apply general rules to specific problems to produce answers that make sense</p> <p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to suggest a number of relevant ideas about a topic</p> <p>Ability to understand information and ideas presented either orally or in</p>

<p>regulations</p> <p>Knowledge of structured analysis principles and methods</p> <p>Knowledge of the impact of organizational Enterprise goals and objectives on IT</p>	<p>performance and the actions needed to improve or correct performance, relative to the goals of the system</p> <p>Skill in talking to others to convey information effectively</p> <p>Skill in understanding written sentences and paragraphs in work related documents</p>	<p>writing</p>
Competency		
Information Technology System Design		Design software, hardware, and technology architectures that optimize users' performance to accomplish required business outcomes.
Knowledge	Skills	Abilities
<p>Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations</p> <p>Knowledge of human factors and usability concepts; i.e., navigational aids, site architecture, knowledge management, and information rendering</p> <p>Knowledge of human system integration principles including accessibility factors and standards</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of risk management strategies</p> <p>Knowledge of Web-based application and accessibility technologies, such as voice recognition and screen readers</p>	<p>Skill in analyzing needs and product requirements to create a design</p> <p>Skill in giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system</p> <p>Skill in monitoring/assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action</p> <p>Skill in understanding the implications of new information for both current and future problem-solving and decision-making</p>	<p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to identify when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem</p> <p>Ability to suggest a number of relevant ideas about a topic</p> <p>Ability to understand information and ideas presented either orally or in writing</p>
Competency		
Information Technology Systems Analysis		Measure and identify the effectiveness of Information Technology products and services to maximize the performance of related systems.
Knowledge	Skills	Abilities
<p>Knowledge of functionality and operability of operating environments</p> <p>Knowledge of network</p>	<p>Skill in adjusting actions in relation to others' actions</p> <p>Skill in analyzing needs and product requirements to create</p>	<p>Ability to communicate information and ideas either orally or in writing so others will understand</p>

<p>architectures, topologies, and protocols</p> <p>Knowledge of network operations and protocols</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of principles and methods for integrating information system components</p> <p>Knowledge of structured analysis principles and methods</p>	<p>a design</p> <p>Skill in determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes</p> <p>Skill in identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system</p> <p>Skill in understanding the implications of new information for both current and future problem-solving and decision-making</p>	<p>Ability to identify when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem</p> <p>Ability to multitask between activities or sources of information</p> <p>Ability to understand information and ideas presented either orally or in writing</p>
Competency		
Information Technology Systems Integration		Link discreet computing subsystems and software applications in order to deliver Information Technology services.
Knowledge	Skills	Abilities
<p>Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations</p> <p>Knowledge of functionality and operability of operating environments</p> <p>Knowledge of network architectures, topologies, and protocols</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of principles and methods for integrating information system components</p> <p>Knowledge of structured analysis principles and methods</p>	<p>Skill in determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes</p> <p>Skill in generating or adapting equipment and technology to serve user needs</p> <p>Skill in giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system</p> <p>Skill in obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work</p>	<p>Ability to apply general rules to specific problems to produce answers that make sense</p> <p>Ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events)</p> <p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to generate or use different sets of rules for combining or grouping things in different ways</p>

Competency		
Information Technology Test and Evaluation	Test and evaluate IT technologies during development and acquisition to ensure internal and external requirements are met.	
Knowledge	Skills	Abilities
<p>Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations</p> <p>Knowledge of accessibility factors and standards</p> <p>Knowledge of functionality and operability of operating environments</p> <p>Knowledge of methods for evaluating, implementing, and disseminating IT security tools and procedures</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of technical writing procedures</p>	<p>Skill in communicating effectively in writing as appropriate for the needs of the audience</p> <p>Skill in conducting tests and inspections of products, services, or processes to evaluate quality or performance</p> <p>Skill in obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work</p> <p>Skill in understanding written sentences and paragraphs in work related documents</p> <p>Skill in using mathematics to solve problems</p>	<p>Ability to generate or use different sets of rules for combining or grouping things in different ways</p> <p>Ability to multitask between activities or sources of information</p> <p>Ability to understand information and ideas presented either orally or in writing</p>
Competency		
Network Management	Organize and direct the operation, administration, maintenance, and provisioning of networked systems in order to ensure availability and integrity of information.	
Knowledge	Skills	Abilities
<p>Knowledge of computer server operations and operating systems</p> <p>Knowledge of functionality and operability of operating environments</p> <p>Knowledge of identified vulnerabilities, alerts, and bulletins (IAVA, IAVB)</p> <p>Knowledge of infrastructure requirements, such as bandwidth and server sizing</p> <p>Knowledge of IT guidance and regulations</p> <p>Knowledge of network architectures, topologies, and protocols</p> <p>Knowledge of network</p>	<p>Skill in controlling operations of equipment or systems</p> <p>Skill in determining causes of operating errors and deciding what to do about it</p> <p>Skill in determining the kind of tools and equipment needed to do a job</p> <p>Skill in generating or adapting equipment and technology to serve user needs</p> <p>Skill in installing equipment, machines, wiring, or programs to meet specifications</p>	<p>Ability to apply general rules to specific problems to produce answers that make sense</p> <p>Ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations)</p> <p>Ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events)</p> <p>Ability to identify when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a</p>

operations and protocols Knowledge of pertinent Government laws and IT regulations		problem Ability to remember information such as words, numbers, pictures, and procedures
Competency		
Performance Assessment Models and Methods	Development and application of standard metrics to determine project, program, or organizational performance.	
Knowledge	Skills	Abilities
Knowledge of continual process improvement and innovation Knowledge of standard operating procedures and practices	Skill to analyze and review process diagrams, flow charts, and network drawings Skill to prepare process diagrams, flow charts, and network drawings	Ability to establish, analyze, monitor, and present metrics Ability to gather, record, and provide metrics information Ability to interpret and comply with higher authority and IT/customer support regulations, policies, and directives Ability to work under pressure and meet deadlines
Competency		
System Administration	Direct and control Information Technology Systems to ensure effective system operation.	
Knowledge	Skills	Abilities
Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations Knowledge of functionality and operability of operating environments Knowledge of methods and practices for troubleshooting, recovering, adjusting, modifying, and improving IT system Knowledge of methods for evaluating, implementing, and disseminating IT security tools and procedures Knowledge of network architectures, topologies, and protocols Knowledge of network operations and protocols Knowledge of pertinent	Skill in controlling operations of equipment or systems Skill in determining causes of operating errors and deciding what to do about it Skill in determining the kind of tools and equipment needed to do a job Skill in generating or adapting equipment and technology to serve user needs Skill in installing equipment, machines, wiring, or programs to meet specifications	Ability to apply general rules to specific problems to produce answers that make sense Ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations) Ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events) Ability to identify when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem Ability to remember information such as words, numbers, pictures, and

Government laws and IT regulations Knowledge of systems diagnostic tools and fault identification techniques		procedures
Competency		
Technical Documentation Development	Develop and revise technical and operational documentation to support software installation operations, security, and maintenance.	
Knowledge	Skills	Abilities
<p>Knowledge of a wide variety of applications, operating systems, protocols, and equipment used in customer organizations</p> <p>Knowledge of applicable laws, policies, standards, and guidance</p> <p>Knowledge of functionality and operability of operating environments</p> <p>Knowledge of pertinent Government laws and IT regulations</p> <p>Knowledge of sources, characteristics, and uses of the organization's data assets</p> <p>Knowledge of technical writing procedures</p>	<p>Skill in communicating effectively in writing as appropriate for the needs of the audience</p> <p>Skill in giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in managing one's own time and the time of others</p> <p>Skill in talking to others to convey information effectively</p> <p>Skill in understanding written sentences and paragraphs in work related documents</p>	<p>Ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations)</p> <p>Ability to communicate information and ideas either orally or in writing so others will understand</p> <p>Ability to concentrate on a task over a period of time without being distracted</p> <p>Ability to understand information and ideas presented either orally or in writing</p>
Competency		
Technology Management and Assessment	Operations and management of IT tools and systems.	
Knowledge	Skills	Abilities
<p>Knowledge of services that permit the publication and storage of information about agency programs to internal and external audiences</p> <p>Knowledge of technical and analytical work pertaining to IT and telecommunications systems</p> <p>Knowledge of the functions of the various computer systems and networks</p>	<p>Skill to be responsible for the daily accountability of computer hardware, software, and documentation</p> <p>Skill to be responsible for the daily operations and maintenance of the Local Area Network (LAN), including classified/unclassified networks</p> <p>Skill to execute directed hardware and software upgrades, downloads, and install patches</p> <p>Skill to facilitate customer</p>	<p>Ability to advise staff and leadership on all matters pertaining to IT infrastructure equipment, software, networks, and systems configuration management</p> <p>Ability to develop business strategies to meet future customer requirements</p> <p>Ability to provide technical advice, guidance, and assistance on operations to organizational personnel</p> <p>Ability to provide technical</p>

	<p>support – provide technical support to customers who need advice, assistance, and training</p> <p>Skill to instruct personnel in the effective utilization of equipment</p> <p>Skill to perform duties regarding application software and maintain software programs</p> <p>Skill to perform duties regarding data management – develop and administer databases used to store and retrieve data and develop standards for the handling of data</p> <p>Skill to perform duties regarding network services – test install, configure, document, and maintain networks including hardware and software</p> <p>Skill to perform duties regarding operating systems – install, configure, and maintain the operating systems environment</p> <p>Skill to perform technical and analytical work pertaining to IT and telecommunications systems</p> <p>Skill to plan, direct, and accomplish broad-based studies to determine current and future requirements of IT equipment, acquisition, and life cycle management</p>	<p>support to customers who need advice, assistance, and training</p> <p>Ability to represent the organization as technical expert on cross functional teams, committees, and task forces formulating general program guidance for implementation</p>
Competency		
Telecommunications	Design, acquire, install, maintain, and administer telecommunication systems, ensuring continuity and quality of communication services.	
Knowledge	Skills	Abilities
<p>Knowledge of current telecommunications industry capabilities</p> <p>Knowledge of equipment capability and limitation</p> <p>Knowledge of technical applications of telecommunication equipment</p> <p>Knowledge of telecommunication equipment</p>	<p>Skill in communicating effectively in writing as appropriate for the needs of the audience</p> <p>Skill in determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes</p> <p>Skill in generating or adapting</p>	<p>Ability to apply general rules to specific problems to produce answers that make sense</p> <p>Ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations)</p> <p>Ability to combine pieces of</p>

capability Knowledge of telecommunication standards and protocol Knowledge of telecommunication systems operations and capabilities Knowledge of telecommunication systems requirements	equipment and technology to serve user needs Skill in identifying measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system Skill in obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work	information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events) Ability to communicate information and ideas either orally or in writing so others will understand Ability to understand information and ideas presented either orally or in writing
--	---	--

- Leadership Competencies:** Include skills, tools, and abilities to effectively lead at the tactical level and supervise a diverse workforce, providing a variety of products and services. Leadership development is a priority for CNIC and is critical to shape the workforce and maintain the health and vitality of the Community. These competencies are common for all Communities. See the Department of the Navy (DON) Competency Model located at <http://www.donhr.navy.mil/> (select the Training and Development navigation tab and then Developmental Resource Center from the drop-down menu).

Table 3. Leadership Competencies and Associated Knowledge, Skills, and Abilities

Competency		
Financial Management	The efficient and effective determination and allocation of an organization’s financial resources.	
Knowledge	Skills	Abilities
Knowledge of budgetary and financial principles, metrics, and techniques Knowledge of Enterprise-wide resources and budget planning, tracking, and execution Knowledge of Office of Management and Budget’s long-term goals for performance measures Knowledge of policies and procedures to manage, plan, and develop current and future financial requirements	Skill in effective budget preparation, presentation, and justification Skill in formulating, executing, and reporting on a budget	Ability to apply financial management principles, metrics, and techniques as they relate to short- and long-range planning of programs and objectives Ability to develop, install, or advise on financial or other management control programs for operations Ability to identify, plan for, and execute budgetary and financial requirements

Competency		
Leadership	The discipline of motivating a group of people to act toward achieving common goals and objectives.	
Knowledge	Skills	Abilities
<p>Knowledge of coaching and mentoring tools and strategies</p> <p>Knowledge of conflict management techniques</p> <p>Knowledge of group facilitation techniques</p> <p>Knowledge of leadership development programs</p> <p>Knowledge of negotiation principles and techniques</p> <p>Knowledge of team function levels and key elements that characterize high performance teams</p> <p>Knowledge of the value of continual learning</p> <p>Knowledge of the value of diverse ideas, opinions, and insights</p> <p>Knowledge to access personal strengths and weaknesses</p> <p>Knowledge to build strong, cohesive, collaborative teams</p>	<p>Skill in conflict management to respond in a constructive manner</p> <p>Skill in innovation and cooperation to increase organizational success</p> <p>Skill to adapt others to new circumstances</p> <p>Skill to coach and mentor others by recognizing their learning style</p> <p>Skill to delegate effectively to inspire, motivate, and develop others</p> <p>Skill to demonstrate strong interpersonal skills and actively solicits feedback</p> <p>Skill to develop an inclusive workplace that fosters cooperation and teamwork</p> <p>Skill to develop networks, alliances, and strategic relationships to achieve common goals</p> <p>Skill to make well-informed, effective, and timely decisions</p> <p>Skill to manage a multi-sector workforce</p> <p>Skill to persuade others and build consensus</p>	<p>Ability and commitment to serve the public</p> <p>Ability to adapt to a changing environment and act as a change agent</p> <p>Ability to convey information to intended audience in a clear, concise, and organized manner using correct English grammar</p> <p>Ability to cultivate, encourage, and facilitate cooperation and promote a collaborative relationship</p> <p>Ability to design and implement strategies which maximize employee potential and foster high ethical standards</p> <p>Ability to encourage new ideas and innovation</p> <p>Ability to establish guideposts for decision making and action</p> <p>Ability to lead ad hoc or cross-function teams</p> <p>Ability to negotiate, persuade, influence, and collaborate with key leaders and groups</p> <p>Ability to pursue self-development</p> <p>Ability to seek opportunities to stretch skills to further professional growth</p> <p>Ability to supervise, lead, and mentor/coach others and understand cultural and generational differences</p>

Competency		
Personnel Management	The efficient and effective planning, programming, budgeting, and execution of an organization's total force.	
Knowledge	Skills	Abilities
<p>Knowledge of guidelines and procedures for flexible work arrangements</p> <p>Knowledge of personnel management practices, policies, and procedures</p> <p>Knowledge of succession planning</p> <p>Knowledge to manage, plan, evaluate, and develop the current and future total workforce requirements</p>	<p>Skill in interviewing techniques</p> <p>Skill in recruiting, hiring, and retaining employees</p> <p>Skill in writing job announcements and individual evaluations</p>	<p>Ability to apply compensation philosophy to the total workforce strategy</p> <p>Ability to identify and address conduct and performance issues</p> <p>Ability to identify and understand current administration policy initiatives and implications</p> <p>Ability to manage human resources and/or military and civilian manpower requirements</p> <p>Ability to manage, plan, and develop current and future total workforce requirements</p> <p>Ability to project future total workforce and program requirements based on projected workload and forthcoming operations</p> <p>Ability to promote and support the goals and initiatives of equal employment opportunity (EEO) and diversity programs</p>
Competency		
Program Management	The process of managing multiple ongoing projects emphasizing coordination and prioritization of resources across projects, departments, and entities to ensure a global focus.	
Knowledge	Skills	Abilities
<p>Knowledge and application of project management principles</p> <p>Knowledge of business practices applicable to program and technical requirements sufficient to evaluate bid responsiveness, contractor responsiveness, and contractor performance</p> <p>Knowledge of command policies and procedures</p> <p>Knowledge of continual process improvement and</p>	<p>Skill in application of organizational practices and procedures</p> <p>Skill in applying professional knowledge of principles, theories, methods, or data to practical situations and problems</p> <p>Skill in formulating objectives and strategies to accomplish organizational goals</p> <p>Skill in managing, directing, or administering a program that</p>	<p>Ability to conduct surveys and studies of operations to determine proper application of improved methods or approved industry techniques</p> <p>Ability to define and integrate internal and external customer requirements, resources, and program constraints</p> <p>Ability to evaluate work, programs, or operations to determine proper application of improved industry</p>

<p>innovation</p> <p>Knowledge of current technology tools and trends</p> <p>Knowledge of customer service and customer expectations</p> <p>Knowledge of Information Technology (IT)/Knowledge Management (KM) tools and techniques</p> <p>Knowledge of Lean Six Sigma (LSS)</p> <p>Knowledge of performance management principles and techniques</p> <p>Knowledge of programmatic principles, concepts, policies, and objectives</p> <p>Knowledge of project management tools for planning and implementation</p> <p>Knowledge of the goals, principles, methods, and techniques of multiple programs in evaluating needs and in planning, organizing, advising on, and administering activities and programs</p>	<p>includes a variety of technical functions including business plan development and impact statements</p> <p>Skill in performing managerial or administrative duties associated with analyzing, developing, evaluating, or promoting improvements in the policies, plans, methods, procedures, systems, or techniques of a program</p> <p>Skill in reviewing and understanding technical proposals, contractual terms/conditions, and contract scope</p> <p>Skill in using job-relevant information systems and/or software applications</p> <p>Skill to create and manage a world-class customer service organization</p> <p>Skill to develop a Statement of Work or change an existing Statement of Work</p> <p>Skill to identify potential risks and implement control measures to minimize risks</p>	<p>techniques</p> <p>Ability to gather and analyze data</p> <p>Ability to identify and integrate best practices</p> <p>Ability to identify, develop, and analyze metrics to measure program effectiveness</p> <p>Ability to interpret and apply regulations, instructions, and procedures</p> <p>Ability to lead programs that include a variety of technical functions including development of strategic and business plans</p> <p>Ability to make risk-based decisions by using performance indicators</p> <p>Ability to manage, direct, or administer a program</p> <p>Ability to perform duties associated with managing, directing or administering a program with a variety of technical functions to include business plan development and impact statements</p> <p>Ability to perform managerial or administrative work primarily associated with analyzing, developing, evaluating, or promoting improvements in the policies, plans, methods, procedures, systems, or techniques of a program</p> <p>Ability to plan, execute, and evaluate the effectiveness of information and communications programs in furthering agency goals</p> <p>Ability to plan, organize, evaluate, and analyze work</p> <p>Ability to provide briefings and presentations to senior leadership</p> <p>Ability to provide technical advice, guidance, and</p>
--	---	--

		assistance on operations to organizational personnel
Competency		
Strategic Management	The process of specifying the organization’s mission, vision, and goals; developing policies and plans designed to achieve these goals, and maximizing the allocation and utilization of resources and tools to implement required policies, plans, projects, and programs.	
Knowledge	Skills	Abilities
<p>Knowledge and application of the organization’s mission, vision, policies, procedures, and objectives</p> <p>Knowledge of all applicable DoD/OPNAV/CNIC instructions, manuals, accrediting agencies, and inspections</p> <p>Knowledge of current challenges and the evolving role of Government in addressing them</p> <p>Knowledge of external factors that affect the organization and shape stakeholders’ views</p> <p>Knowledge of how services, stakeholders, partners, and customers integrate toward accomplishing the organization’s goals</p> <p>Knowledge of initiatives and effective strategies for dealing with conflicting priorities</p> <p>Knowledge of national and international policies and trends that affect the organization</p> <p>Knowledge of strategic concepts of the national security policy</p>	<p>Skill in strategic analysis</p> <p>Skill in strategic development including formulation, management, measurement, and execution</p> <p>Skill in strategic planning and implementation</p> <p>Skill to communicate how the local organization partners with the larger organization</p> <p>Skill to determine the need for and management/execution of organizational change, including recommendations on most effective organization, implementation of new/revised policies/procedures, and realignment and/or transfer of functions in support of command goals and initiatives</p> <p>Skill to develop collaborative partnerships across organizational lines</p>	<p>Ability to advocate the use of standardized procedures and practices in support of an organization</p> <p>Ability to anticipate national security needs</p> <p>Ability to communicate a clear mission and set of values</p> <p>Ability to develop methodologies for synthesizing organizations to execute complex missions</p> <p>Ability to envision, develop, coordinate, and implement strategic change to meet organizational goals</p> <p>Ability to formulate objectives and priorities, and implement plans consistent with organizational interests</p> <p>Ability to identify and set organizational goals</p> <p>Ability to interpret requirements and implement solutions in support of mission goals</p> <p>Ability to negotiate strategies and tactics to influence situations</p>

- Organizational Competencies:** Include those KSAs and behaviors required by senior managers/EDs to effectively oversee the operations of the various Community members. Career progression to this level requires advanced skills in situational, institutional, and team leadership.

Due to the increased level of responsibility and accountability that the ED position entails, progression to this tier requires the acquisition of additional competencies.

ED competencies build off of the Community competencies described above and are summarized in [Appendix B](#).

4.2 Competency/Career Progression Process

As displayed in Figure 2 below, the Competency/Career Progression Process is a multi-phase process, integrated with the annual performance review cycle, and focused on developing competencies aligned with IDP goals.

