



NAVY SHORE INFRASTRUCTURE TRANSFORMATION (NSIT)

Workforce Development Career Progression Program

Administration
Community Management Plan

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Version 4.0

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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) Administration 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

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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 Administration 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 Administration Community.

Table 1. Administration Community Occupational Series

Series	OPM Series Title
0301	Miscellaneous Administration and Program
0303	Miscellaneous Clerk and Assistant
0305	Mail and File
0318	Secretary
0322	Clerk-Typist
0326	Office Automation Clerical and Assistance
0341	Administrative Officer
0342	Support Services Administration
0343	Management and Program Analysis
0344	Management and Program Clerical and Assistance

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 Administration 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 Administration Community Vision Statement

“Geographically dispersed, multi-talented, cross-functional, and professional workforce providing a full spectrum of management and administrative services with the right skills, at the right time, at the right cost, in the right place, to meet the changing needs of the Fleet, Fighter, and Family.”

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://q2.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, Administration 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 Administration 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		
Analyzing Data or Information	The process of modeling and transforming data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making.	
Knowledge	Skills	Abilities
Knowledge of processes, principles, concepts, policies, and objectives applicable to a program or administrative area	Skill in applying analytical and evaluative methods and techniques	Ability to design, develop, gather, compile, review, and analyze data/information
Knowledge of purposes, methods, and techniques of management analysis	Skill in the use of office automation, applicable software, and communications	Ability to develop presentations, briefings, and reports
		Ability to monitor and review programs to identify trends, discrepancies, and problems

Competency		
Collect and Manage Data	Development, execution, and supervision of plans, policies, programs and practices that collect, control, protect, deliver, and enhance the value of data and information assets.	
Knowledge	Skills	Abilities
<p>Knowledge and application of data management</p> <p>Knowledge of the principles of content and records management</p>	<p>Skill in conducting research and fact-finding</p> <p>Skill in effective oral and written communications</p> <p>Skill in the use of office automation, applicable software, and communications</p>	<p>Ability to design, develop, gather, compile, review, and analyze data/information</p> <p>Ability to develop presentations, briefings, and reports</p>
Competency		
Communications	The process of clearly transferring or interchanging/exchanging thoughts, opinions, or information by speech, writing, or signs from one source to another.	
Knowledge	Skills	Abilities
<p>Knowledge and application of the organization's mission, vision, policies, procedures, and objectives</p> <p>Knowledge of personnel management practices, policies, and procedures</p>	<p>Skill in conflict management principles and techniques</p> <p>Skill in effective oral and written communications</p> <p>Skill in the use of office automation, applicable software, and communications</p>	<p>Ability to develop presentations, briefings, and reports</p> <p>Ability to develop, collaborate, and cultivate interpersonal relationships</p> <p>Ability to provide advice, guidance, and assistance on operations</p> <p>Ability to recognize and adapt to cultural differences</p>
Competency		
Making Decisions and Solving Problems	The outcome of cognitive reasoning, based on available information, leading to the selection of a course of action among several alternatives.	
Knowledge	Skills	Abilities
<p>Knowledge and application of organizational practices and procedures</p> <p>Knowledge of continual process improvement and innovation</p> <p>Knowledge of personnel management practices, policies, and procedures</p> <p>Knowledge of programmatic principles, concepts, policies, and objectives</p> <p>Knowledge of purposes,</p>	<p>Skill in applying analytical and evaluative methods and techniques</p> <p>Skill in conducting research and fact-finding</p> <p>Skill in conflict management principles and techniques</p> <p>Skill in effective oral and written communications</p>	<p>Ability to encourage and facilitate cooperation and innovation</p> <p>Ability to provide advice, guidance, and assistance on operations</p>

methods, and