Competency/Career Progression Process

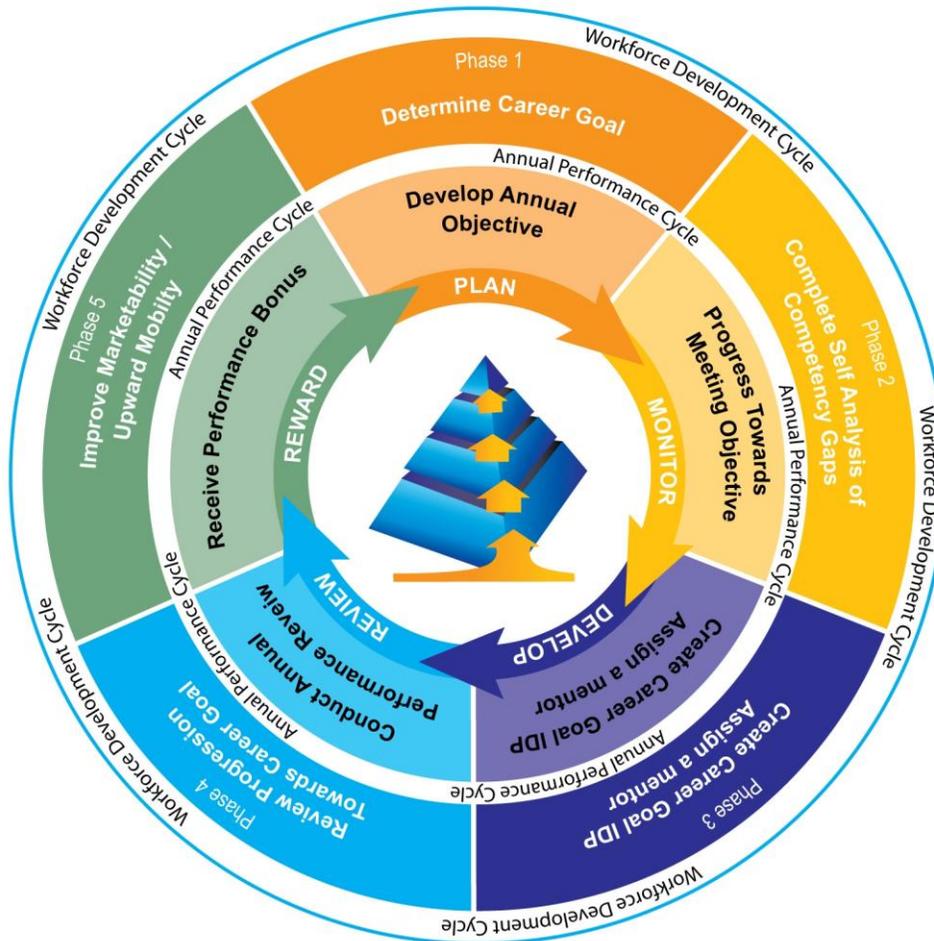


Figure 2. Competency/Career Progression Process

Career planning entails an integration of your personal career desires, needs, skills, and professional qualifications with the requirements of service. Properly done, career progression can satisfy both your individual needs and the needs of the Navy. It is also important to remember that career progression takes time, and that your advancement is earned gradually through small, incremental competency progressions, which you gain with each experience along the way.

Reaching your ultimate career goal may require several position moves over a multi-year period. In order to progress, you are expected to develop the requisite KSAs that enable you to perform successfully in your current position, as well as prepare you for the challenges of the next stage of your career.

Although the competency/career progression path varies for each IT/IM Community professional, there is a common approach to guide your career development. The Competency/Career Progression Process illustrated in Figure 2 includes a five-phase approach. Each phase of this iterative process is described below along with questions that you need to address and activities that you need to complete to plan and progress in your career.

Phase 1: Determine career goal. Goal setting isn't something to be taken lightly, so give it some serious thought. Are you satisfied with your current position? Do you want to become more efficient and effective? Do you want to acquire new competencies and skills that can provide opportunities for additional responsibility? Do you want to pursue other areas of interest? These are all goals, so make sure your personal career goal is what you truly desire.

Phase 2: Conduct self-analysis of competency gaps. Career planning requires a thorough understanding of your strengths and interests, as well as recognizing KSAs that you need to develop or improve. This activity involves making an honest, critical assessment of your current competencies and KSAs in relation to those of your career goal. Self-analysis also includes identifying competency gaps and establishing a list of competencies and KSAs that you need to acquire in order to be competitive in the workplace.

Phase 3: Create career goal IDP and assign a mentor. Your supervisor can assist you with developing your IDP. Your IDP details a road map for the next 3 to 5 years for your career development by specifying the necessary training, formal education, and experience to achieve the competencies, KSAs, and/or certifications identified in your self-assessment. There may be several contributors to the development of your IDP: your supervisor, N15 personnel, a mentor, or local Community management representative. In coordination with your Community management representative, you and your supervisor will identify a mentor to assist with your career development goals and objectives.

Phase 4: Review progression toward goal. Collecting feedback and reflecting on your progress toward your career goal is completed annually in conjunction with the annual Performance Review Cycle. Again, this activity is completed with your supervisor, and any training and formal education achieved, and/or any experience or certifications acquired, are annotated in your training record.

Phase 5: Improve marketability/upward mobility. Your rewards and opportunities for advancement and upward mobility are the result of meeting and/or exceeding your performance goals. Although this is the

end phase of the annual performance review cycle, it is also the starting point of an iterative process that allows you to reset or adjust your career goals. Think of this process as your personal professional improvement program and, at any time throughout this process, you have the opportunity to change or modify your career plan.

4.3 Community Competency/Career Progression

CNIC Installation, Region, Headquarters Competency/Career Progression

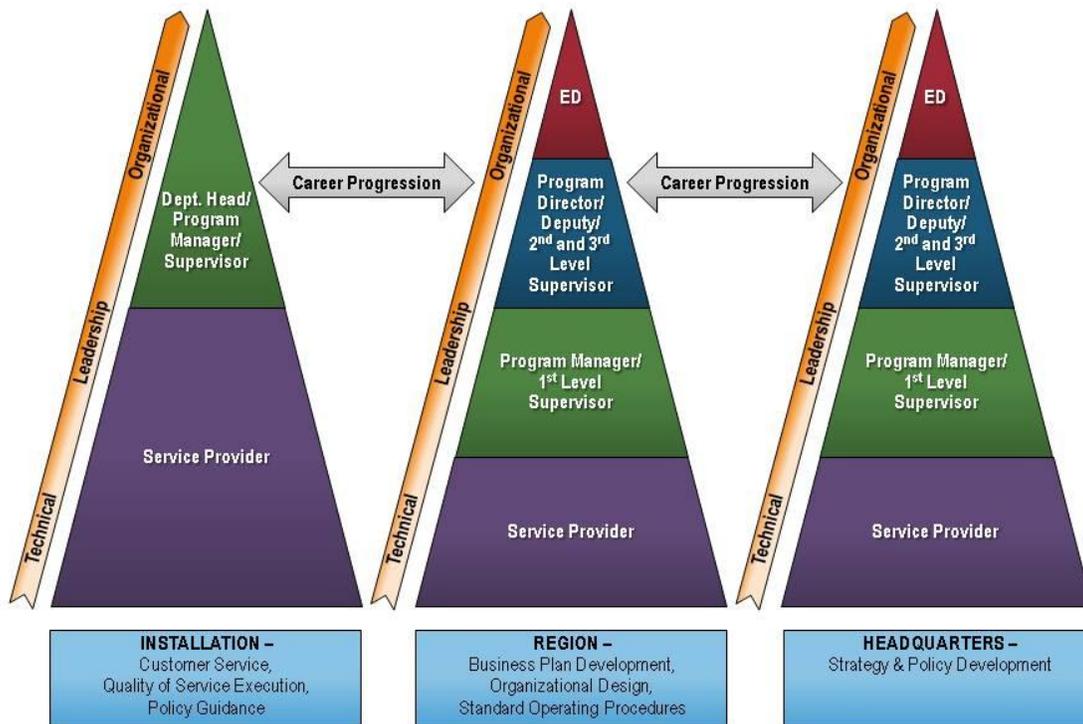


Figure 3. Community Competency/Career Progression

In reviewing the Community Competency/Career Progression pyramids in Figure 3, note that all positions within CNIC are identified by location and tier. The pyramids show the progression of competencies and KSAs from Entry level to Expert level up to Department Head, Program Manager, Program Director, and ED. The blue box below each pyramid reflects the mission and primary focus of competencies at the Installation, Region, and Headquarters (HQ) locations.

The Community Competency/Career Progression pyramids are used in conjunction with the first and second phases identified in the Competency/Career Progression Process.

Phase 1: Determine career goal. Using the interactive link on the CNIC N15 portal for the Community, select the tier of your career goal

position to identify the competencies associated with that tier/position. Then select one of the competencies to identify the associated KSAs.

Phase 2: Conduct self-analysis of competency gaps. Create a list of your current competencies and KSAs through an honest, critical self-assessment. Compare those with the competencies and KSAs for your career goal position. Establish a list of competencies and KSAs that you need to acquire in order to be competitive for your career goal.

Even though the competencies and KSAs identified are at the Enterprise level, they can be used to assist with workforce planning, succession planning, recruitment actions, position description development, annual performance reviews, and IDP creation.

Note that the arrows between the Installation, Region, and HQ pyramids are multi-directional. This recognizes and emphasizes that competencies and KSAs can be gained through assignments within the three locations at any stage of your competency progression.

4.4 Information Technology/Information Management Community Series Distribution

Figure 4 below shows the distribution of occupational series within the IT/IM Community. Note that in order to advance to higher levels in some series, you must change occupational series.

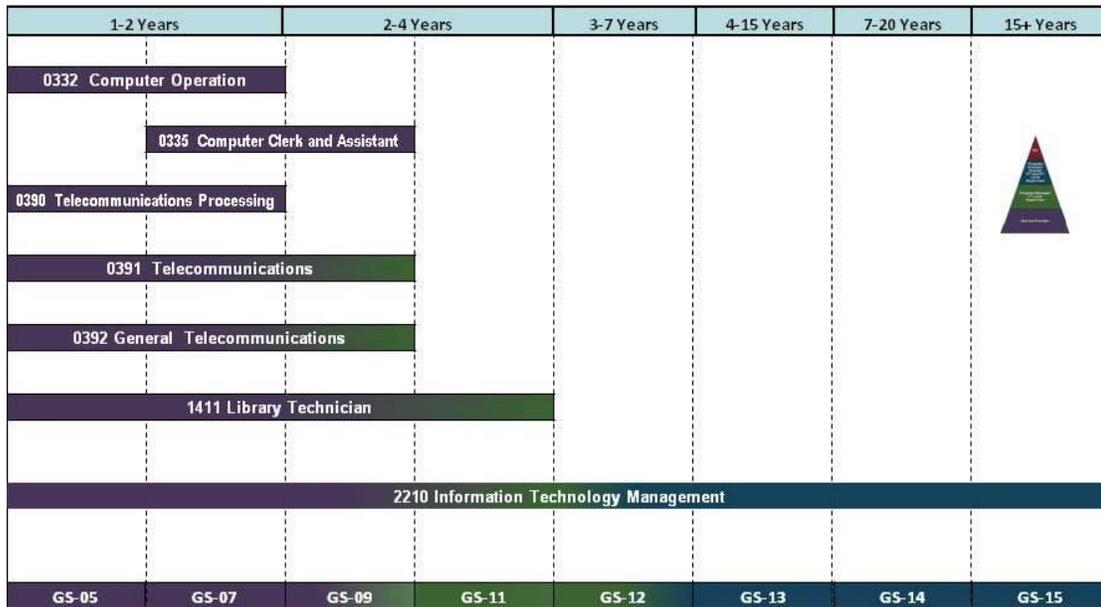


Figure 4. Information Technology/Information Management Community Series Distribution

4.5 Career Enhancement

Your career as an IT/IM Community professional will evolve over time as you develop competencies through on-the-job practical experience, rotational assignments, and education and training opportunities, which could result in professional certifications. In many cases, advancement to the upper levels of the pyramids may involve a change in your occupational series.

[Appendix C](#) contains tables reflecting the population distribution for each series by pay plan and pay grade in your Community.

OPNAV N1 has identified five proficiency levels. Proficiency levels measure how well you are able to perform a task or function. You gain proficiency as you increase your skills or abilities associated with a given competency. The five proficiency levels are described below.

- **Introductory** – Basic knowledge
 - Focus is learning
 - Common knowledge or an understanding of basic techniques and concepts
- **Functional** – Limited knowledge
 - Focus is on-the-job training
 - You understand and can discuss terminology, concepts, principles, and issues related to the competencies of the position
 - You utilize the full range of reference and resource materials for the position
- **Intermediate** – Practical knowledge
 - Focus is applying and increasing knowledge and skills
 - You are able to successfully complete tasks – help from a higher-level staff member may be required – can usually perform duties of the position independently
 - You have applied competencies to situations, requiring minimal guidance to perform successfully
 - You can understand and discuss the application and implications of changes to processes, policies, and procedures for the position
- **Advanced** – Applied theory
 - Focus is broad organizational issues and how your organization supports and complements other organizations within the command
 - You have the competencies for the position and can apply them without assistance – recognized as “a person to ask” when questions arise
 - You have consistently provided practical/relevant ideas and perspectives on process or process improvements which may be easily implemented
 - You are capable of coaching others

- You participate in senior-level discussions regarding competencies required for successfully performing the position
- You assist in the development of reference and resource materials in successfully meeting the competencies of the position
- **Expert** – Recognized expert
 - Focus is more strategic, supporting the command’s strategic goals
 - You have demonstrated consistent excellence in applying competencies across multiple projects and/or organizations
 - You are considered the “go to” person in your area of expertise both internally and externally
 - You create new applications for and/or lead the development of resource materials

Experience. Experience is gained through a variety of duties and assignments, both project-specific and rotational. Within the context of other constraints (e.g., resource availability, workload, staffing constraints), CNIC recognizes and supports opportunities to learn from a variety of experiences made available through rotational or developmental assignments specifically structured to provide a broad experience. CNIC values the experience gained from assignments (including rotations) at different levels of the organization, with various business lines/support lines, and with other Commands.

Table 4. Experience Recommendations for Service Provider

Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
Job shadowing at higher grade level, same type On-the-job training – mentoring by senior to junior staff Work in specialty areas	Detail to cross-training assignments – internally and externally “Fill-in,” “acting,” in higher grade level Minimum three years performing directly applicable work at least at the next lower grade On-the-job training – mentoring by senior to junior staff Work in specialty areas	Detail to cross-training assignments (i.e., within organization in a different program area or detail outside the organization to gain more in-depth/broader perspective) Developmental assignments in other functional/program areas “Fill-in,” “acting,” in higher grade level Minimum three years applicable work experience equivalent to at least the next lower grade that enhances experience and increases overarching knowledge of Installation, Region, or HQ perspectives

Table 5. Experience Recommendations for Leadership

Department Head/ Program Manager/ Supervisor	Program Manager 1 st Level Supervisor	Program Director/Deputy/ 2 nd /3 rd Level Supervisor
Developmental assignments/exposure in other functional/program areas at an Installation Minimum of three years at a Journeyman and/or Expert level Work in specialty/cross-functional areas	Developmental assignments/exposure in other functional/program areas at an Installation or Region Minimum of three years at a Journeyman and/or Expert level Work in specialty/cross-functional areas at an Installation, Region, or HQ environment	Developmental assignments/exposure in other functional/program areas at an Installation, Region, or HQ Minimum of one year directly supervising or managing staff and managing program(s) Work in specialty/cross-functional areas

Assignments. Assignments are specific jobs within the organization appropriate for your grade, competencies, and KSAs. Assignments of increasing/varied responsibility broaden your experience, strengthen your contribution to the organization, and maximize your professional development and competitiveness for future assignments. In consultation with your supervisor, as approved by your chain of command, and within the context of other constraints (e.g., resource availability, workload, staffing constraints), you should seek assignments at different levels of the organization and with other Communities to broaden your competencies and experience.

Table 6. Assignment Recommendations for Service Provider

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
Detail for cross-function assignments Job shadowing whenever possible Perform required training for advancement	Mentor junior employees Review and provide input to policy issues	Act as team leader Act as subject matter expert (SME) Lead, advise, mentor/coach junior employees

Table 7. Assignment Recommendations for Leadership

Department Head/ Program Manager/ Supervisor	Program Manager 1 st Level Supervisor	Program Director/Deputy/ 2 nd /3 rd Level Supervisor
Administer a budget Manage/supervise Installation department Participate in continual process improvement and innovation	Manage a budget Participate in continual process improvement and innovation Supervise or manage Regional staff and/or program(s)	Develop and implement human capital strategy plan Develop, formulate, and execute a budget Direct functional program area(s) Lead change Supervise and manage Regional or HQ staff and/or program(s)

Professional Certifications/Licenses. Certifications/licenses are defined as credentials needed to perform specific job functions. Employees should take advantage of any opportunity to acquire certifications or licenses in order to enhance their marketability or upward mobility. CNIC attempts to reimburse employees for tuition and training course expenses associated with acquiring certifications or licenses within available resources.

Table 8. Professional Certification/License Opportunities

Organization	Web Site
Achieving International Organization for Standardization (ISO)/International Electrotechnical Commission (IEC) 27002 Security Foundation Certification	http://www.learningtree.com
Call Center Manager Certification Training	http://www.the-resource-center.com
Certificate of Accomplishment in Enterprise Architecture	http://www.graduateschool.edu
Certified Authorization Professional (CAP®)	https://www.isc2.org
Certified Business Analysis Professional (CBAP)	http://www.theiiba.org
Certified Ethical Hacker (CEH)	http://www.eccouncil.org
Certified Function Point Specialist (CFPS)	http://www.ifpug.org
Certified in Risk and Information Systems Control (CRISC)	http://www.isaca.org
Certified in the Governance of Enterprise IT (CGEIT)	http://www.isaca.org
Certified Incident Handler (CIH)	http://www.eccouncil.org
Certified Information Security Manager (CISM)	http://www.isaca.org
Certified Information Systems Auditor (CISA)	http://www.isaca.org
Certified Information Systems Security Professional (CISSP®)	https://www.isc2.org

Organization	Web Site
Certified Network Defense Architect (CNDA)	http://www.eccouncil.org
Certified Secure Programmer (CSP)	http://www.eccouncil.org
Certified Secure Software Life Cycle Professional (CSSLP®)	https://www.isc2.org
Chief Information Security Officer (CISO) Certificate	http://www.ndu.edu
Cisco Certified Design Associate (CCDA®) Certification	http://www.cisco.com
Cisco Certified Design Professional (CCDP®) Certification	http://www.cisco.com
Cisco Certified Entry Network Technician (CCENT®) Certification	http://www.cisco.com
Cisco Certified Internetwork Professional (CCIP®) Certification	http://www.cisco.com
Cisco Certified Network Associate (CCNA®) Certification	http://www.cisco.com
Cisco Certified Network Professional (CCNP®) Certification	http://www.cisco.com
Cisco Certified Network Professional (CCNP®) Voice Certification	http://www.cisco.com
Cisco Certified Security Professional (CCSP®) Certification	http://www.cisco.com
Cloud Computing Certified Professional	http://www.learningtree.com
COBIT IT Governance Framework Certification	http://www.isaca.org
Computer Hacking Forensic Investigator (CHFI)	http://www.eccouncil.org
Computing Technology Industry Association (CompTIA)	http://www.learningtree.com
Department of Defense Enterprise Architect (DoDAF)	http://www.feac institute.org
Enterprise Architecture Certification Program	http://www.feac institute.org
Information Assurance Committee on National Security Systems Instruction (CNSSI) 4012, 4016, and Information Assurance National Security Telecommunications and Information Systems Security Instruction (NSTISSI) 4015 Certificate	http://www.ndu.edu
Information Assurance NSTISSI No. 4011 Certificate	http://www.ndu.edu
Information Security Specialist Certification Program	http://www.graduateschool.edu
Knowledge-based Systems Certificate	http://www1.villanova.edu
Leadership Education and Development (LEAD) Program	http://www.leadership.opm.gov
Lean Six Sigma (LSS) Certification	http://www.6sigma.us
Network Security Administrator (NSA)	http://www.eccouncil.org
Networks Certificate	http://www1.villanova.edu
Professional Team Building	http://www.amanet.org http://www.teambuilders.com http://www.professionalt teambuilding.com

Organization	Web Site
Project Management	http://www.pmi.org http://www.golearn.gov
Systems Programming Certificate	http://www1.villanova.edu
Systems Security Certified Practitioner (SSCP®)	https://www.isc2.org
The Open Group Architecture Framework (TOGAF)	http://www.opengroup.org
Web Technology Certificate	http://www1.villanova.edu

5.0 Workforce Development Resources

There are ample resources to assist you with developing competencies as you progress in your career at CNIC.

Education. Employee education is an ongoing activity, vital to learn new concepts and develop new skills and competencies. Education is gained via coursework received from accredited colleges and universities.

Table 9. Education Recommendations for Service Provider

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
High School diploma or equivalent	High School diploma or equivalent plus: Continued learning such as college courses in related specialty	High School diploma or equivalent plus: Advanced learning achieved by working toward a college degree, professional organization affiliation, and/or professional certifications

Table 10. Education Recommendations for Leadership

Department Head/ Program Manager/ Supervisor	Program Manager 1 st Level Supervisor	Program Director/Deputy/ 2 nd /3 rd Level Supervisor
High School diploma or equivalent plus: Continued learning such as a two- to four-year course of study leading to an Associate's or Bachelor's degree Professional organization affiliation	High School diploma or equivalent plus: Continued learning such as a two- to four-year course of study leading to an Associate's or Bachelor's degree Professional organization affiliation	High School diploma or equivalent plus: Advanced learning such as an undergraduate to post-graduate study leading to a Bachelor's degree, Master's degree, or higher Professional organization affiliation and/or professional certifications

Training. Training is defined as instruction designed to provide specific skills and knowledge to attain competence and maintain professional currency. To ensure employees maintain professional currency, meet continuous learning requirements, and develop requisite skills, employees must leverage applicable continuous DoD learning events and training opportunities.

Detailed lists of training are available in two appendices:

- Technical Training Opportunities by Competency see [Appendix D](#).
- Leadership Training Opportunities by Competency see [Appendix E](#).

Professional Associations. Membership in professional associations provides an opportunity to network with other career professionals for the purpose of enhancing your skills and maintaining currency in your field. It also provides opportunities to showcase CNIC professionals and their accomplishments in a wide variety of forums.

Table 11. Professional Associations (Potential Affiliations)

Organization	Web Site
Acquisition Professional Community	http://www.acquisition.navy.mil
American Institute of Electrical Engineers (AIEE)	http://www.ieee.org
Association for Women in Computing (AWC)	http://awc-hq.org
Association of Communication Engineers	http://www.ace-engineers.com
Association of Information Technology Professionals (AITP)	http://www.aitp.org
International Function Point Users Group (IFPUG)	http://www.ifpug.org
International Institute of Business Analysis (IIBA)	http://www.theiiba.org
Internet Systems Consortium, Inc. (ISC)	http://www.isc.org
Microsoft Developer's Network (MSDN)	http://www.msdn.microsoft.com
Project Management Institute (PMI)	http://www.pmi.org

Mentoring. Mentoring is a type of leadership program designed to promote employee development and improve the career health of every employee. It is people helping people to grow and develop. It enhances leadership abilities and provides a framework for growth. Mentoring creates relationships between people to foster personal and professional development. Mentoring requires people to work together to establish specific goals and to provide each other with sufficient feedback to ensure the goals are reached. All CNIC professionals are encouraged to seek and become mentors.

Workforce Development Gateway Page. A variety of general and specific Workforce Development information including topics, such as professional development, Community management, diversity, and recruiting/retention are located within the N15 Gateway site at <https://q2.cnice.navy.mil/solutions/ewd/default.aspx>. You are highly encouraged to become familiar with this site.

IDP. Your IDP translates and personalizes the IT/IM Community's Competency/Career Progression. It is a "living document," jointly developed between you and your supervisor. IDPs provide you and your supervisor with a plan of action to help gain essential skills and identify training that may enhance your competencies and KSAs. Your IDP charts your developmental objectives in the short-term (1 to 2 years) and long-term (3 to 5 years). These objectives are reviewed and updated at least annually.

The following IDP resources are available on the N15 Workforce Development Gateway site IDP Web page at

<https://g2.cnmc.navy.mil/solutions/ewd/WDPages/IDP.aspx>:

- Overview Video – short video introduction
- Overview – text version of the video introduction
- IDP – template to begin creating your IDP
- Brief – IDP brief online lesson
- Form Guide – IDP tools and process online lesson.

APPENDIX A

Acronym List

This page intentionally left blank.

Acronym List

AC	Advanced Course
ACUCW	Administering Cisco Unified Communications Workspace
AIEE	American Institute of Electrical Engineers
AITP	Association of Information Technology Professionals
AJAX	Asynchronous JavaScript and Extensible Markup Language
AMPLS	Advanced Implementing and Troubleshooting Multiprotocol Label Switching
ARCH	Designing Cisco Network Service Architectures
ARSFE	Advanced Routing and Switching Solutions for Field Engineers
ASA	Adaptive Security Appliances
ASP	Active Server Pages
ASR	Aggregation Services Routers
ATM	Asynchronous Transfer Mode
AWC	Association for Women in Computing
BC	Basic Course
BCCPA	Blue Coat Certified Proxy Administrator
BCCPP	Blue Coat Certified Proxy Professional
BCMSN	Building Converged Cisco Multilayer Switched Networks
BCN	Building Core Networks
BECSN	Building Enhanced Cisco Security Networks
BGP	Border Gateway Protocol
BPR	Business Process Reengineering
BSCI	Building Scalable Cisco Internetworks
C&A	Certification and Accreditation
CA	Community Advocate
CAP	Certified Authorization Professional
CBAP	Certified Business Analysis Professional
CCDA	Cisco Certified Design Associate
CCDP	Cisco Certified Design Professional
CCENT	Cisco Certified Entry Network Technician
CCIE	Cisco Certified Internetwork Expert
CCIP	Cisco Certified Internetwork Professional
CCNA	Cisco Certified Network Associate
CCNP	Cisco Certified Network Professional

CCSP	Cisco Certified Security Professional
CEH	Certified Ethical Hacker
CES	Civilian Education System
CFPS	Certified Function Point Specialist
CGEIT	Certified in the Governance of Enterprise Information Technology
CHFI	Computer Hacking Forensic Investigator
CIH	Certified Incident Handler
CISA	Certified Information Systems Auditor
CISM	Certified Information Security Manager
CISO	Chief Information Security Officer
CISSP	Certified Information Systems Security Professional
CMII	Configuration Management II
CMP	Community Management Plan
CMS	Content Management Solution
CND	Cisco Network Devices
CNDA	Certified Network Defense Architect
CNIC	Commander, Navy Installations Command
CNSSI	Committee on National Security Systems Instruction
COBIT	Control Objectives for Information and Related Technology
CompTIA	Computing Technology Industry Association
COOP	Continuity of Operations Planning
COR	Contracting Officer Representative
COTR	Contracting Officer Technical Representative
CP	Community Champion
CPIC	Capital Planning and Investment Control
CRISC	Certified in Risk and Information Systems Control
CSM	Content Management Solution
CSS	Cascading Style Sheets
CSS	Customer Support Specialist
CSSLP	Certified Secure Software Life Cycle Professional
CTC	Concurrent Technologies Corporation
CUCM	Cisco Unified Communications Manager
CWAAS	Cisco Wide Area Application Services
CWLF	Cisco Wireless Local Area Network Fundamentals
DBA	Database Administrator

DCNID	Data Center Network Infrastructure Design
DESGN	Designing for Cisco Internetwork Solutions
DHTML	Dynamic Hypertext Markup Language
DIACAP	Department of Defense Information Assurance Certification and Accreditation Process
DNS	Domain Name System
DoD	Department of Defense
DoDAF	Department of Defense Enterprise Architect
DOM	Document Object Model
DON	Department of the Navy
DRMC	Defense Resources Management Course
DSLDP	Defense Senior Leader Development Program
DWDM	Dense Wavelength Division Multiplexing
EA	Enterprise Architecture
ED	Executive Director
EEO	Equal Employment Opportunity
ELDP	Executive Leadership Development Program
FAC-COTR	Federal Acquisition Certification for Contracting Officer Technical Representatives
FSA	Flexible Security Architecture
GAO	Government Accountability Office
GPRA	Government Performance and Results Act
GS	General Schedule
GTM	Global Traffic Manager
HCAAF	Human Capital Assessment and Accountability Framework
HQ	Headquarters
HTML	Hypertext Markup Language
HTTP	Hypertext Transfer Protocol
IA	Information Assurance
IAVA	Information Assurance Vulnerability Alert
IAVB	Information Assurance Vulnerability Bulletin
IBM	International Business Machines
IC	Intermediate Course
ICMI	Implementing a Cisco Multicast Infrastructure
ICND2	Interconnecting Cisco Network Devices 2
ICNX5	Implementing and Configuring the Cisco Nexus 5000

ICNX7	Implementing and Configuring the Cisco Nexus 7000
ICSNS	Implementing Cisco Storage Networking Solutions
IDP	Individual Development Plan
IEC	International Electrotechnical Commission
IFPUG	International Function Point Users Group
IGP	Interior Gateway Protocol
IIBA	International Institute of Business Analysis
IINS	Implementing Cisco Internet Operating System Network Security
IIUC	Implementing Cisco Internet Operating System Unified Communications
IMCR	Installation and Maintenance of Cisco Routers
INFOSEC	Information Security
IOS	Internetwork Operating System
IP	Internet Protocol
IPS	Intrusion Prevention System
IP-Sec	Internet Protocol Security
IS	Information System
ISC	Internet Systems Consortium
IS-IS	Intermediate System-to-Intermediate System
ISO	International Organization for Standardization
IT	Information Technology
IT/IM	Information Technology/Information Management
ITIL	Information Technology Infrastructure Library
IUWNE	Implementing Cisco Unified Wireless Networking Essentials
J2EE	Java Platform, Enterprise Edition
Java EE	Java Enterprise Edition
JSP	Java Server Pages
KM	Knowledge Management
KSA	Knowledge, Skill, and Ability
LAN	Local Area Network
LDP	Leadership Development Program
LEAD	Leadership Education and Development
LSS	Lean Six Sigma
LTM	Local Traffic Manager
MARS	Monitoring, Analysis, and Response System
MDS	Metadata Server

MEF	Metro Ethernet Forum
MPLS	Multiprotocol Label Switching
MSDN	Microsoft Developer's Network
MSTP	Multiservice Transport Platform
N15	Workforce Planning/Development and Strategy
NSA	Network Security Administrator
NSIT	Navy Shore Infrastructure Transformation
NSTISSI	National Security Telecommunications and Information Systems Security Instruction
OCHR	Office of Civilian Human Resources
OMB	Office of Management and Budget
OMSTPB	Optical Network System Multiservice Transport Platform Basic Training
OMSTPD	Optical Network System Multiservice Transport Platform Data Training
ONS	Optical Network System
OOAD	Object-Oriented Analysis and Design
OPM	Office of Personnel Management
OPNAV N1	Chief of Naval Operations (Manpower and Personnel)
OSINT	Open-Source Intelligence
OSPF	Open Shortest Path First
PHP	Personal Home Page
PKI	Public-Key Infrastructure
PMI	Project Management Institute
POM	Program Objective Memorandum
PR	Program Review
QOS	Quality of Service
RADIUS	Remote Authentication Dial In User Service
RAS	Remote Access Service
ROR	Ruby on Rails
RSSSE	Routing and Switching Solutions for System Engineers
SAISO	Senior Agency Information Security Officers
SECDEF	Secretary of Defense
SECNAV	Secretary of the Navy
SELinux	Security Enhanced Linux
SES	Senior Executive Service
SLIM	Software Life Cycle Management

SME	Subject Matter Expert
SNAF	Securing Networks with Adaptive Security Appliances Fundamentals
SOA	Service-Oriented Architecture
SP	Service Provider
SQL	Structured Query Language
SSCP	Systems Security Certified Practitioner
SSID	Service Set Identifier
SSP	System Security Plan
SYE	Securing Your E-mail
SYW	Securing Your Web
TCP/IP	Transmission Control Protocol/Internet Protocol
TOGAF	The Open Group Architecture Framework
TWMS	Total Workforce Management Services
UC	Unified Communications
UML	Unified Modeling Language
VLAN	Virtual Local Area Network
VoIP	Voice Over Internet Protocol
VPN	Virtual Private Network
WAN	Wide Area Network
WCF	Windows Communication Foundation
WLAN	Wireless Local Area Network
XHTML	Extensible Hypertext Markup Language
XML	Extensible Markup Language

APPENDIX B

Executive Director Competencies

This page intentionally left blank.

Executive Director Competencies

The Executive Director (ED) level of the pyramid is aligned with the Office of Personnel Management (OPM) leadership competency model, which provides a strategic, future-oriented framework for management-level positions. The model includes a set of 27 competencies grouped into five clusters based on similarities of importance and content. Commander, Navy Installations Command (CNIC) has identified knowledge, skills, and abilities (KSAs) that, in combination, support those leadership competencies.

Competency	KSAs
Leading Change: Creativity and Innovation External Awareness Flexibility Resilience Strategic Thinking Vision	<ul style="list-style-type: none"> • Ability to develop budget requirements and create the Program Objective Memorandum (POM) and Program Reviews (PRs) • Ability to manage budget execution • Ability to monitor organizational performance to improve achievement of program objectives • Ability to define business and financial requirements • Ability to develop policies and procedures ensuring continuous business process improvement
Leading People: Conflict Management Leveraging Diversity Developing Others Team Building	<ul style="list-style-type: none"> • Ability to use business analysis methodologies in a multi-layered/diverse organization • Ability to manage human resources and/or military and civilian manpower requirements and manning
Results Driven: Customer Service Accountability Decisiveness Entrepreneurship Problem Solving Technical Credibility	<ul style="list-style-type: none"> • Ability to explain, advocate, and express facts and ideas in a convincing manner and negotiate with individuals and groups internally and externally • Ability to develop expansive professional network with others • Ability to interact/communicate with higher command echelons in support of operational requirements • Ability to effectively manage external command expectations
Business Acumen: Financial Management Human Capital Management Technology Management	<ul style="list-style-type: none"> • Ability to apply technical processes to infrastructure/base operations support issues • Ability to balance change and continuity
Building Coalitions: Political Savvy Influencing/Negotiating Partnering	<ul style="list-style-type: none"> • Ability to design and implement strategies which maximize employee potential and foster high ethical standards • Ability to create an environment that fosters creative thinking • Ability to manage, lead, and mentor/coach others

This page intentionally left blank.

APPENDIX C

Community Population Distribution

This page intentionally left blank.

Community Population Distribution

Pay Plan	Occupational Series	Pay Grade														
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
GS	0332						1	5								
GS	0335						1	7		5						
GS	0390					2										
GS	0391						1		6		12	24	2			
GS	0392				2	11		2		1		1				
GS	1411			6	3	9	2	4								
GS	2210							8		46		113	133	62	19	7

Source: Total Workforce Management Services (TWMS) report dated May 4, 2011

This page intentionally left blank.

APPENDIX D

Technical Training Opportunities by Competency

This page intentionally left blank.

Technical Training Opportunities by Competency

Application/System Reengineering		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Business Process Management http://www.globalknowledge.com Learn how to develop, manage, and/or modify business processes for Information Security (INFOSEC).</p> <p>Service-Oriented Architecture (SOA) http://www.globalknowledge.com Learn the foundational knowledge needed to design, develop, and implement Enterprise class SOA solutions.</p>	<p>Entry-level courses plus:</p> <p>MANDIANT Malware Analysis II - Intermediate Malware Analysis http://www.globalknowledge.com Learn keys for successful malware reverse engineering: disassembly, debugging, and Windows internals.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>MANDIANT Malware Analysis III - Advanced Malware Analysis http://www.globalknowledge.com Learn to combat sophisticated malware head-on by studying its anti-analysis techniques.</p>
Capital Planning and Investment Control (CPIC)		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Fundamentals of IT Management and Capital Planning http://www.graduateschool.edu Understand the background and essential components of managing IT.</p>	<p>Entry-level courses plus:</p> <p>Capital Asset Planning: Exhibit 300 and Exhibit 53 Preparation http://www.graduateschool.edu Learn how to prepare a business case (Exhibit 300) for a capital investment as required by OMB Circular A-11.</p> <p>Capital Planning and Investment Control (CPIC) http://www.governmenttraininginc.com Learn the key tenets behind OMB Circulars and the GAO's Information Technology Guide as requiring the use of CPIC and discuss which types of projects are defined as "Major" investments and how the new Administration is/will be requiring, measuring and monitoring performance via the "IT Dashboard."</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Capital Portfolio Planning, Implementing, Maintenance, and Management http://www.graduateschool.edu Learn how to manage their legacy and investment capital portfolios more efficiently and to achieve organizational strategic objectives while controlling costs.</p> <p>Information Security (INFOSEC) Strategic Planning http://www.globalknowledge.com Discover how to use strategic planning to reduce cost and smooth operations over the life of a program.</p>

Data Management		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Auditing and Monitoring http://www.golearn.gov Learn the tools and mechanisms for system security monitoring and auditing.</p> <p>Configuration Management, Risks, and Incidents in Software Testing http://www.golearn.gov Learn how to mitigate risks and incidents in software systems reducing failures to save money, time, and reputation.</p> <p>Data Architectures http://graduateschool.edu Gain an overview of how to implement an effective data management system.</p> <p>Firewall Fundamentals http://www.golearn.gov Gain an overview of need of firewalls in a network, covering benefits, functions, components, and types of firewalls.</p> <p>Fundamentals of Internet Security http://www.golearn.gov Discuss issues such as access control, encryption, authentication, and auditing. Learn to identify the types of viruses and Virtual Private Networks (VPNs).</p> <p>Implementing Public-Key Infrastructure (PKI) http://www.golearn.gov Gain an overview of PKI that helps an organization achieve the security goals of authentication, confidentiality, integrity, and nonrepudiation.</p> <p>Information Security Awareness Training (Beginner) http://www.golearn.gov Learn why computer security is important and what you can do to help reduce threats to</p>	<p>Entry-level courses plus:</p> <p>CISSP Domain: Information Security and Risk Management http://www.golearn.gov Learn to identify the security requirements associated with identifying and protecting organizational information asset.</p> <p>DoD Information Assurance Certification and Accreditation Process (DIACAP) Certification and Accreditation Process http://www.globalknowledge.com Understand the importance of the DIACAP, as well as the laws, policies, guidance, and organizations on which the DIACAP is based.</p> <p>Foundstone Ultimate Hacking: Web http://www.globalknowledge.com Learn the knowledge and tools to recognize software vulnerabilities, develop countermeasures, and perform ongoing assessments of these Internet-facing applications.</p> <p>Identifying Viruses http://www.golearn.gov Learn not only on what viruses are but how to effectively implement security controls to prevent them, address them if they occur, and a strategy to educate the user group.</p> <p>Network Vulnerabilities and Prevention http://www.golearn.gov Discover the importance of evaluating the security posture of an organization and the strategies that can be adopted to identify and prevent the exploitation of network vulnerabilities.</p> <p>Securing Internet Access with</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Chief Information Security Officer (CISO) Certificate http://www.ndu.edu Gain a source of graduate-level information security education for Senior Agency Information Security Officers (SAISO), their staffs, and information assurance managers.</p> <p>Information Assurance CNSSI 4012, 4016, and Information Assurance NSTISSI 4015 Certificate http://www.ndu.edu Information Assurance CNSSI 4012, 4016, and Information Assurance NSTISSI 4015 Certificate requires five courses: Information Assurance and Critical Infrastructure Protection, Approval to Operate: Information System Certification & Accreditation, Enterprise Information Security and Risk Management, Global Enterprise Networking and Telecommunications, and Cyber Security for Information Leaders.</p> <p>Information Assurance NSTISSI No. 4011 Certificate http://www.ndu.edu Information Assurance NSTISSI No. 4011 Certificate requires four courses: Information Assurance and Critical Infrastructure Protection, Enterprise Information Security and Risk Management, Global Enterprise Networking and Telecommunications, and Cyber Security for Information Leaders.</p> <p>Knowledge-based Systems Certificate</p>

<p>security. Learn about issues such as laws and Government regulations, threats, vulnerabilities, e-mail security, social engineering, and individual accountability.</p> <p>Introduction to Information Architecture for the Web http://www.globalknowledge.com</p> <p>Create content that enables your Web site to meet its goals.</p> <p>Intrusion Detection http://www.golearn.gov</p> <p>Learn the tools, methodology, devices, and knowledge to design, implement, manage, and evaluate an intrusion detection strategy for their organization.</p> <p>Securing Remote Connectivity http://www.golearn.gov</p> <p>Learn the features and types of Remote Access Service (RAS) connections and the factors to be considered when selecting a RAS connection type.</p> <p>Security Auditing http://www.golearn.gov</p> <p>Learn types of security auditing, roles, and responsibilities of the personnel involved in auditing security, process of auditing security, and preparing the security audit report.</p>	<p>Firewalls http://www.golearn.gov</p> <p>Learn to design and implement a firewall into a network and understand topology, rule creation, services, vulnerabilities, and log analysis.</p> <p>Security+ Prep Course http://www.globalknowledge.com</p> <p>Learn hands-on Security+ concepts such as managing browser security, encrypting and digitally signing e-mail messages, and installing and configuring vulnerability scanners, and intrusion detection systems.</p> <p>Survival Guide for IT Professionals: Information Assurance and Records Management Advanced Electronic Records Management https://nara.learn.com</p> <p>Discuss system requirements, transfer specifications for electronic records and other topics. It will cover resources that are available to assist the IT professional as they perform their duties.</p>	<p>http://www1.villanova.edu</p> <p>Knowledge-based Systems Certificate requires five courses: Database Systems, Artificial Intelligence, Expert Systems, independent study, and an elective.</p> <p>Understanding and Evaluating Web Content Management Systems http://www.globalknowledge.com</p> <p>Get the information you need to choose and implement a content management solution (CMS) and learn best practices in a CMS implementation.</p>
---	--	---

e-Government		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Fundamentals of Internet Security http://www.golearn.gov</p> <p>Discuss issues such as access control, encryption, authentication, and auditing. Learn to identify the types of viruses and Virtual Private Networks (VPNs).</p> <p>Information Security Awareness Training (Beginner) http://www.golearn.gov</p>	<p>Entry-level courses plus:</p> <p>e-Business Part 1: Facing the e-Business Challenge http://learn.serebra.com</p> <p>Learn the history, trends, and opportunities around the movement towards e-Business. It compares and contrasts e-Commerce and e-Business.</p> <p>e-Business Part 2: Building</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Building an e-Commerce Business Case http://learn.serebra.com</p> <p>Understand the information which addresses the relationship between costs and benefits.</p> <p>e-Business Part 4: Securing Your Infrastructure</p>

<p>Learn why computer security is important and what you can do to help reduce threats to security. Learn about issues such as laws and Government regulations, threats, vulnerabilities, e-mail security, social engineering, and individual accountability.</p>	<p>the Infrastructure http://learn.serebra.com Focus on the technical infrastructure needed to support an e-Business initiative such as the sub-application level, examining network and protocol options and requirements.</p> <p>e-Business Part 3: Choosing Tools and Technologies http://learn.serebra.com Learn the tools, languages, and technologies that help drive the e-Business infrastructure including higher-level software and hardware choices such as Web browsers, Web servers, Web application servers, and Web enabled databases.</p> <p>Introduction to e-Commerce http://learn.serebra.com Gain an overview of the state of e-commerce today and understand how it defines electronic commerce and discusses electronic commerce elements. An overview of business-to-consumer and business-to-business electronic commerce is given.</p>	<p>http://learn.serebra.com Examine the security risks and requirements of an e-Business environment and introduces client and server side security.</p> <p>e-Business Part 5: Understanding the Applications http://learn.serebra.com Understand search engines and portals, on-line shopping, and resource management software including Enterprise resource planning and interactive communication software.</p> <p>e-Business Part 6: Working with Employees http://learn.serebra.com Establish acceptable use policies, e-mail etiquette, company-employee communication and employee-employee communication including guidelines for building the Intranet and establishing document sharing.</p> <p>e-Business Part 7: Satisfying the Customer http://learn.serebra.com Learn marketing strategies, customer relationship management, and selling-chain management.</p> <p>e-Business Part 8: Supply Chain Management and e-Procurement http://learn.serebra.com Examine supply-chain management and the changes needed to create Internet-enabled supply-chain management, establish business-business relationships and electronic procurement.</p> <p>e-Commerce Implementation Issues http://learn.serebra.com Understand the information and case studies highlighting the issues associated with e-commerce Implementation.</p> <p>e-Commerce Security</p>
---	---	--

		<p>http://learn.serebra.com Understand the impact of security issues on e-commerce implementation.</p> <p>Evaluating e-Commerce Options http://learn.serebra.com Learn some of the costs as well as the potential benefits of e-commerce including a survey of e-commerce strategies and an overview containing implementation descriptions.</p>
Enterprise Architecture		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Advanced Voice Over Internet (VoIP): Securing Unified Communications (UC) Networks http://www.globalknowledge.com Examine the architecture of VoIP attacks and threats, and learn countermeasures through intense hands-on labs.</p> <p>Configuration Management, Risks, and Incidents in Software Testing http://www.golearn.gov Learn how to mitigate risks and incidents in software systems reducing failures to save money, time, and reputation.</p> <p>Data Architectures http://graduateschool.edu Gain an overview of how to implement an effective data management system.</p> <p>Enterprise Architecture Overview http://www.graduateschool.edu Learn about Enterprise architecture (EA) frameworks and approaches in conjunction with legislative and regulatory requirements.</p> <p>Introduction to Cloud Computing and Architecture and Services http://www.graduateschool.edu Understand cloud computing</p>	<p>Entry-level courses plus:</p> <p>CISSP Domain: Information Security and Risk Management http://www.golearn.gov Learn to identify the security requirements associated with identifying and protecting organizational information asset.</p> <p>DoD Information Assurance Certification and Accreditation Process (DIACAP) Certification and Accreditation Process http://www.globalknowledge.com Understand the importance of the DIACAP, as well as the laws, policies, guidance, and organizations on which the DIACAP is based.</p> <p>Implementing an Enterprise Architecture http://www.graduateschool.edu Explore an approach to Enterprise architecture that directly addresses the business of an organization.</p> <p>Implementing Cisco Internetwork Operating System (IOS) Network Security (IINS) http://www.globalknowledge.com Prepare for Cisco Exam 640-553 IINS.</p> <p>Network Vulnerabilities and</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Applied Enterprise Architecture: Affecting Strategic Change http://www.graduateschool.edu Develop a working Enterprise architecture and address change management issues in conjunction with resource realignment strategies.</p> <p>Certificate of Accomplishment in Enterprise Architecture http://www.graduateschool.edu Gain the knowledge and skills to obtain this certificate.</p> <p>Enterprise Architecture Certification Program http://www.feac institute.org Obtain the skills you need to communicate and succeed in your Enterprise Architecture career or community.</p> <p>Information Assurance CNSSI 4012, 4016, and Information Assurance NSTISSI 4015 Certificate http://www.ndu.edu Information Assurance CNSSI 4012, 4016, and Information Assurance NSTISSI 4015 Certificate requires five courses: Information Assurance and Critical Infrastructure Protection, Approval to Operate:</p>

<p>and enable a more agile infrastructure.</p> <p>Introduction to Enterprise Architecture http://www.graduateschool.edu Gain an overview of Enterprise architecture by reviewing architectural frameworks and approaches.</p> <p>Service-Oriented Architecture (SOA) http://www.globalknowledge.com Learn the foundational knowledge needed to design, develop, and implement Enterprise class SOA solutions.</p> <p>Service-Oriented Architecture (SOA): A Comprehensive Hands-On Introduction http://www.learningtree.com Gain a foundational understanding of the concepts necessary to model, implement and strategically deploy an SOA within your organization by applying methodologies, technologies and standards.</p>	<p>Prevention http://www.golearn.gov Discover the importance of evaluating the security posture of an organization and the strategies that can be adopted to identify and prevent the exploitation of network vulnerabilities.</p>	<p>Information System Certification & Accreditation, Enterprise Information Security and Risk Management, Global Enterprise Networking and Telecommunications, and Cyber Security for Information Leaders.</p> <p>Information Assurance NSTISSI No. 4011 Certificate http://www.ndu.edu Information Assurance NSTISSI No. 4011 Certificate requires four courses: Information Assurance and Critical Infrastructure Protection, Enterprise Information Security and Risk Management, Global Enterprise Networking and Telecommunications, and Cyber Security for Information Leaders.</p>
Information Assurance (IA)		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Addressing Critical Information Security Vulnerabilities Seminar Series http://www.newhorizons.com Find solutions for their network security challenges and build awareness around preventive measures for the network security issues that plague them today.</p> <p>Auditing and Monitoring http://www.golearn.gov Learn the tools and mechanisms for system security monitoring and auditing.</p> <p>Cisco Certified Entry Network Technician (CCENT) Certification http://www.cisco.com</p>	<p>Entry-level courses plus:</p> <p>Achieving ISO/IEC 27002 Security Foundation Certification http://www.learningtree.com Prepare for the EXIN ISF Certification exam based on ISO/IEC 27002.</p> <p>Building Enhanced Cisco Security Networks (BECSN) v2.0 http://www.globalknowledge.com Learn to secure access to the Enterprise network and secure the data that flows through it.</p> <p>Certified Ethical Hacker http://www.newhorizons.com Learn how to scan, test, hack</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Adaptive Security Appliances (ASA) Lab Camp http://www.globalknowledge.com Get the most from this ASA-based lab experience using a dedicated Flexible Security Architecture (FSA) pod.</p> <p>Analyzing Network Security Plans http://www.golearn.gov Learn to create and analyze a network security plan that is based on business, organizational, and technical factors.</p> <p>Certified Information Security</p>

<p>Validate the ability to install, operate, and troubleshoot a small Enterprise branch network, including basic network security.</p> <p>Configuration Management, Risks, and Incidents in Software Testing http://www.golearn.gov Learn how to mitigate risks and incidents in software systems reducing failures to save money, time, and reputation.</p> <p>Defending Windows Networks http://www.globalknowledge.com Learn to defend your Microsoft Infrastructure against prevalent threats.</p> <p>Ethical Hacking and Countermeasures http://www.learningtree.com Learn to discover weaknesses in your network using the same mindset and methods as hackers.</p> <p>Firewall Fundamentals http://www.golearn.gov Gain an overview of need of firewalls in a network, covering benefits, functions, components, and types of firewalls.</p> <p>Foundstone Building Secure Software http://www.globalknowledge.com Learn the practical techniques and technologies that are needed to design and build secure software.</p> <p>Foundstone Ultimate Hacking http://www.globalknowledge.com Assess, penetrate, and secure UNIX and Windows networks and hosts.</p> <p>Foundstone Ultimate Hacking: Windows Security http://www.globalknowledge.com Learn from a hacker's</p>	<p>and secure their own systems including how intruders escalate privileges and what steps can be taken to secure a system.</p> <p>Certified Information Systems Auditor (CISA) Prep Course http://www.globalknowledge.com Get ready for the newly updated CISA exam with our top-quality preparation course.</p> <p>Certified Network Defense Architect (CNDA) http://www.newhorizons.com Learn how to scan, test, hack and secure their own systems by understanding how perimeter defenses work and then be lead into scanning and attacking their own networks, no real network is harmed.</p> <p>Check Point Security Administration I NGX http://www.globalknowledge.com Learn the basics of VPN-1 configuration.</p> <p>Cisco Certified Design Associate (CCDA) Certification http://www.cisco.com Demonstrate the skills required to design routed and switched network infrastructures and services involving LAN, WAN, and broadband access for businesses and organizations.</p> <p>Cisco Certified Network Associate (CCNA) Certification http://www.cisco.com Know basic mitigation of security threats, introduction to wireless networking concepts and terminology, and performance-based skills.</p> <p>Cisco Certified Network Associate (CCNA) Security e-Camp http://www.globalknowledge.com Prepare for Cisco Exams 640-802 CCNA and 649-553 IINS.</p>	<p>Manager (CISM) Prep Course http://www.globalknowledge.com Get ready for the CISM exam with our top-quality preparation course.</p> <p>Certified Information Systems Auditor (CISA) http://www.isaca.org This certification demonstrates proficiency in information systems audit, control, and security skills.</p> <p>Certified Information Systems Security Professional (CISSP) Prep Course http://www.globalknowledge.com Prepare for the most important security certification with superior prep materials and test-taking tips.</p> <p>Check Point Security Administration http://www.globalknowledge.com Learn the basic concepts and skills necessary to configure Check Point Software Blades, including Firewall, IPsec VPN, IPS, Network Policy Management, Logging and Status, Monitoring, URL Filtering, Antivirus and Anti-Malware, and Anti-Spam and E-mail Security.</p> <p>Check Point Security Administration II NGX http://www.globalknowledge.com Gain advanced VPN-1 configuration and management skills.</p> <p>Check Point Security Administration III NGX http://www.globalknowledge.com Learn advanced troubleshooting and debugging techniques.</p> <p>Chief Information Security Officer (CISO) Certificate http://www.ndu.edu</p>
--	---	--

<p>perspective how architectural vulnerabilities are assessed and how to deploy effective countermeasures. This course utilizes the latest commercial and freeware programs to simulate breaches and responses, allowing you to add these tools and techniques to your network-security arsenal.</p> <p>Fundamentals of Internet Security http://www.golearn.gov Discuss issues such as access control, encryption, authentication, and auditing. Learn to identify the types of viruses and Virtual Private Networks (VPNs).</p> <p>Implementing and Administering Security in a Microsoft Windows Server 2003 Network (M2823) http://www.globalknowledge.com Learn Microsoft Windows Server 2003-based infrastructure solutions. Some client-focused content is included where appropriate.</p> <p>Implementing Public-Key Infrastructure (PKI) http://www.golearn.gov Gain an overview of PKI that helps an organization achieve the security goals of authentication, confidentiality, integrity, and nonrepudiation.</p> <p>Information Security Awareness Training (Beginner) http://www.golearn.gov Learn why computer security is important and what you can do to help reduce threats to security. Learn about issues such as laws and Government regulations, threats, vulnerabilities, e-mail security, social engineering, and individual accountability.</p> <p>Intrusion Detection http://www.golearn.gov Learn the tools, methodology,</p>	<p>Cisco Security Monitoring, Analysis, and Response System (MARS) v3.0 http://www.globalknowledge.com Learn to use MARS to identify and eliminate network attacks to stay in compliance.</p> <p>CISSP Domain: Information Security and Risk Management http://www.golearn.gov Learn to identify the security requirements associated with identifying and protecting organizational information asset.</p> <p>Computer Hacking Forensic Investigator http://www.globalknowledge.com Learn about cybercrime investigation while preparing for CHFI certification.</p> <p>DoD Information Assurance Certification and Accreditation Process (DIACAP) Certification and Accreditation Process http://www.globalknowledge.com Understand the importance of the DIACAP, as well as the laws, policies, guidance, and organizations on which the DIACAP is based.</p> <p>Foundstone Ultimate Hacking: Expert http://www.globalknowledge.com Implement advanced countermeasures to prevent network attacks.</p> <p>Foundstone Ultimate Hacking: Web http://www.globalknowledge.com Learn the knowledge and tools to recognize software vulnerabilities, develop countermeasures, and perform ongoing assessments of these Internet-facing applications.</p> <p>Foundstone Writing Secure Code - ASP.NET (C#)</p>	<p>The CISO Certificate is a source of graduate-level information security education for Senior Agency Information Security Officers (SAISO), their staffs, and information assurance managers.</p> <p>Cisco Certified Security Professional (CCSP) Certification http://www.cisco.com Demonstrate the skills required to secure and manage network infrastructures to protect productivity, mitigate threats, and reduce costs.</p> <p>Information Assurance CNSSI 4012, 4016, and Information Assurance NSTISSI 4015 Certificate http://www.ndu.edu Information Assurance CNSSI 4012, 4016, and Information Assurance NSTISSI 4015 Certificate requires five courses: Information Assurance and Critical Infrastructure Protection, Approval to Operate: Information System Certification & Accreditation, Enterprise Information Security and Risk Management, Global Enterprise Networking and Telecommunications, and Cyber Security for Information Leaders.</p> <p>Information Assurance NSTISSI No. 4011 Certificate http://www.ndu.edu Information Assurance NSTISSI No. 4011 Certificate requires four courses: Information Assurance and Critical Infrastructure Protection, Enterprise Information Security and Risk Management, Global Enterprise Networking and Telecommunications, and Cyber Security for Information Leaders.</p> <p>MANDIANT Malware Analysis III - Advanced Malware</p>
---	---	--

<p>devices, and knowledge to design, implement, manage, and evaluate an intrusion detection strategy for their organization.</p> <p>Log Analysis http://www.golearn.gov Discover the importance of log analysis as part of network management, intrusion detection, security auditing, and forensics including different types of log files and stages of log life cycle management.</p> <p>MANDIANT Incident Response http://www.globalknowledge.com Learn how to respond to and investigate computer security incidents.</p> <p>MANDIANT Malware Analysis I - Introduction to Malware Analysis http://www.globalknowledge.com Learn introductory techniques for analyzing malware.</p> <p>Microsoft Windows 2003 Security http://www.globalknowledge.com Protect against hacker threats with Encryption File System and Kerberos.</p> <p>Secure Communications and VPNs http://www.globalknowledge.com Learn to implement encryption and authentication technologies for safe Internet communications.</p> <p>Securing Networks with ASA Fundamentals (SNAF) http://www.globalknowledge.com Gain the knowledge and skills needed to configure, maintain, and operate Cisco ASA 5500 Series Adaptive Security.</p> <p>Securing Remote Connectivity</p>	<p>http://www.globalknowledge.com Understand the key security features of the .NET platform, the common Web security pitfalls developers make, and how to build secure and reliable Web applications using ASP.NET.</p> <p>Foundstone Writing Secure Code - Java (J2EE) http://www.globalknowledge.com Understand the key security features of the Java Platform, Enterprise Edition (Java EE), identify and avoid common Web security pitfalls, and learn how to build secure and reliable Web applications using Java.</p> <p>Identifying Viruses http://www.golearn.gov Learn not only on what viruses are but how to effectively implement security controls to prevent them, address them if they occur, and a strategy to educate the user group.</p> <p>Implementing Cisco IOS Network Security (IINS) http://www.globalknowledge.com Focus on the necessity of a comprehensive security policy and how it affects the posture of the network.</p> <p>Information Security Specialist Certification Program http://www.graduateschool.edu This certificate program integrates theoretical and practical knowledge via hands-on labs combined with network design, implementation and management skills.</p> <p>MANDIANT Malware Analysis II - Intermediate Malware Analysis http://www.globalknowledge.com Learn keys for successful malware reverse engineering:</p>	<p>Analysis http://www.globalknowledge.com Learn to combat sophisticated malware head-on by studying its anti-analysis techniques.</p> <p>Security+ Boot Camp for the Federal 8570 Program http://www.globalknowledge.com CompTIA's Security+ is the premier vendor-neutral security certification and is included in the approved list of certifications to meet DoD Directive 8570.</p> <p>Systems Security Certified Practitioner (SSCP) Prep Course http://www.globalknowledge.com Prepare for the SSCP with superior prep materials and test-taking tips.</p>
--	---	--

<p>http://www.golearn.gov Learn the features and types of Remote Access Service (RAS) connections and the factors to be considered when selecting a RAS connection type.</p> <p>Securing Your Web with Cisco IronPort S-Series (SYW) http://www.globalknowledge.com Learn the technical aspects of the S-Series Web security appliances.</p> <p>Security Auditing http://www.golearn.gov Learn types of security auditing, roles, and responsibilities of the personnel involved in auditing security, process of auditing security, and preparing the security audit report.</p> <p>Security Certification and Accreditation (C&A) of Federal Information Systems http://www.globalknowledge.com Understand and discover working knowledge of the Federal Information Systems C&A Process. This course will provide an overview of current policy, laws, and guidance, definitions and terms, and the evolution of information system security.</p> <p>Sidewinder: 5-Day McAfee Firewall Enterprise System http://www.globalknowledge.com Learn hands-on an introduction into Firewall Enterprise, the day-to-day administration skills and the knowledge required to use those skills effectively.</p> <p>System and Network Security: A Comprehensive Introduction http://www.learningtree.com Apply the latest Windows-based computer forensic techniques to uncover illicit activity and recover lost data.</p>	<p>disassembly, debugging, and Windows internals.</p> <p>MANDIANT Network Monitoring http://www.globalknowledge.com Learn how to improve security by implementing network traffic monitoring.</p> <p>Network Security Essentials Administrator Training http://www.globalknowledge.com Learn to configure and deploy SonicOS Enhanced firmware.</p> <p>Network Vulnerabilities and Prevention http://www.golearn.gov Discover the importance of evaluating the security posture of an organization and the strategies that can be adopted to identify and prevent the exploitation of network vulnerabilities.</p> <p>Red Hat Enterprise Security: Network Services http://www.globalknowledge.com Gain the knowledge and skills to harden computers against both internal and external attacks, providing in-depth analysis of the ever-changing threat models as they pertain to Red Hat Enterprise Linux.</p> <p>Securing Internet Access with Firewalls http://www.golearn.gov Learn to design and implement a firewall into a network and understand topology, rule creation, services, vulnerabilities, and log analysis.</p> <p>Securing Networks with Adaptive Security Appliances (ASA) Fundamentals (SNAF) http://www.globalknowledge.com Prepare for Cisco Exam 642-524 SNAF.</p>	
--	--	--

	<p>Securing Your E-mail with Cisco IronPort C-Series Part I (SYE1) http://www.globalknowledge.com m Learn the foundations needed to successfully install, configure, and administer Cisco IronPort e-mail security appliance.</p> <p>Securing Your E-mail with Cisco IronPort C-Series Part II (SYE2) http://www.globalknowledge.com m Explore the advanced features of Cisco's IronPort e-mail security appliance.</p> <p>Security Enhanced Linux (SELinux) Policy Administration http://www.globalknowledge.com m Learn how SELinux operates within the Red Hat targeted policy and the tools used to manipulate it including how policies are written, compiled, and debugged.</p> <p>Security Enhanced Linux (SELinux) Policy Administration Exam http://www.globalknowledge.com m The Red Hat Enterprise SELinux Policy Administration Exam is a performance-based test of the skills covered in RHS429 Red Hat Enterprise SELinux Policy Administration.</p> <p>Survival Guide for IT Professionals: Information Assurance and Records Management http://www.globalknowledge.com m Discuss system requirements, transfer specifications for electronic records and other topics. It will cover resources that are available to assist the IT professional as they perform their duties.</p>	
--	---	--

Information Technology Business Process Reengineering		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Introduction to Computer Programming Using Structured Problem Solving http://www.graduateschool.edu Develop structured solutions to information-related problems.</p> <p>Introduction to Modeling for Business Analysis http://www.learningtree.com Learn critical modeling techniques to model core workflows and crucial processes.</p> <p>Service-Oriented Architecture (SOA) http://www.globalknowledge.com Learn the foundational knowledge needed to design, develop, and implement Enterprise class SOA solutions.</p>	<p>Entry-level courses plus:</p> <p>Business Process Reengineering (BPR) for Competitive Advantage http://www.learningtree.com Gain the critical skills needed to implement BPR within your organization.</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Business Process Reengineering (BPR) Certification Training Program http://www.wizdom.com Learn the seven core courses, policies, and initiatives to prepare for BPR certification.</p>
Information Technology Capacity Management		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Capacity Management Course http://www.metron-athene.com Learn a repeatable process including performance analysis, system sizing, performance measurement, and capacity planning.</p> <p>Cisco Certified Entry Network Technician (CCENT) Certification http://www.cisco.com Validate the ability to install, operate, and troubleshoot a small Enterprise branch network, including basic network security.</p>	<p>Entry-level courses plus:</p> <p>Cisco Certified Design Associate (CCDA) Certification http://www.cisco.com Demonstrate the skills required to design routed and switched network infrastructures and services involving LAN, WAN, and broadband access for businesses and organizations.</p> <p>Cisco Certified Network Associate (CCNA) Certification http://www.cisco.com Know basic mitigation of security threats, introduction to wireless networking concepts and terminology, and performance-based skills.</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Cisco Certified Network Professional (CCNP) Certification http://www.cisco.com Validate the ability to plan, implement, verify and troubleshoot local and wide-area Enterprise networks and work collaboratively with specialists on advanced security, voice, wireless and video solutions.</p> <p>Practitioner Certificate in IT Service Management: Specializing in Capacity Management http://www.metron-athene.com Understand service levels and resource usage and aligning capacity requirements with business demands.</p>

Information Technology Configuration Management		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Configuration Management, Risks, and Incidents in Software Testing http://www.golearn.gov Learn how to mitigate risks and incidents in software systems reducing failures to save money, time, and reputation.</p> <p>Structuring and Managing Requirements http://www.icmhq.com Learn the proper way to identify, structure, link and own information to make the change process fast and efficient.</p>	<p>Entry-level courses plus:</p> <p>CMII Implementation and Application http://www.icmhq.com Learn how to select the appropriate implementation team and define the destination including how to conduct an assessment and use the results to prepare a transition plan.</p> <p>JBoss for Application Administrators http://www.globalknowledge.com Learn to install and deploy the JBoss Application Server and configure and monitor the server for production usage.</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>CMII Principles and Tailored Application http://www.icmhq.com Learn the three phases of CMII implementation: preparation and justification; transition from current practices to the CMII practices; and application of the CMII practices.</p> <p>Export Control, Security, and Governance http://www.icmhq.com Learn to identify, understand and resolve the work flow problems through understanding export control, security, and governance.</p>
Information Technology Customer Support		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Contact Center Fundamentals http://www.the-resource-center.com Learn the component parts, job roles, and performance factors that make up today's world-class call center.</p> <p>Management Tools and Metrics http://www.golearn.gov Understand the management and measurement tools a professional Customer Support Specialist (CSS) is expected to use when dealing with individual customers and participating in the overall operation of the Support Center.</p> <p>S.O.S.: Help for the Help Desk http://www.the-resource-center.com Learn methods for effective listening, questioning, and resolving problems including how to write clear, accurate e-</p>	<p>Entry-level courses plus:</p> <p>Managing the Quality of the Customer Support Service Center http://www.golearn.gov Examine the processes involved in incident management and how a support center can use them to best effect.</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Call Center Manager Certification Training http://www.the-resource-center.com Learn the art and science of contact center management.</p> <p>Fundamentals of Call Center Coaching http://www.the-resource-center.com Learn about recommended practices for doing side-by-side coaching for improved performance, including tips on providing both positive and negative feedback.</p>

<p>mail responses and follow-up reports that will answer users' requests and satisfy their managers' expectations.</p> <p>Telecom Architectures and Information Technologies http://www.the-resource-center.com</p> <p>Learn how to evaluate existing technology options to determine which will best meet your organization's data and telephony requirements, from mature digital transport/access services to emerging voice and data services using voice over packet technologies.</p> <p>Updating Your Technology Skills from Windows XP to Windows 7 http://www.sqlsoft.com</p> <p>Gain the knowledge and skills to install, deploy, and upgrade to Windows 7.</p>		
---	--	--

Information Technology Forensics Operations

Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Auditing and Monitoring http://www.golearn.gov</p> <p>Learn the tools and mechanisms for system security monitoring and auditing.</p> <p>Computer Forensics and Incident Response http://www.learningtree.com</p> <p>Apply the latest Windows-based computer forensic techniques to uncover illicit activity and recover lost data.</p> <p>Foundstone Ultimate Hacking: Windows Security http://www.globalknowledge.com</p> <p>Learn from a hacker's perspective how architectural vulnerabilities are assessed and how to deploy effective countermeasures. This course utilizes the latest commercial and freeware programs to simulate breaches and</p>	<p>Entry-level courses plus:</p> <p>Certified Information Systems Auditor (CISA) Prep Course http://www.globalknowledge.com</p> <p>Get ready for the newly updated CISA exam with our top-quality preparation course.</p> <p>Computer Hacking Forensic Investigator http://www.globalknowledge.com</p> <p>Learn about cybercrime investigation while preparing for Computer Hacking Forensic Investigator (CHFI) certification.</p> <p>DoD Information Assurance Certification and Accreditation Process (DIACAP) Certification and Accreditation Process http://www.globalknowledge.com</p> <p>Understand the importance of the DIACAP, as well as the</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Chief Information Security Officer (CISO) Certificate http://www.ndu.edu</p> <p>The CISO Certificate is a source of graduate-level information security education for Senior Agency Information Security Officers (SAISO), their staffs, and information assurance managers.</p> <p>Information Assurance CNSSI 4012, 4016, and Information Assurance NSTISSI 4015 Certificate http://www.ndu.edu</p> <p>Information Assurance CNSSI 4012, 4016, and Information Assurance NSTISSI 4015 Certificate requires five courses: Information Assurance and Critical Infrastructure Protection, Approval to Operate:</p>

<p>responses, allowing you to add these tools and techniques to your network-security arsenal.</p> <p>Intrusion Detection http://www.golearn.gov Learn the tools, methodology, devices, and knowledge to design, implement, manage, and evaluate an intrusion detection strategy for their organization.</p> <p>Log Analysis http://www.golearn.gov Discover the importance of log analysis as part of network management, intrusion detection, security auditing, and forensics including different types of log files and stages of log life cycle management.</p> <p>MANDIANT Incident Response http://www.globalknowledge.com Learn how to respond to and investigate computer security incidents.</p> <p>Securing Remote Connectivity http://www.golearn.gov Learn the features and types of Remote Access Service (RAS) connections and the factors to be considered when selecting a RAS connection type.</p> <p>Security Certification and Accreditation (C&A) of Federal Information Systems http://www.globalknowledge.com Understand and discover working knowledge of the Federal Information Systems C&A Process. This course will provide an overview of current policy, laws, and guidance, definitions and terms, and the evolution of information system security.</p>	<p>laws, policies, guidance, and organizations on which the DIACAP is based.</p> <p>Foundstone Ultimate Hacking: Web http://www.globalknowledge.com Learn the knowledge and tools to recognize software vulnerabilities, develop countermeasures, and perform ongoing assessments of these Internet-facing applications.</p> <p>Network Vulnerabilities and Prevention http://www.golearn.gov Discover the importance of evaluating the security posture of an organization and the strategies that can be adopted to identify and prevent the exploitation of network vulnerabilities.</p> <p>Open-Source Intelligence (OSINT) http://www.governmenttraininginc.com Find the right information and understand how to interpret it is essential in business whether it is competitive intelligence, enhanced due diligence, brand protection, reputation management, employee background screening or any other of the myriad of information focused business functions.</p> <p>Securing Internet Access with Firewalls http://www.golearn.gov Learn to design and implement a firewall into a network and understand topology, rule creation, services, vulnerabilities, and log analysis.</p> <p>Security+ Prep Course http://www.globalknowledge.com Learn hands-on Security+ concepts such as managing browser security, encrypting</p>	<p>Information System Certification & Accreditation, Enterprise Information Security and Risk Management, Global Enterprise Networking and Telecommunications, and Cyber Security for Information Leaders.</p> <p>Information Assurance NSTISSI No. 4011 Certificate http://www.ndu.edu Information Assurance NSTISSI No. 4011 Certificate requires four courses: Information Assurance and Critical Infrastructure Protection, Enterprise Information Security and Risk Management, Global Enterprise Networking and Telecommunications, and Cyber Security for Information Leaders.</p>
---	---	---

	and digitally signing e-mail messages, and installing and configuring vulnerability scanners, and intrusion detection systems.	
Information Technology Hardware Management		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Cisco ONS 15454 Multiservice Transport Platform (MSTP) Basic Training (OMSTPB) v9.0 http://www.globalknowledge.com Get the skills you need to deploy an MSTP network.</p> <p>Service Oriented Architectures – Components and Services http://www.graduateschool.edu Gain an overview of the application and use of service-oriented architectures (SOA).</p>	<p>Entry-level courses plus:</p> <p>Cisco Certified Design Associate (CCDA) e-Camp v2 http://www.globalknowledge.com Prepare for Cisco Exams 642-901 Building Scalable Cisco Internetworks (BSCI), 642-812 Building Converged Cisco Multilayer Switched Networks (BCMSN), and 642-873 Designing Cisco Network Service Architectures (ARCH).</p> <p>Cisco Certified Network Professional (CCNP) e-Camp http://www.globalknowledge.com Prepare for the CCNP certification exams.</p> <p>Cisco ONS 15454 Multiservice Transport Platform (MSTP) Implementing Data (OMSTPD) Over DWDM v9.0 http://www.globalknowledge.com Learn to deploy a Cisco ONS 15454 MSTP data over DWDM network.</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Analyzing Network Security Plans http://www.golearn.gov Learn to create and analyze a network security plan that is based on business, organizational, and technical factors.</p> <p>Technical Architectures http://www.graduateschool.edu Develop technical standards and specifications including security standards.</p>
Information Technology Knowledge Management		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Being a Knowledge Activist http://www.golearn.gov Know your company, the people, and the potential.</p> <p>Introduction to Information Architecture for the Web http://www.globalknowledge.com Create content that enables your Web site to meet its goals.</p>	<p>Entry-level courses plus:</p> <p>Open-Source Intelligence (OSINT) http://www.governmenttraininginc.com Find the right information and understand how to interpret it is essential in business whether it is competitive intelligence, enhanced due diligence, brand protection, reputation management,</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>e-Business Part 5: Understanding the Applications http://learn.serebra.com Understand search engines and portals, on-line shopping, and resource management software including Enterprise resource planning and interactive communication</p>

	<p>employee background screening or any other of the myriad of information focused business functions.</p> <p>The Art of Knowledge Management http://www.golearn.gov</p> <p>Understand the environment for safely discovering and using the knowledge in their organization.</p>	<p>software.</p> <p>e-Business Part 6: Working with Employees http://learn.serebra.com</p> <p>Establish acceptable use policies, e-mail etiquette, company-employee communication and employee-employee communication including guidelines for building the Intranet and establishing document sharing.</p> <p>Knowledge-based Systems Certificate http://www1.villanova.edu</p> <p>Knowledge-based Systems Certificate requires five courses: Database Systems, Artificial Intelligence, Expert Systems, independent study, and an elective.</p>
--	---	--

Information Technology Life Cycle Management

Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Information Technology Infrastructure Library (ITIL) Service Management Foundation http://www.graduateschool.edu</p> <p>Learn the life cycle of managing IT services to deliver to business expectations, as well as, an engaging case study based approach to learning the core disciplines of the ITIL best practice.</p> <p>Log Analysis http://www.golearn.gov</p> <p>Discover the importance of log analysis as part of network management, intrusion detection, security auditing, and forensics including different types of log files and stages of log life cycle management.</p>	<p>Entry-level courses plus:</p> <p>Software Life Cycle Management (SLIM) Metrics http://www.qsm.com</p> <p>Learn Software Life Cycle Management (SLIM) methodology and its application to software measurement, data collection, and benchmarking.</p> <p>SLIM Estimate and SLIM Control http://www.qsm.com</p> <p>Focus on building practical skills you can apply in software estimation and control.</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Certified Secure Software Life Cycle Professional (CSSLP) https://www.isc2.org</p> <p>The only certification in the industry that ensures security is considered throughout the entire life cycle.</p>

Information Technology Operational Performance Measurement and Management

Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Log Analysis http://www.golearn.gov</p>	<p>Entry-level courses plus:</p> <p>User and System</p>	<p>Advanced (Journeyman)level courses plus:</p>

Discover the importance of log analysis as part of network management, intrusion detection, security auditing, and forensics including different types of log files and stages of log life cycle management.	<p>Requirements for Successful Software Development http://www.learningtree.com Learn to specify user and system requirements, match the process to the size of your project, and apply quality and consistency tests to the requirements model.</p>	<p>Management Analysis: Advanced Applications http://www.graduateschool.edu 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.</p>
--	---	---

Information Technology Policy and Planning

Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Cyber Security: A Technical Approach http://www.graduateschool.edu Explore the threats and vulnerabilities associated with our information network.</p> <p>Security Certification and Accreditation (C&A) of Federal Information Systems http://www.globalknowledge.com Understand and discover working knowledge of the Federal Information Systems C&A Process. This course will provide an overview of current policy, laws, and guidance, definitions and terms, and the evolution of information system security.</p>	<p>Entry-level courses plus:</p> <p>Capital Planning & Investment Control (CPIC) http://www.governmenttraininginc.com Learn the key tenets behind OMB Circulars and the GAO's Information Technology Guide as requiring the use of CPIC and discuss which types of projects are defined as "Major" investments and how the new Administration is/will be requiring, measuring and monitoring performance via the "IT Dashboard".</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Capital Portfolio Planning, Implementing, Maintenance, and Management http://www.graduateschool.edu Manage your legacy and investment capital portfolios more efficiently to achieve organizational strategic objectives.</p> <p>Technical Writing (3 days) http://www.graduateschool.edu Master proven techniques for writing clear, concise technical documents by applying proven readability formulas and incorporating an easy six-step writing process. Learn how to conduct an audience analysis, eliminate common writing mistakes, organize your document and employ other methods to produce a reliable, readable technical document.</p>

Information Technology Software Development

Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Administering and Supporting Exchange 2007 http://www.sqlsoft.com Learn skills to deploy, administer, and manage an Exchange Server 2007 environment.</p> <p>Adobe Acrobat 7.0 Seminar Series - Document Management and Workflow</p>	<p>Entry-level courses plus:</p> <p>.NET Web Developer http://www.globalknowledge.com Learn the fundamentals of building interactive, dynamic Web applications using the .NET framework.</p> <p>Adobe Flash CS4 Developer http://www.globalknowledge.com</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Agile Programming: Principles and Practices for Software Success http://www.learningtree.com Gain a solid foundation in Agile programming principles.</p> <p>Computing Technology Industry Association</p>

<p>Processes http://www.newhorizons.com Learn Adobe Acrobat 7.0 document management and workflow processes.</p> <p>Adobe Captivate 4 http://www.globalknowledge.com Learn to use Adobe Captivate to capture screen shots on your computer and quickly turn them into interactive e-Learning video lessons, complete with images, captions, rollovers, clickable areas, typing areas, and sound effects.</p> <p>Adobe InDesign CS4 http://www.globalknowledge.com Learn some of the tools and features to create eye-catching printed documents using InDesign CS4 including deploying the advanced InDesign techniques to enhance the look and functionality of your documents.</p> <p>Adobe Photoshop CS4 http://www.globalknowledge.com Learn the fundamental concepts and features of Adobe Photoshop CS4 and then learn many advanced features, including tips and techniques for using the latest version of Photoshop and for preparing images for the Web.</p> <p>Developing Microsoft ASP.NET Web Applications Using Visual Studio .NET http://www.globalknowledge.com Learn how to develop Web applications.</p> <p>Dreamweaver CS4 Developer http://www.globalknowledge.com Gain the knowledge and hands-on practice needed to build and manage professional</p>	<p>m Learn how to create original content in Flash or import it from other Adobe applications, quickly design simple animations, and use Adobe ActionScript 3.0 to develop sophisticated interactive projects.</p> <p>Advanced .NET Programming http://www.globalknowledge.com Take an in-depth look at advanced technologies in .NET, emphasizing multi-tiered and distributed architectures.</p> <p>Advanced Java Web Developer http://www.globalknowledge.com Learn to develop servlets from scratch as well as advanced techniques with Java Server Pages (JSP).</p> <p>Advanced JavaScript: DOM Scripting - DHTML http://www.globalknowledge.com Gain practical knowledge of dynamic scripting techniques by working with real-world examples of animation, shopping carts, and calendars.</p> <p>Advanced Perl: Database-Driven Web Sites http://www.globalknowledge.com Advanced Perl teaches the Perl skills you need to rapidly and efficiently develop complex, database-driven Web applications.</p> <p>Asynchronous JavaScript and XML (AJAX) Developer http://www.globalknowledge.com Learn to work with AJAX when developing advanced Web applications.</p> <p>Cascading Style Sheets (CSS) http://www.globalknowledge.com Learn to use XHTML and CSS</p>	<p>(CompTIA) A+ Certification http://www.learningtree.com Gain the knowledge to install, configure and optimize personal computer hardware and operating systems.</p> <p>Computing Technology Industry Association (CompTIA) Security+ Certification http://www.learningtree.com Prepare for the CompTIA Security+ Certification Exam.</p> <p>Systems Programming Certificate http://www1.villanova.edu Systems Programming Certificate requires five courses: System Programming in UNIX and C, Advanced System Programming, System Administration Concepts, independent study, and an elective.</p> <p>Web Technology Certificate http://www1.villanova.edu Web Technology Certificate requires five courses: Distributed Systems, Computer Networks, Multimedia Technology, System Programming in UNIX and C, and an independent study.</p>
--	---	--

<p>Web sites using Dreamweaver CS4.</p> <p>Foundstone Building Secure Software http://www.globalknowledge.com Learn the practical techniques and technologies that are needed to design and build secure software.</p> <p>Fundamentals of Adobe Flex 3 Using Flex Builder http://www.globalknowledge.com Learn the fundamentals of Adobe's Flex framework to build rich, elegant, scalable applications that can reach anyone anywhere.</p> <p>Fundamentals of JavaServer Faces http://www.globalknowledge.com Learn the fundamentals of using this framework to create views, add UI components, and validate user input.</p> <p>Fundamentals of Visual Studio.NET http://www.globalknowledge.com Learn the internal workings of Visual Studio .NET to help students get the most out of its features, wizards, editors, and project-management capabilities.</p> <p>Implementing and Administering Security in a Microsoft Windows Server 2003 Network http://www.globalknowledge.com Learn Microsoft Windows Server 2003-based infrastructure solutions, some client-focused content is included where appropriate.</p> <p>Implementing and Managing Windows Server 2008 Hyper-V http://www.sqlsoft.com Learn how to implement and manage Windows Server 2008</p>	<p>technology for more control of page layout and the ability to control the design of multiple pages on your site from a single file.</p> <p>Configuring, Managing and Troubleshooting Microsoft Exchange Server 2010 http://www.sqlsoft.com Learn how to configure Exchange Server 2010, as well as provide guidelines, best practices, and considerations that will help you optimize your Exchange server deployment.</p> <p>Dynamic, Data-Driven Web Sites http://www.globalknowledge.com Learn to create dynamic, data-driven Web sites using today's most popular technologies. Get the basics of Structured Query Language (SQL) and learn how to use SQL to interact with databases from within your Web pages.</p> <p>Enterprise Java Beans 3.0 http://www.globalknowledge.com Learn how to develop several types of EJBs, including session beans, entity beans, and message-driven beans.</p> <p>Extensible Markup Language (XML) Developer http://www.globalknowledge.com Learn the XML and building XML applications.</p> <p>Foundstone Building Secure Software http://www.globalknowledge.com Learn the practical techniques and technologies that are needed to design and build secure software. This course discusses a variety of software models with a special focus on Web applications.</p> <p>Foundstone Ultimate Hacking: Web</p>	
--	--	--

<p>Hyper-V.</p> <p>Installing and Configuring Windows 7 Client http://www.sqlsoft.com Learn how to install, upgrade, and migrate to Windows 7 including configuring Windows 7 for network connectivity, security, maintenance, and mobile computing.</p> <p>Introduction to CGI Scripting with Perl http://www.globalknowledge.com Write powerful, flexible, platform-independent scripts that run on your server. Learn to harness Perl's potential for processing text, searching HTML pages and text files, and more.</p> <p>Introduction to JavaScript: Document Object Model (DOM) Scripting http://www.globalknowledge.com Learn important techniques that will enable you to design Web pages with the user in mind. Through an understanding of the Document Object Model (DOM), you will be able to create fast and efficient client-side scripting code using the JavaScript language.</p> <p>Introduction to Object Oriented Programming using Microsoft Visual Studio 2008 http://www.sqlsoft.com Learn object-oriented concepts including classes, methods, properties, inheritance, and interfaces.</p> <p>Introduction to Personal Home Page (PHP) http://www.globalknowledge.com Gain an introduction to PHP (Hypertext Preprocessor) teaches you the necessary skills to immediately exploit PHP on your Internet or</p>	<p>http://www.globalknowledge.com Learn the knowledge and tools to recognize software vulnerabilities, develop countermeasures, and perform ongoing assessments of these Internet-facing applications.</p> <p>Foundstone Writing Secure Code - ASP.NET (C#) http://www.globalknowledge.com Understand the key security features of the .NET platform, the common Web security pitfalls developers make, and how to build secure and reliable Web applications using ASP.NET.</p> <p>Foundstone Writing Secure Code - Java (J2EE) http://www.globalknowledge.com Understand the key security features of the Java Platform, Enterprise Edition (Java EE), identify and avoid common Web security pitfalls, and learn how to build secure and reliable Web applications using Java.</p> <p>Fundamentals of Jakarta Struts http://www.globalknowledge.com Learn to build solid Web applications following many best practices we have used on the desktop for years.</p> <p>Fundamentals of Object-Oriented Analysis and Design http://www.globalknowledge.com Learn to prepare for programming in Java or Microsoft's .NET with object-oriented technologies.</p> <p>Hypertext Preprocessor (PHP) 5 Developer http://www.globalknowledge.com Gain an introduction to PHP is a cross-platform scripting language that is particularly</p>	
--	--	--

<p>intranet Web site.</p> <p>Introduction to Programming Microsoft .NET Applications with Microsoft Visual Studio 2005 http://www.globalknowledge.com</p> <p>Learn how to program using Visual Studio 2005.</p> <p>Introduction to Ruby on Rails http://www.globalknowledge.com</p> <p>An introduction to experienced Java developers to the techniques required to build dynamic Web applications using the Ruby on Rails (RoR) framework.</p> <p>Microsoft Office SharePoint Designer 2007 http://www.globalknowledge.com</p> <p>Learn the basic functions and features of SharePoint Designer 2007.</p> <p>Programming with the Microsoft .NET Framework using Microsoft Visual Studio 2008 http://www.sqlsoft.com</p> <p>Gain an introduction to developing n-tier applications for the Microsoft .NET 3.5 environment using Microsoft Visual Studio 2008 SP1.</p> <p>Secure Communications and VPNs http://www.globalknowledge.com</p> <p>Learn to implement encryption and authentication technologies for safe Internet communications.</p> <p>Service-Oriented Architecture (SOA) http://www.globalknowledge.com</p> <p>Learn the foundational knowledge needed to design, develop, and implement Enterprise class SOA solutions.</p>	<p>well-suited for Web development.</p> <p>Intermediate .NET Programming using VB.NET and C# http://www.globalknowledge.com</p> <p>Learn intermediate and advanced tools and techniques in .NET including reflection, delegates and events, and threads, and further explore ADO.NET and XML support.</p> <p>Intermediate and Advanced .NET Programming http://www.globalknowledge.com</p> <p>Learn .NET Programming Capstone Series you will learn to work with intermediate and advanced features in the .NET framework.</p> <p>Java 2 Enterprise Edition (J2EE) Patterns and Design Patterns http://www.globalknowledge.com</p> <p>Learn fundamental object-oriented design concepts and design principles that are essential for successful development of robust J2EE applications.</p> <p>Java Developer http://www.globalknowledge.com</p> <p>Learn the fundamentals of building interactive, dynamic Web applications using Java and Java EE technology.</p> <p>JavaScript: DOM Scripting (DHTML) http://www.globalknowledge.com</p> <p>Learn to create a dynamic, interactive Web site.</p> <p>JBoss for Application Administrators http://www.globalknowledge.com</p> <p>Learn to install and deploy the JBoss Application Server and configure and monitor the</p>	
---	---	--

<p>Using ASP.NET Web Services and Windows Communication Foundation http://www.globalknowledge.com Gain the skills necessary to both consume and create XML Web Services as well as the skills to consume and create a variety of Windows Communication Foundation (WCF) services.</p> <p>Web Fundamentals and Design http://www.globalknowledge.com Gain the skills you need to design a truly attractive and fully functional Web site as you learn the fundamentals of HTML layout and design and master dynamic technologies including Cascading Style Sheets (CSS) and JavaScript.</p> <p>Windows Communication Foundation (WCF) using VB.NET or C# http://www.globalknowledge.com Learn Windows Communication Foundation (WCF) to unify and build on the diverse set of existing distribution mechanisms, which include ASP.NET Web Services and .NET Remoting.</p>	<p>server for production usage.</p> <p>JBoss Rules http://www.globalknowledge.com Learn JBoss Rules ideal for middleware application developers who have zero-to-moderate experience with rule technology.</p> <p>MySQL 5.0 for Database Administrators Boot Camp http://www.globalknowledge.com Learn to secure users privileges, set resource limitations, and access controls. This class prepares you to take the MySQL 5.0 DBA Part 1 and MySQL 5.0 DBA Part 2 exams.</p> <p>Object-Oriented Analysis and Design (OOAD) Workshop http://www.globalknowledge.com Learn the fundamentals of object-oriented analysis and design process using Unified Modeling Language (UML) as the diagramming technique.</p> <p>Servlet and JSP Development using WebSphere Studio Application Developer V5.x http://www.globalknowledge.com Develop and test server-side applications that use servlets, JSPs, JSP custom tags, and servlet filters for the control and flow of e-business applications.</p> <p>Web Application Technologies with Microsoft Visual Studio 2005 http://www.globalknowledge.com Learn to develop Web Applications Using ASP.NET.</p>	
--	---	--

Information Technology Specifications Analysis		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Requirements Analysis and Specification Writing http://www.ppi-int.com Learn the techniques used to capture, validate and gain a complete understanding of requirements communicated at all stages of the system life cycle.</p>	<p>Entry-level courses plus: User and System Requirements for Successful Software Development http://www.learningtree.com Learn to specify user and system requirements, match the process to the size of your project, and apply quality and consistency tests to the requirements model.</p>	<p>Advanced (Journeyman)level courses plus: Understanding and Evaluating Web Content Management Systems http://www.globalknowledge.com Get the information you need to choose and implement a CMS solution and learn best practices in a CMS implementation.</p>
Information Technology System Design		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Cisco Certified Entry Network Technician (CCENT) Certification http://www.cisco.com Validate the ability to install, operate, and troubleshoot a small Enterprise branch network, including basic network security.</p> <p>Microsoft Office SharePoint Designer 2007 http://www.globalknowledge.com Learn the basic functions and features of SharePoint Designer 2007.</p> <p>Planning and Managing Windows 7 Desktop Deployments and Environments http://www.sqlsoft.com Learn how to plan and deploy Windows 7 desktops in large organizations including how to design, configure, and manage the Windows 7 client environment.</p> <p>Secure Communications and VPNs http://www.globalknowledge.com Learn to implement encryption and authentication</p>	<p>Entry-level courses plus: Cisco Certified Design Associate (CCDA) Certification http://www.cisco.com Demonstrate the skills required to design routed and switched network infrastructures and services involving LAN, WAN, and broadband access for businesses and organizations.</p> <p>Cisco Certified Network Associate (CCNA) Certification http://www.cisco.com Know basic mitigation of security threats, introduction to wireless networking concepts and terminology, and performance-based skills.</p> <p>DoD Information Assurance Certification and Accreditation Process (DIACAP) Certification and Accreditation Process http://www.globalknowledge.com Understand the importance of the DIACAP, as well as the laws, policies, guidance, and organizations on which the DIACAP is based.</p> <p>Foundstone Ultimate Hacking: Web http://www.globalknowledge.com</p>	<p>Advanced (Journeyman)level courses plus: Cisco Certified Design Professional (CCDP) Certification http://www.cisco.com Validate advanced knowledge of network design concepts and principles.</p> <p>Information Assurance CNSSI 4012, 4016, and Information Assurance NSTISSI 4015 Certificate http://www.ndu.edu/ Information Assurance CNSSI 4012, 4016, and Information Assurance NSTISSI 4015 Certificate requires five courses: Information Assurance and Critical Infrastructure Protection, Approval to Operate: Information System Certification & Accreditation, Enterprise Information Security and Risk Management, Global Enterprise Networking and Telecommunications, and Cyber Security for Information Leaders.</p> <p>Information Assurance NSTISSI No. 4011 Certificate http://www.ndu.edu/</p>

<p>technologies for safe Internet communications.</p> <p>Securing Remote Connectivity http://www.golearn.gov Learn the features and types of Remote Access Service (RAS) connections and the factors to be considered when selecting a RAS connection type.</p> <p>Service-Oriented Architecture (SOA) http://www.globalknowledge.com Learn the foundational knowledge needed to design, develop, and implement Enterprise class SOA solutions.</p> <p>Web Fundamentals and Design http://www1.villanova.edu Gain the skills you need to design a truly attractive and fully functional Web site as you learn the fundamentals of HTML layout and design and master dynamic technologies including Cascading Style Sheets (CSS) and JavaScript.</p>	<p>Learn the knowledge and tools to recognize software vulnerabilities, develop countermeasures, and perform ongoing assessments of these Internet-facing applications.</p> <p>Hypertext Preprocessor (PHP) 5 Developer http://www.globalknowledge.com Gain an introduction to PHP is a cross-platform scripting language that is particularly well-suited for Web development.</p> <p>Java 2 Enterprise Edition (J2EE) Patterns and Design Patterns http://www.globalknowledge.com Learn fundamental object-oriented design concepts and design principles that are essential for successful development of robust J2EE applications.</p> <p>JavaScript: DOM Scripting (DHTML) http://www.globalknowledge.com Learn to create a dynamic, interactive Web site.</p> <p>JBoss for Application Administrators http://www.globalknowledge.com Learn to install and deploy the JBoss Application Server and configure and monitor the server for production usage.</p> <p>JBoss Rules http://www.globalknowledge.com Learn JBoss Rules ideal for middleware application developers who have zero-to-moderate experience with rule technology.</p> <p>Network Vulnerabilities and Prevention http://www.globalknowledge.com Discover the importance of</p>	<p>Information Assurance NSTISSI No. 4011 Certificate requires four courses: Information Assurance and Critical Infrastructure Protection, Enterprise Information Security and Risk Management, Global Enterprise Networking and Telecommunications, and Cyber Security for Information Leaders.</p> <p>Networks Certificate http://www1.villanova.edu Networks Certificate requires five courses: Distributed Systems, Concepts of Data Communications, Computer Networks, Network Management and Performance, and independent study.</p> <p>Understanding and Evaluating Web Content Management Systems http://www.globalknowledge.com Get the information you need to choose and implement a CMS solution and learn best practices in a CMS implementation.</p> <p>Web Technology Certificate http://www.globalknowledge.com Web Technology Certificate requires five courses: Distributed Systems, Computer Networks, Multimedia Technology, System Programming in UNIX and C, and an independent study.</p>
--	---	---

	<p>evaluating the security posture of an organization and the strategies that can be adopted to identify and prevent the exploitation of network vulnerabilities.</p> <p>Object-Oriented Analysis and Design (OOAD) Workshop http://www.globalknowledge.com</p> <p>Learn the fundamentals of object-oriented analysis and design process using Unified Modeling Language (UML) as the diagramming technique.</p> <p>Securing Internet Access with Firewalls http://www.golearn.gov</p> <p>Learn to design and implement a firewall into a network and understand topology, rule creation, services, vulnerabilities, and log analysis.</p> <p>Survival Guide for IT Professionals: Information Assurance and Records Management https://nara.learn.com</p> <p>Discuss system requirements, transfer specifications for electronic records and other topics. It will cover resources that are available to assist the IT professional as they perform their duties.</p>	
Information Technology Systems Analysis		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Service-Oriented Architecture (SOA) http://www.globalknowledge.com</p> <p>Learn the foundational knowledge needed to design, develop, and implement Enterprise class SOA solutions.</p> <p>Software Testing Foundation: A Comprehensive Hands-On Introduction http://www.learningtree.com</p>	<p>Entry-level courses plus:</p> <p>e-Business Part 2: Building the Infrastructure http://learn.serebra.com</p> <p>Focus on the technical infrastructure needed to support an eBusiness initiative such as the sub-application level, examining network and protocol options and requirements.</p> <p>Hypertext Preprocessor (PHP) 5 Developer</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Agile Programming: Principles and Practices for Software Success http://www.learningtree.com</p> <p>Gain a solid foundation in Agile programming principles.</p> <p>Systems Programming Certificate http://www.globalknowledge.com</p> <p>Systems Programming</p>

<p>Learn how to build testing methods into your work process to correctly design products that are functional and maintainable.</p> <p>Updating Your Technology Skills from Windows XP to Windows 7 http://www.sqlsoft.com Gain the knowledge and skills to install, deploy, and upgrade to Windows 7.</p>	<p>http://www.globalknowledge.com Gain an introduction to PHP is a cross-platform scripting language that is particularly well-suited for Web development.</p> <p>Java 2 Enterprise Edition (J2EE) Patterns and Design Patterns http://www.globalknowledge.com Learn fundamental object-oriented design concepts and design principles that are essential for successful development of robust J2EE applications.</p> <p>Object-Oriented Analysis and Design (OOAD) Workshop http://www.globalknowledge.com Learn the fundamentals of object-oriented analysis and design process using Unified Modeling Language (UML) as the diagramming technique.</p> <p>Security+ Prep Course http://www.globalknowledge.com Learn hands-on Security+ concepts such as managing browser security, encrypting and digitally signing e-mail messages, and installing and configuring vulnerability scanners, and intrusion detection systems.</p> <p>User and System Requirements for Successful Software Development http://www.learningtree.com Learn to specify user and system requirements, match the process to the size of your project, and apply quality and consistency tests to the requirements model.</p>	<p>Certificate requires five courses: System Programming in UNIX and C, Advanced System Programming, System Administration Concepts, independent study, and an elective.</p>
---	--	--

Information Technology Systems Integration		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Oracle 10g Database Administration I http://www.globalknowledge.com</p> <p>Develop the basic skills to effectively administer an Oracle Server database and configure an Oracle database.</p>	<p>Entry-level courses plus:</p> <p>e-Business Part 2: Building the Infrastructure http://learn.serebra.com</p> <p>Focus on the technical infrastructure needed to support an eBusiness initiative such as the sub-application level, examining network and protocol options and requirements.</p> <p>Oracle 10g Database Administration II http://www.globalknowledge.com</p> <p>Understand a wide variety of advanced concepts to let you fully master administration of an Oracle database.</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Oracle 11g SQL for Business or Data Analysts http://www.globalknowledge.com</p> <p>Gain a basic knowledge of how to extract data from Oracle using SQL, SQL*Plus, and PL/SQL.</p>
Information Technology Test and Evaluation		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Asynchronous Transfer Mode (ATM) Essentials http://www.globalknowledge.com</p> <p>Learn how ATM works within existing and next generation networks.</p>	<p>Entry-level courses plus:</p> <p>Requirements Validation and Testing http://www.globalknowledge.com</p> <p>Learn the techniques required for testing and validating requirements.</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Understanding and Evaluating Web Content Management Systems http://www.globalknowledge.com</p> <p>Get the information you need to choose and implement a content management solution (CMS) and learn best practices in a CMS implementation.</p>
Network Management		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Addressing Critical Information Security Vulnerabilities Seminar Series http://www.newhorizons.com</p> <p>Find solutions for their network security challenges and build awareness around preventive measures for the network security issues that plague them today.</p>	<p>Entry-level courses plus:</p> <p>Administration of WebSphere Application Server V6 http://www.globalknowledge.com</p> <p>Relate WAS to the WebSphere family of products, describe architectural concepts related to WAS V6, install and configure WAS V6 (Base and</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Adaptive Security Appliances (ASA) Lab Camp http://www.globalknowledge.com</p> <p>Get the most from this ASA-based lab experience using a dedicated Flexible Security</p>

<p>Advanced Voice Over Internet Protocol (VoIP): Securing Unified Communications (UC) Networks http://www.globalknowledge.com Examine the architecture of VoIP attacks and threats, and learn countermeasures through intense hands-on labs.</p> <p>Blue Coat Certified Proxy Administrator (BCCPA) http://www.globalknowledge.com Learn the fundamentals of Blue Coat ProxySG.</p> <p>Cisco ASR 9000 Series Essentials http://www.globalknowledge.com Learn the features and functions of the Cisco ASR 9000 Series platforms.</p> <p>Cisco ASR Essentials 1000 http://www.globalknowledge.com Learn the major features of the Cisco ASR 1000 Series router.</p> <p>Cisco Certified Entry Network Technician (CCENT) Certification http://www.cisco.com Validate the ability to install, operate, and troubleshoot a small Enterprise branch network, including basic network security.</p> <p>Cisco Certified Entry Network Technician (CCENT®) e-Camp http://www.globalknowledge.com Prepare for Cisco Exam 640-822 ICND1.</p> <p>Cisco ONS 15454 Multiservice Transport Platform (MSTP) Basic Training (OMSTPB) v9.0 http://www.globalknowledge.com Get the skills you need to deploy an MSTP network.</p> <p>Cisco Wireless LAN Fundamentals (CWLF) v2.0</p>	<p>Network Deployment), and more.</p> <p>Administration of WebSphere Application Server V6 (AIX) http://www.globalknowledge.com Relate WAS to the WebSphere family of products, describe architectural concepts related to WAS V6, install and configure WAS V6 (Base and Network Deployment), use problem determination tools and log files to troubleshoot problems and more.</p> <p>Administration of WebSphere Application Server V6 (Linux) http://www.globalknowledge.com Relate WAS to the WebSphere family of products, describe architectural concepts related to WAS V6, install and configure WAS V6 (Base and Network Deployment), deploy applications in clustered environments and more.</p> <p>Advanced Implementing and Troubleshooting MPLS (AMPLS) VPN Networks http://www.globalknowledge.com Learn to implement, deploy, and troubleshoot MPLS VPNs in a variety of large-scale network scenarios.</p> <p>Blue Coat Certified Proxy Professional (BCCPP) http://www.globalknowledge.com Master the advanced features of Blue Coat products.</p> <p>Building Core Networks (BCN) with OSPF, IS-IS, BGP, and MPLS Boot Camp v6 http://www.globalknowledge.com Get hands-on practice as you learn to design, deploy, and maintain an ISP backbone.</p> <p>Building Enhanced Cisco Security Networks (BECSN) v2.0</p>	<p>Architecture (FSA) pod.</p> <p>Advanced Routing and Switching Solutions for Field Engineers (ARSFE) http://www.globalknowledge.com Prepare for the Cisco Routing and Switching Field Specialist (642-055 ARSFE) exam.</p> <p>Certified Information Security Manager (CISM) Prep Course http://www.globalknowledge.com Get ready for the CISM exam with our top-quality preparation course.</p> <p>Certified Information Systems Security Professional (CISSP) Prep Course http://www.globalknowledge.com Prepare for the most important security certification with superior prep materials and test-taking tips.</p> <p>Check Point Security Administration http://www.globalknowledge.com Learn the basic concepts and skills necessary to configure Check Point Software Blades, including Firewall, IPsec VPN, IPS, Network Policy Management, Logging and Status, Monitoring, URL Filtering, Antivirus and Anti-Malware, and Anti-Spam and Email Security.</p> <p>Check Point Security Administration II NGX http://www.globalknowledge.com Gain advanced VPN-1 configuration and management skills.</p> <p>Check Point Security Administration III NGX http://www.globalknowledge.com Learn advanced troubleshooting and debugging</p>
--	--	---

<p>http://www.globalknowledge.com Learn the fundamentals of Cisco's wireless LAN (WLAN) technology through instructor-led training and instructor-assisted hands-on labs.</p> <p>Defending Windows Networks http://www.globalknowledge.com Learn to defend your Microsoft Infrastructure against prevalent threats.</p> <p>F5 Accelerated BIG-IP Global Traffic Manager (GTM) v9.x http://www.globalknowledge.com Renew your understanding of Domain Name System (DNS) network systems and wide-area networks, to master pre-installation information gathering, and to apply this information to the process of installing a GTM System.</p> <p>F5 BIG-IP Local Traffic Manager (LTM) Essentials v9.x http://www.globalknowledge.com Gain a functional understanding of the BIG-IP LTM v9 system as it is commonly used.</p> <p>FirePass v6.x http://www.globalknowledge.com Learn installation, configuration, management, and troubleshooting on a FirePass system.</p> <p>Foundstone Ultimate Hacking http://www.globalknowledge.com Assess, penetrate, and secure UNIX and Windows networks and hosts.</p> <p>Foundstone Ultimate Hacking: Windows Security http://www.globalknowledge.com Learn from a hacker's perspective how architectural vulnerabilities are assessed</p>	<p>http://www.globalknowledge.com Learn to secure access to the Enterprise network and secure the data that flows through it.</p> <p>Certified Network Defense Architect (CNDA) http://www.newhorizons.com Learn how to scan, test, hack and secure their own systems by understanding how perimeter defenses work and then be lead into scanning and attacking their own networks, no real network is harmed.</p> <p>Check Point Security Administration I NGX http://www.globalknowledge.com Learn the basics of VPN-1 configuration.</p> <p>Cisco Certified Design Associate (CCDA) Boot Camp http://www.globalknowledge.com Get the training and practice you need to design a strong, effective network as you prepare for the CCDA exam that supports Designing for Cisco Internetwork Solutions (DESGN) v2.0.</p> <p>Cisco Certified Design Associate (CCDA) Boot Camp v2.0 http://www.globalknowledge.com Learn from intensive hands-on classroom activity with pre- and post-course activities to ensure your success on the 640-802 CCNA certification exam and prepare you to obtain Cisco's new CCNA concentrations.</p> <p>Cisco Certified Design Associate (CCDA) Certification http://www.cisco.com Demonstrate the skills required to design routed and switched network infrastructures and services involving LAN, WAN, and broadband access for</p>	<p>techniques.</p> <p>Cisco Certified Design Professional (CCDP) Certification http://www.cisco.com Validate advanced knowledge of network design concepts and principles.</p> <p>Cisco Certified Internetwork Professional (CCIP) Certification http://www.cisco.com Validate advanced knowledge and skills required to manage service provider infrastructures.</p> <p>Cisco Certified Network Professional (CCNP) Certification http://www.cisco.com Validate the ability to plan, implement, verify and troubleshoot local and wide-area Enterprise networks and work collaboratively with specialists on advanced security, voice, wireless and video solutions.</p> <p>Cisco Certified Security Professional (CCSP) Certification http://www.cisco.com Demonstrate the skills required to secure and manage network infrastructures to protect productivity, mitigate threats, and reduce costs.</p> <p>Cisco Certified Network Professional (CCNP) Voice Certification http://www.cisco.com Validate advance knowledge and skills required to integrate into underlying network architectures.</p> <p>Cisco Enterprise Networks Over Service Provider MPLS http://www.globalknowledge.com Learn to connect Enterprise networks with MPLS-based service providers.</p>
---	---	--

<p>and how to deploy effective countermeasures. This course utilizes the latest commercial and freeware programs to simulate breaches and responses, allowing you to add these tools and techniques to your network-security arsenal.</p> <p>IBM WebSphere Application Server V6.1 Administration on Windows http://www.globalknowledge.com Learn how to install and perform system administration for IBM WebSphere Application Server V6.1 Network Deployment on Windows.</p> <p>Implementing Cisco Quality of Service (QoS) http://www.globalknowledge.com Gain the knowledge and skills required to design, implement, and troubleshoot Quality of Service (QoS) on a network. The course addresses the essential QoS technologies and applications for both Service Provider and Enterprise networks.</p> <p>Implementing Cisco Storage Networking Solutions (ICSNS) 3.2 http://www.globalknowledge.com Learn essential skills to deploy Cisco MDS 9000 Family SAN switches.</p> <p>Interconnecting Cisco Network Devices 1 (CND1) http://www.globalknowledge.com Develop a practical understanding of the operation of modern TCP/IP networks built with Cisco hardware.</p> <p>Microsoft Windows 2003 Security http://www.globalknowledge.com Protect against hacker threats</p>	<p>businesses and organizations.</p> <p>Cisco Certified Design Associate (CCDA) e-Camp v2 http://www.globalknowledge.com Prepare for Cisco Exams 642-901 BSCI, 642-812 BCMSN, and 642-873 ARCH.</p> <p>Cisco Certified Internetwork Expert (CCIE) 360 Routing and Switching Prep Boot Camp 1 http://www.globalknowledge.com Develop the concepts necessary to master advanced Cisco technologies and pass the CCIE lab exam.</p> <p>Cisco Certified Internetwork Expert (CCIE) 360 Routing and Switching Prep Boot Camp 2 http://www.globalknowledge.com Refine the skills necessary to master advanced Cisco technologies and pass the CCIE lab exam.</p> <p>Cisco Certified Network Associate (CCNA) Certification http://www.cisco.com Know basic mitigation of security threats, introduction to wireless networking concepts and terminology, and performance-based skills.</p> <p>Cisco Certified Network Associate (CCNA) Security e-Camp http://www.globalknowledge.com Prepare for Cisco Exams 640-802 CCNA and 649-553 IINS.</p> <p>Cisco Certified Network Professional (CCNP) e-Camp http://www.globalknowledge.com Prepare for the CCNP certification exams.</p> <p>Cisco IOS XR IPv4 Routing http://www.globalknowledge.com Investigate the intricacies of Interior Gateway Protocol</p>	<p>Cisco MPLS Traffic Engineering and Other Features http://www.globalknowledge.com Design and implement new and advanced features of MPLS services.</p> <p>Cisco Wide Area Application Services (CWAAS) v2.0 http://www.globalknowledge.com Discover, design, and explain the business value of Wide Area Network (WAN) optimization and application acceleration technologies in this course.</p> <p>Implementing Cisco Unified Wireless Networking Essentials (IUWNE) v1.0 http://www.globalknowledge.com Learn to design, install, configure, monitor and perform basic troubleshooting of a Cisco WLAN in small and medium-sized business and Enterprise Installations.</p> <p>Networks Certificate http://www1.villanova.edu Networks Certificate requires five courses: Distributed Systems, Concepts of Data Communications, Computer Networks, Network Management and Performance, and independent study.</p> <p>Routing and Switching Solutions for System Engineers (RSSSE) http://www.globalknowledge.com Prepare for the Cisco Routing and Switching Solutions Specialist exam (642-054 RSSSE).</p> <p>Security+ Boot Camp for the Federal 8570 Program http://www.globalknowledge.com CompTIA's Security+ is the</p>
---	--	---

<p>with Encryption File System and Kerberos.</p> <p>Network+ Prep Course http://www.globalknowledge.com m Master essential data networking skills while preparing for the CompTIA Network+ certification exam (2009 Edition).</p> <p>Secure Communications and VPNs http://www.globalknowledge.com m Learn to implement encryption and authentication technologies for safe Internet communications.</p> <p>Securing Networks with ASA Fundamentals (SNAF) http://www.globalknowledge.com m Gain the knowledge and skills needed to configure, maintain, and operate Cisco ASA 5500 Series Adaptive Security.</p> <p>Securing Your Web with Cisco IronPort S-Series (SYW) http://www.globalknowledge.com m Learn the technical aspects of the S-Series Web security appliances.</p> <p>Sidewinder: 5-Day McAfee Firewall Enterprise System http://www.globalknowledge.com m Learn hands-on an introduction into Firewall Enterprise, the day-to-day administration skills and the knowledge required to use those skills effectively.</p> <p>TCP/IP Networking http://www.globalknowledge.com m Learn the essential skills needed to set up, configure, support, and troubleshoot your TCP/IP-based network.</p> <p>Understanding Networking Fundamentals http://www.globalknowledge.com</p>	<p>(IGP) operation through Open Shortest Path First (OSPF) and Intermediate System-to-Intermediate System (IS-IS) Protocol labs that engage you in a detailed examination of the link-state database and the effects of virtually all protocol options.</p> <p>Cisco IOS XR Software Fundamentals for Network Operations http://www.globalknowledge.com m Learn the fundamental features of the Cisco IOS XR Software router operating system.</p> <p>Cisco ONS 15454 Multiservice Transport Platform (MSTP) Implementing Data (OMSTPD) Over DWDM v9.0 http://www.globalknowledge.com m Learn to deploy a Cisco ONS 15454 MSTP data over Dense Wavelength Division Multiplexing (DWDM) network.</p> <p>Cisco OSPF Design and Configuration http://www.globalknowledge.com m Learn the design principles for developing an efficient and stable network infrastructure.</p> <p>Cisco Security Monitoring, Analysis, and Response System (MARS) v3.0 http://www.globalknowledge.com m Learn to use MARS to identify and eliminate network attacks to stay in compliance.</p> <p>Computer Hacking Forensic Investigator http://www.globalknowledge.com m Learn about cybercrime investigation while preparing for CHFI certification.</p> <p>Configuring Border Gateway Protocol (BGP) on Cisco Routers v3.2 http://www.globalknowledge.com</p>	<p>premier vendor-neutral security certification and is included in the approved list of certifications to meet DoD Directive 8570.1 requirements.</p> <p>Systems Security Certified Practitioner (SSCP) Prep Course http://www.globalknowledge.com m Prepare for the SSCP with superior prep materials and test-taking tips.</p> <p>Web Technology Certificate http://www1.villanova.edu Web Technology Certificate requires five courses: Distributed Systems, Computer Networks, Multimedia Technology, System Programming in UNIX and C, and an independent study.</p>
---	--	--

<p>m Build a foundation of networking knowledge in a real-world, multi-vendor environment.</p>	<p>m Learn to optimally deploy BGP in your network.</p> <p>Data Center Network Infrastructure Design (DCNID) v2.0 http://www.globalknowledge.co</p> <p>m Learn to design a Data Center network architecture with the Nexus and Catalyst platforms.</p> <p>Designing Cisco Network Service Architectures http://www.globalknowledge.co</p> <p>m Prepare for Cisco Exam 642-873 ARCH.</p> <p>e-Business Part 2: Building the Infrastructure http://learn.serebra.com Focus on the technical infrastructure needed to support an eBusiness initiative such as the sub-application level, examining network and protocol options and requirements.</p> <p>F5 BIG-IP Local Traffic Manager (LTM) Advanced Topics v9.x http://www.globalknowledge.co</p> <p>m Gain an in-depth understanding of the BIG-IP LTM v9 system.</p> <p>Foundstone Ultimate Hacking: Expert http://www.globalknowledge.co</p> <p>m Implement advanced countermeasures to prevent network attacks.</p> <p>IBM WebSphere Application Server V6.1 Administration on AIX http://www.globalknowledge.co</p> <p>m Learn how to install and perform system administration for IBM WebSphere Application Server V6.1 Network Deployment on AIX.</p>	
--	---	--

	<p>IBM WebSphere Application Server V6.1 Administration on Linux http://www.globalknowledge.com Learn how to install and perform system administration for IBM WebSphere Application Server V6.1 Network Deployment on Linux.</p> <p>IBM WebSphere Application Server V6.1 Administration on System i http://www.globalknowledge.com Learn about the installation and administration of IBM HTTP Server and WebSphere Application Server on iSeries.</p> <p>Implementing A Cisco Multicast Infrastructure (ICMI) http://www.globalknowledge.com Learn to design, implement, and troubleshoot IP multicast-enabled networks.</p> <p>Implementing and Configuring the Cisco Nexus 5000 (ICNX5) http://www.globalknowledge.com Learn the benefits provided by Nexus 5000 switches in common user scenarios.</p> <p>Implementing and Configuring the Cisco Nexus 7000 (ICNX7) http://www.globalknowledge.com Learn the protocols and features in the Nexus 7000.</p> <p>Implementing Cisco Internetwork Operating System (IOS) Network Security (IINS) http://www.globalknowledge.com Prepare for Cisco Exam 640-553 IINS.</p> <p>Implementing Cisco IOS Network Security (IINS) http://www.globalknowledge.com Focus on the necessity of a comprehensive security policy and how it affects the posture</p>	
--	--	--

	<p>of the network.</p> <p>Implementing Cisco MPLS v2.2 http://www.globalknowledge.com m Learn to deploy MPLS and MPLS VPN infrastructures.</p> <p>Installation and Maintenance of Cisco Routers (IMCR) http://www.globalknowledge.com m Receive systematic, component-by-component training on Cisco modular router products.</p> <p>Interconnecting Cisco Network Devices 2 (ICND2) http://www.globalknowledge.com m Learn on expanded lab equipment, world-class certified instructors, and enhanced content to complete your CCNA certification training.</p> <p>MANDIANT Network Monitoring http://www.globalknowledge.com m Learn how to improve security by implementing network traffic monitoring.</p> <p>MetroE - Deploying and Maintaining Carrier Ethernet Services http://www.globalknowledge.com m Learn the knowledge and skills required to configure, administer, and deploy Layer 2 Ethernet services as defined by the Metro Ethernet Forum (MEF) on a service provider (SP) Multiprotocol Label Switching (MPLS)-enable network.</p> <p>Network Security Essentials Administrator Training http://www.globalknowledge.com m Learn to configure and deploy SonicOS Enhanced firmware.</p>	
--	---	--

	<p>Red Hat Enterprise Security: Network Services http://www.globalknowledge.com</p> <p>Gain the knowledge and skills to harden computers against both internal and external attacks, providing in-depth analysis of the ever-changing threat models as they pertain to Red Hat Enterprise Linux.</p> <p>Securing Networks with Adaptive Security Appliances (ASA) Fundamentals (SNAF) http://www.globalknowledge.com</p> <p>Prepare for Cisco Exam 642-524 SNAF.</p> <p>Securing Your E-mail with Cisco IronPort C-Series Part I (SYE1) http://www.globalknowledge.com</p> <p>Learn the foundations needed to successfully install, configure, and administer Cisco IronPort e-mail security appliance.</p> <p>Securing Your E-mail with Cisco IronPort C-Series Part II (SYE2) http://www.globalknowledge.com</p> <p>Explore the advanced features of Cisco's IronPort e-mail security appliance.</p> <p>Security Enhanced Linux (SELinux) Policy Administration http://www.globalknowledge.com</p> <p>Learn how SELinux operates within the Red Hat targeted policy and the tools used to manipulate it including how policies are written, compiled, and debugged.</p> <p>Security Enhanced Linux (SELinux) Policy Administration Exam http://www.globalknowledge.com</p> <p>The Red Hat Enterprise</p>	
--	--	--

	SELinux Policy Administration Exam is a performance-based test of the skills covered in RHS429 Red Hat Enterprise SELinux Policy Administration.	
Performance Assessment Models and Methods		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Introduction to Modeling for Business Analysis http://www.learningtree.com Learn critical modeling techniques to model core workflows and crucial processes.</p> <p>Requirements Development, Documentation, and Management http://www.globalknowledge.com Develop effective requirements that meet business and stakeholder objectives.</p>	<p>Entry-level courses plus:</p> <p>Business Process Reengineering (BPR) for Competitive Advantage http://www.learningtree.com Gain the critical skills needed to implement BPR within your organization.</p> <p>Data Modeling http://www.globalknowledge.com Learn to create use data models.</p> <p>Requirements Validation and Testing http://www.globalknowledge.com Learn the techniques required for testing and validating requirements.</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Use Case Modeling http://www.globalknowledge.com Learn this modern approach for describing system requirements by focusing on "actors" to describe that interaction.</p>
System Administration		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Fundamentals of Relational Databases using MySQL http://www.globalknowledge.com Learn the principles of database design and get an education in Structured Query Language (SQL), the standard language used to access database structure and data.</p> <p>Sidewinder: 5-Day McAfee Firewall Enterprise System Administration http://www.globalknowledge.com Learn hands-on an introduction into Firewall Enterprise, the day-to-day administration skills and the knowledge required to</p>	<p>Entry-level courses plus:</p> <p>Administration of WebSphere Application Server V6 http://www.globalknowledge.com Relate WAS to the WebSphere family of products, describe architectural concepts related to WAS V6, install and configure WAS V6 (Base and Network Deployment), and more.</p> <p>Administration of WebSphere Application Server V6 (AIX) http://www.globalknowledge.com Relate WAS to the WebSphere family of products, describe architectural concepts related</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Systems Programming Certificate http://www1.villanova.edu Systems Programming Certificate requires five courses: System Programming in UNIX and C, Advanced System Programming, System Administration Concepts, independent study, and an elective.</p>

<p>use those skills effectively.</p>	<p>to WAS V6, install and configure WAS V6 (Base and Network Deployment), use problem determination tools and log files to troubleshoot problems and more.</p> <p>Administration of WebSphere Application Server V6 (Linux) http://www.globalknowledge.com</p> <p>Relate WAS to the WebSphere family of products, describe architectural concepts related to WAS V6, install and configure WAS V6 (Base and Network Deployment), deploy applications in clustered environments and more.</p> <p>IBM WebSphere Application Server V6.1 Administration on AIX http://www.globalknowledge.com</p> <p>Learn how to install and perform system administration for IBM WebSphere Application Server V6.1 Network Deployment on AIX.</p> <p>IBM WebSphere Application Server V6.1 Administration on Linux http://www.globalknowledge.com</p> <p>Learn how to install and perform system administration for IBM WebSphere Application Server V6.1 Network Deployment on Linux.</p> <p>IBM WebSphere Application Server V6.1 Administration on System i http://www.globalknowledge.com</p> <p>Learn about the installation and administration of IBM HTTP Server and WebSphere Application Server on iSeries.</p> <p>JBoss for Application Administrators http://www.globalknowledge.com</p> <p>Learn to install and deploy the JBoss Application Server and</p>	
--------------------------------------	---	--

	<p>configure and monitor the server for production usage.</p> <p>JBoss Rules http://www.globalknowledge.com m Learn JBoss Rules ideal for middleware application developers who have zero-to-moderate experience with rule technology.</p> <p>MySQL 5.0 for Database Administrators Boot Camp http://www.globalknowledge.com m Learn to secure users privileges, set resource limitations, and access controls. This class prepares you to take the MySQL 5.0 DBA Part 1 and MySQL 5.0 DBA Part 2 exams.</p>	
Technical Documentation Development		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Adobe Acrobat 7.0 Seminar Series - Document Management and Workflow Processes http://www.newhorizons.com Learn Adobe Acrobat 7.0 document management and workflow processes.</p> <p>Adobe Captivate 4 http://www.globalknowledge.com m Learn to use Adobe Captivate to capture screen shots on your computer and quickly turn them into interactive e-Learning video lessons, complete with images, captions, rollovers, clickable areas, typing areas, and sound effects.</p> <p>Adobe InDesign CS4 http://www.globalknowledge.com m Learn some of the tools and features to create eye-catching printed documents using InDesign CS4 including deploying the advanced</p>	<p>Entry-level courses plus:</p> <p>Cascading Style Sheets (CSS) http://www.globalknowledge.com m Learn to use XHTML and CSS technology for more control of page layout and the ability to control the design of multiple pages on your site from a single file.</p> <p>Requirements Validation and Testing http://www.globalknowledge.com m Learn the techniques required for testing and validating requirements.</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Technical Writing (3 days) http://www.graduateschool.edu Master proven techniques for writing clear, concise technical documents by applying proven readability formulas and incorporating an easy six-step writing process. Learn how to conduct an audience analysis, eliminate common writing mistakes, organize your document and employ other methods to produce a reliable, readable technical document.</p> <p>Writing Effective Requirements http://www.globalknowledge.com m Master documenting requirements and increase project success.</p>

<p>InDesign techniques to enhance the look and functionality of your documents.</p> <p>Adobe Photoshop CS4 http://www.globalknowledge.com m</p> <p>Learn the fundamental concepts and features of Adobe Photoshop CS4 and then learn many advanced features, including tips and techniques for using the latest version of Photoshop and for preparing images for the Web.</p> <p>Requirements Development, Documentation, and Management http://www.globalknowledge.com m</p> <p>Develop effective requirements that meet business and stakeholder objectives.</p> <p>Updating Your Technology Skills from Windows XP to Windows 7 http://www.sqlsoft.com</p> <p>Gain the knowledge and skills to install, deploy, and upgrade to Windows 7.</p>		
Technology Management and Assessment		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Data Architectures http://graduateschool.edu</p> <p>Gain an overview of how to implement an effective data management system.</p> <p>Management Analysis: Overview http://www.graduateschool.edu</p> <p>Receive a solid foundation in management analysis techniques.</p>	<p>Entry-level courses plus:</p> <p>Management Analysis: Designing and Conducting a Study http://www.graduateschool.edu</p> <p>Learn how to design and conduct a study.</p> <p>Management Analysis: Planning http://www.graduateschool.edu</p> <p>Explore topics such as planning a system using functional analysis systems technique, using decision trees to organize data, developing a thorough study proposal, and applying the weighted ranking technique in decision making.</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Management Analysis: Advanced Applications http://www.graduateschool.edu</p> <p>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.</p>

Telecommunications		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Administering Cisco Unified Communications Workspace Part 1: Basic (ACUCW1) http://www.globalknowledge.com Learn to administer the Cisco Unified Communications Manager (CUCM) v6 and v7 products, Cisco Unified Messaging products Unity 5.0 and Unity Connection 7.0, and client devices.</p> <p>Advanced Voice Over Internet Protocol (VoIP): Securing Unified Communications (UC) Networks http://www.globalknowledge.com Examine the architecture of VoIP attacks and threats, and learn countermeasures through intense hands-on labs.</p> <p>Implementing Cisco IOS Unified Communications (IIUC) http://www.globalknowledge.com Gain the skills and knowledge necessary to implement a Cisco IOS Unified Communications solution. You will learn the basics of traditional telephony as well as VoIP fundamentals, including various VoIP protocols.</p> <p>Secure Communications and VPNs http://www.globalknowledge.com Learn to implement encryption and authentication technologies for safe Internet communications.</p>	<p>Entry-level courses plus:</p> <p>Administering Cisco Unified Communications Workspace Part 2: Advanced (ACUCW2) http://www.globalknowledge.com Focuses on the advanced administration aspects of the Cisco Unified Communications Manager (CUCM) v6.x/7.x products and client devices.</p> <p>Contact Center Express/Unified IP IVR Deployment v3.0 http://www.globalknowledge.com Gain hands-on experience and knowledge of tasks typically performed to deploy Contact Center Unified Contact Center Express v7.0 and Unified IP IVR v7.0, two products that run on the Unified Contact Center Express Engine.</p> <p>Secure Wireless Administrator Training http://www.globalknowledge.com Focus on installation and configuration of SonicWALL equipment as well as the entire system setup, you'll learn to configure VLAN switches, RADIUS servers, and wireless clients for a complete solution. Learn to set up several Virtual APs, or multiple SSIDs, where wireless traffic handled by the same set of SonicPoints can be segmented and unique wireless securities applied.</p> <p>Virtual Private Network (VPN) Router Configuration and Management 8.0 http://www.globalknowledge.com Learn the skills and knowledge to set up, maintain, and manage the VPN Router, as well as its firewall, routing,</p>	<p>Advanced (Journeyman)level courses plus:</p> <p>Information Assurance CNSSI 4012, 4016, and Information Assurance NSTISSI 4015 Certificate http://www.ndu.edu Information Assurance CNSSI 4012, 4016, and Information Assurance NSTISSI 4015 Certificate requires five courses: Information Assurance and Critical Infrastructure Protection, Approval to Operate: Information System Certification & Accreditation, Enterprise Information Security and Risk Management, Global Enterprise Networking and Telecommunications, and Cyber Security for Information Leaders.</p> <p>Information Assurance NSTISSI No. 4011 Certificate http://www.ndu.edu Information Assurance NSTISSI No. 4011 Certificate requires four courses: Information Assurance and Critical Infrastructure Protection, Enterprise Information Security and Risk Management, Global Enterprise Networking and Telecommunications, and Cyber Security for Information Leaders.</p>

	security, network management, and LAN/WAN/wireless capabilities.	
--	--	--

APPENDIX E

Leadership Training Opportunities by Competency

This page intentionally left blank.

Leadership Training Opportunities by Competency

Financial Management		
Department Head/ Program Manager/ Supervisor	Program Manager 1 st Level Supervisor	Program Director/Deputy/ 2 nd /3 rd Level Supervisor
<p>Budget Analysis Workshop http://www.graduateschool.edu <u>u</u> Designed for employees who need to develop analytical skills in analyzing budgets. Learn how to relate goals, objectives, and priorities to program resource performance; develop meaningful workload, efficiency, and effectiveness measures.</p> <p>Defense Resources Management Course (DRMC) http://www.nps.edu Orientation on the overall functioning of the defense management process.</p> <p>Federal Budgeting for Non-Budgeting Personnel http://www.graduateschool.edu <u>u</u> Gain an understanding of how key legislation is changing, how the Federal budget is developed and executed, and the resulting impact on the nation's financial and program resources.</p> <p>Fixed Asset Accounting http://www.amanet.org Learn to maximize their bottom line by discovering everything they need to know about their fixed assets.</p> <p>Fundamentals of Finance and Accounting for Nonfinancial Managers http://www.amanet.org Learn to be financial savvy and be held accountable for the bottom line.</p> <p>Introduction to Federal Budgeting http://www.graduateschool.edu</p>	<p>Department Head courses plus:</p> <p>Budget Execution http://www.graduateschool.edu Learn the steps and strategies in preparing to execute the budget, including contingency planning.</p> <p>Budget Preparation, Execution and Accountability Course http://www.nps.edu Examine the preparation, execution and accountability of defense budgets.</p> <p>Business Financial Management Integration into Programs http://www.dau.mil Learn what makes a program cost estimate realistic and defensible using policies and practices.</p> <p>Federal Budgetary Policies and Processes https://www.leadership.opm.gov <u>v</u> Gain insight into the Federal budget process.</p> <p>Understanding Federal Financial Statements http://www.graduateschool.edu Learn how to prepare Federal financial statements that meet the Office of Management and Budget (OMB) guidelines.</p>	<p>1st Level Supervisor courses plus:</p> <p>Management's Responsibility for Internal Control (OMB Circular A-123) http://www.graduateschool.edu Learn and follow the requirements of the Federal Manager's Financial Integrity Act and OMB's Implementing Circular A-123.</p> <p>Performance Budgeting Seminar https://www.leadership.opm.gov <u>v</u> Discover how to align budgets, financial management and performance can lead to improved organizational effectiveness and productivity.</p>

<p><u>u</u> Receive a solid foundation in the Federal budget process.</p>		
Leadership		
Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
<p>Army Civilian Education System (CES) Basic Course (BC) http://cpol.army.mil Designed for civilian leaders who exercise direct leadership to effectively care for teams. Focuses on basic education in leadership and counseling fundamentals, interpersonal skills, and self-awareness.</p> <p>Conflict Resolution Skills https://www.leadership.opm.gov v Effective approaches to handling difficult people or circumstances.</p> <p>Critical Thinking http://www.amanet.org Master and apply critical thinking skills to make better business decisions.</p> <p>High-Impact Decision Making http://www.amanet.org Decide crucial matters with clarity and confidence.</p> <p>Interpersonal Skills for Managers http://www.amanet.org Improve your communication skills and every aspect of your work relationships.</p> <p>Interpersonal Skills: Developing Effective Relationships http://www.managementconcepts.com v Increase productivity and become more successful on the job by improving the quality of working relationships with peers, employees, supervisors, customers, and others.</p> <p>Introduction to Supervision</p>	<p>Department Head courses plus:</p> <p>Advanced Leadership Communication Strategies http://www.amanet.org Learn superior leadership communication skills and the ability to adapt them to constantly changing circumstances.</p> <p>Army Civilian Education System (CES) Intermediate Course (IC) http://cpol.army.mil Designed for supervisory or managerial positions – focuses on planning and team building.</p> <p>Crisis Leadership Workshop https://www.leadership.opm.gov v Plan for and respond to unexpected challenges.</p> <p>Decision Making http://www.managementconcepts.com Identify and apply strategies to manage decision making.</p> <p>Developing Executive Leadership http://www.amanet.org Deepen your self-awareness with executive leadership training and empower your staff to improve performance.</p> <p>Facilitation Skills for Leaders https://www.leadership.opm.gov v Learn time-tested facilitation skills to develop and maintain effective group processes and optimize the contributions of others.</p> <p>Facilitator Workshop http://www.graduateschool.edu Learn how to facilitate complex</p>	<p>1st Level Supervisor courses plus:</p> <p>Army Civilian Education System (CES) Advanced Course (AC) http://cpol.army.mil Designed for supervisory or managerial positions.</p> <p>Defense Senior Leader Development Program (DSLDP) (multiple sources) http://www.cpms.osd.mil Designed to develop future civilian leaders by enabling them to assume broader responsibility in an increasingly complex environment; gain an Enterprise-wide perspective needed to lead organizations and programs, and achieve results in the Joint interagency, and multi-national environments.</p> <p>Developing Employees http://www.dau.mil Gain strategies for maximizing return on management, growing competent employees, and keeping star performers.</p> <p>Executive Development Seminar: Leading Change https://www.leadership.opm.gov v Enhance your ability to communicate and interact positively with constituencies. Identify and plan for internal and external politics that impact your vision, mission, and organization.</p> <p>Harvard University Program for Senior Executive Fellows http://ksgexecprogram.harvard.edu Learn to improve problem</p>

<p>http://www.graduateschool.edu Learn the basics of coaching, delegation, communication, and motivation.</p> <p>Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership. LEAD provides a complete leadership development curriculum for current and aspiring Government leaders.</p> <p>Leadership Essentials: Motivating Employees http://www.golearn.gov Develop an understanding of why motivating strategies are important as a leader and practical techniques for encouraging motivation among employees in your organization.</p> <p>Leading Teams and Groups http://www.graduateschool.edu Acquire the knowledge and skills you need to be an outstanding team/group leader.</p> <p>Leading with Emotional Intelligence http://www.amanet.org Learn how to apply emotional intelligence to specific leadership situations to gain the authority and success you strive for as a leader.</p> <p>Management Skills for New Managers http://www.amanet.org Gain crucial foundational skills to shift from being an individual contributor to a well-respected manager who can achieve team synergy and drive bottom-line performance.</p> <p>Management Skills for New Supervisors http://www.amanet.org Develop the crucial management tools to help fully</p>	<p>human interactions in group settings.</p> <p>Improving Employee Performance http://www.graduateschool.edu Learn to handle performance issues effectively to maximize employee performance and build greater involvement and cooperation among staff.</p> <p>Leadership Development Program (LDP) http://www.ccl.org Designed to offer mid-level to upper-level managers an opportunity to stimulate a process of growth to help them become more successful and productive.</p> <p>Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership. LEAD provides a complete leadership development curriculum for current and aspiring Government leaders.</p> <p>Leadership Essentials http://www.graduateschool.edu Learn the difference between leading and managing; explore proven techniques to communicating effectively; think strategically; and move from a reactive environment to a proactive one.</p> <p>Leading People http://www.graduateschool.edu Develop insight and increase your awareness of leadership styles and how to adapt them to the needs of your organization.</p> <p>Mastering Employee Performance Conversations http://www.managementconcepts.com Learn to use various communication approaches to reach shared understanding of expectations and deliver</p>	<p>solving, strategic analysis, persuasion, and negotiation skills.</p> <p>Industrial College of the Armed Forces http://www.ndu.edu/icaf Focus on broad-based national security decision making for senior policymakers in a dynamic world environment with emphasis on postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events.</p> <p>Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership. LEAD provides a complete leadership development curriculum for current and aspiring Government leaders.</p> <p>Leading Change http://www.graduateschool.edu Gain the knowledge and skills to help shape your future organization and explore tools for understanding and facilitating change and strategies for managing and shaping change.</p> <p>Leading Through Constructive Conflict https://www.leadership.opm.gov Learn to lead your organization in developing conflict competency by using instruments and tools grounded in emotional intelligence concepts.</p> <p>Management Development Seminar I: Leading from the Middle https://www.leadership.opm.gov Learn to think critically and develop your communication</p>
---	--	--

<p>lead and motivate your team to higher productivity.</p> <p>Stress Management in the Workplace http://www.worklifebalance.com Learn stress management tools that are unmatched in the measured results they will produce for you and your organization.</p> <p>Supervisory Development Seminar Week 1: Fundamentals https://www.leadership.opm.gov Learn the "nuts and bolts" of frontline supervision and give you the tools you need to transition successfully into the supervisory role.</p> <p>Team Development Seminar Week 1: Team Building https://www.leadership.opm.gov Develop fundamental skills for effective team participation, as well as provide a deeper understanding of teams - including the types, uses, and interpersonal dynamics of teams.</p> <p>Time Management for Supervisors http://www.graduateschool.edu Learn new organization habits and become a more effective manager. Learn to spend your time now, how to work smarter, and how to make every minute productive.</p>	<p>performance-focused feedback.</p> <p>Mentoring as a Manager http://www.golearn.gov Acquire expertise as a mentor that will benefit your employees, your organization, and your own career.</p> <p>Negotiating Techniques http://www.graduateschool.edu Focus on issues of negotiation, including using multiple strategies, applying the no-fault formula and interest-based methods, and assessing the roles of truth-telling and empathy in the negotiation process.</p> <p>Negotiation Skills http://www.managementconcepts.com Learn proven tools to plan for various negotiation types and strategies for conducting successful multiparty negotiations.</p> <p>Persuading Others http://www.dau.mil Master the art and science behind successful persuasion.</p> <p>Supervisory Development Seminar Week 2: Learning to Lead https://www.leadership.opm.gov Develop a deeper understanding of conflict resolution, the motivations and values of successful leaders, and the personal preferences that guide your behavior as well as the behavior of your direct reports.</p>	<p>skills as a manager.</p> <p>Management Development Seminar II: Leading Organizations https://www.leadership.opm.gov Gain a systems understanding of managing organizations.</p> <p>Negotiating to Win http://www.amanet.org Develop an effective plan and strategy for any negotiation using the principles of persuasion.</p> <p>Resiliency Advantage https://www.leadership.opm.gov Develop the five levels of resiliency, learn how to be flexible and thrive during times of constant change and increase the adaptability of your workforce.</p> <p>Senior Executive Service (SES) Developmental Program http://www.graduateschool.edu Enhance executive competencies at the SES and GS-14/15 levels.</p> <p>Strategic Agility and Resilience: Embracing Change to Drive Growth http://www.amanet.org Enhance your ability to respond to complex and unpredictable business changes by mastering the competencies of agile leadership.</p> <p>Team Development Seminar Week 2: Team Leadership https://www.leadership.opm.gov Learn practical leadership techniques, and explore ways of engaging, motivating, and holding team members accountable.</p> <p>The DoD Executive Leadership Development Program (ELDP) http://www.cpms.osd.mil Increase your understanding and appreciation for today's</p>
--	---	--

		war-fighters.
Personnel Management		
Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
<p>Coaching http://www.golearn.gov Learn how to strengthen your coaching skills by using a four-step process to facilitate professional growth of the employees you coach.</p> <p>Defense Resources Management Course (DRMC) http://www.nps.edu Orientation on the overall functioning of the defense management process.</p> <p>EEO in the Federal Sector http://www.graduateschool.edu Understand the basics of EEO laws as they affect Federal employment. Learn about theories of discrimination, Federal sector EEO process, techniques for identifying and avoiding workplace discrimination, harassment and retaliation, and responsibilities for affirmative employment in the Federal sector.</p> <p>Introduction to Human Resource Management for Supervisors http://www.graduateschool.edu Overview of human resource management issues, including staffing, classification, pay administration, employee labor relations, employee relations, and EEO.</p>	<p>Department Head courses plus:</p> <p>Coaching and Mentoring for Excellence https://www.leadership.opm.gov v Maximize employee development and performance.</p> <p>EEO for Supervisors and Managers http://www.graduateschool.edu Gain and understand diversity issues presented in the workplace and how to implement management's role in the EEO program, how to prevent sexual harassment, EEO complaint process, special emphasis programs, etc.</p> <p>Federal Position Management http://www.graduateschool.edu Discover how to use position management tools, techniques, and methods to support a high-performing organization.</p> <p>Strategic Human Capital Management http://www.graduateschool.edu Develop the necessary tools you need to successfully accomplish organizational objective and abide by human resources laws and regulations.</p>	<p>1st Level Supervisor courses plus:</p> <p>Coaching: A Strategic Tool for Effective Leadership http://www.amanet.org Learn skills for coaching employees to improve the effectiveness of individuals and teams.</p> <p>Developing Customer-Focused Organizations https://www.leadership.opm.gov v Focus on critical customer-service tactics and explore the vital skills of planning, implementing, and sustaining strategic change to better manage citizen engagement.</p> <p>Hiring Reform for Managers https://www.leadership.opm.gov v Understand the hiring process and ensure new employees have a "successful transition into Federal service."</p> <p>Leaders Growing Leaders https://www.leadership.opm.gov v Build your organization by developing leaders at every level.</p> <p>Leading Across Generations https://www.leadership.opm.gov v Learn to use generational differences to improve the workplace and increase productivity.</p> <p>Strategic Human Resources Management https://www.leadership.opm.gov v Learn how to use OPM's Federal Human Capital Assessment and Accountability</p>

		Framework (HCAAF) to plan, guide, and measure your human capital efforts.
Program Management		
Department Head/ Program Manager/ Supervisor	Program Manager 1 st Level Supervisor	Program Director/Deputy/ 2 nd /3 rd Level Supervisor
<p>Applications Development Technology Overview for Managers http://www.globalknowledge.com Learn how the new Web development standards drive efficiency, accessibility, and cross-platform compatibility.</p> <p>Installation Logistics Management http://www.almc.army.mil Coverage includes all functional areas of logistics responsibilities, practices, and problems at all levels of the organization to develop and increase effectiveness in logistics support at the Installation.</p> <p>J2EE Overview for Managers http://www.globalknowledge.com Learn the background knowledge, technological concepts, and insights required to successfully adopt and manage a Java EE project.</p> <p>Program Management Tools http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead.</p> <p>Program Manager's Course http://www.dau.mil Strengthen the analytical, critical thinking and decision-making skills of potential leaders of major defense acquisition programs and program support organizations.</p> <p>Program Manager's Skills http://www.dau.mil</p>	<p>Department Head courses plus:</p> <p>Certified Information Security Manager (CISM) http://www.isaca.org Gain this management-focused certification for individuals who design, build, and manage information security programs.</p> <p>Data Analysis and Modeling Techniques http://www.managementconcepts.com Improve analytical skills and refine approach to analyzing data for decision making.</p> <p>Evaluating and Presenting Analysis Results http://www.managementconcepts.com Learn to effectively communicate the implications of analysis results.</p> <p>Lean and Six Sigma http://www.golearn.gov Learn this data-driven improvement philosophy that views all activities within an organization as processes whose inputs can be controlled to effect significant improvements in process outputs.</p> <p>Program Management Office Course, Part A http://www.dau.mil Learn key program management office knowledge and skills.</p> <p>Program Management Tools Course, Part I http://www.dau.mil Learn application skills needed in a program office as an</p>	<p>1st Level Supervisor courses plus:</p> <p>Comprehensive Contracting Officer Technical Representative (COTR) Workshop http://www.graduateschool.edu Master the position of COTR or contracting officer representative (COR) from requirements determination through contract closeout. Cover all technical and professional business competencies required by the Federal Acquisition Certification for Contracting Officer Technical Representatives (FAC-COTR).</p> <p>DoD Information Assurance Certification and Accreditation Process (DIACAP) Certification and Accreditation Process - Executive Overview http://www.globalknowledge.com An executive-level overview of current policy, laws, guidance, definitions, and terms; a brief overview on the evolution of automated information system (IS) security, roles, and responsibilities; and an awareness of threats, vulnerabilities, and risk management as they apply to availability, integrity, confidentiality, and accountability (to include authenticity and non-repudiation) in the C&A process.</p> <p>Executive Program Manager's Course http://www.dau.mil Learn through the extensive use of open, interactive</p>

<p>Learn skills needed for handling key programmatic issues.</p> <p>Project Communications Management http://www.graduateschool.edu <u>u</u> Learn the tools and techniques that project teams can use to build an effective communications plan.</p> <p>Project Management http://www.golearn.gov Learn how to use the tools and techniques of basic project management.</p> <p>Project Management for IT: Application and Integration http://www.graduateschool.edu <u>u</u> Learn the industry-DoD-standard approach to managing project implementations of IT initiatives.</p> <p>Project Management Principles https://www.leadership.opm.gov <u>v</u> Learn and apply key concepts about managing a project.</p> <p>Recordkeeping: A Program Manager's Survival Guide https://nara.learn.com Discover a practical guide to policies, procedures, and legal requirements for managing program information.</p>	<p>integrated product team lead.</p> <p>Project Management Course http://www.graduateschool.edu Organize your project, track costs and time expenditures, manage quality and risk, evaluate human resources requirements, and overcome obstacles.</p> <p>Writing a Business Case http://www.golearn.gov Learn the principles for preparing an effective business case, including defining your business need, gathering relevant information, assessing the financial impact, and the writing process.</p>	<p>dialogue with senior DoD, congressional, GAO, and industry leaders; tailored sessions on contemporary topics and issues.</p> <p>Managing Stakeholder Expectations and Relationships http://www.managementconcepts.com Learn to use a stakeholder-based approach to actively and successfully build and manage relationships.</p> <p>Program Management Office Course, Part B http://www.dau.mil Become effective leaders in a program office by honing analysis, synthesis, and evaluative skills.</p> <p>Program Management Tools Course, Part II http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead.</p> <p>Security Certification and Accreditation (C&A) of Federal Information Systems - Executive Overview http://www.globalknowledge.com An executive-level overview of current policy, laws, guidance, definitions, and terms; a brief overview on the evolution of automated information system (IS) security, roles, and responsibilities; and an awareness of threats, vulnerabilities, and risk management as they apply to availability, integrity, confidentiality, and accountability (to include authenticity and non-repudiation) in the C&A process.</p>
--	---	---

Strategic Management		
Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
<p>Applications Development Technology Overview for Managers http://www.globalknowledge.com Understand the big picture of Web Applications development and how new Web development standards drive efficiency, accessibility, and cross-platform compatibility.</p> <p>Strategic Management http://www.graduateschool.edu Understand and obtain practice in interpreting strategic management concepts, processes, and procedures.</p> <p>Strategic Planning http://www.amanet.org Develop the best strategic planning to support your company's goals.</p> <p>Strategic Planning for Government Organizations http://www.graduateschool.edu Establish a solid framework with strategic planning, lessons learned from Government Performance and Results Act (GPRA) implementation and practical guidance to meet your organization's challenges.</p> <p>Strategic Sourcing http://www.graduateschool.edu Learn to build a comprehensive strategic sourcing plan to transform your organization.</p>	<p>Department Head courses plus:</p> <p>Strategic Execution: Getting It Done http://www.amanet.org Learn the skills to develop a flexible and achievable blueprint to execute your strategic plan.</p> <p>Strategic Human Capital Management http://www.graduateschool.edu Develop the necessary tools you need to successfully accomplish organizational objective and abide by human resources laws and regulations.</p> <p>Strategic Leadership http://www.ndu.edu Focus on broad-based national security decision making for senior policymakers in a dynamic world environment.</p> <p>Strategic Planning and Performance Measurement http://www.managementconcepts.com Learn how to set performance goals and objectives and how strategic planning impacts the organization and the individual.</p>	<p>1st Level Supervisor courses plus:</p> <p>Center for Global Leadership Series: Leadership for a Global Society https://www.leadership.opm.gov Lead your organization in an interconnected world.</p> <p>Congressional Operations Workshop http://www.graduateschool.edu Receive a comprehensive review of Congress, its culture and the legislative process.</p> <p>Continuity of Operations Planning (COOP) http://www.fema.gov Learn to build a comprehensive and viable COOP program that an organization needs to continue essential operations following a disaster.</p> <p>Leading Strategically: From Vision to Performance https://www.leadership.opm.gov Learn practical skills for leaders in rapidly changing environments.</p>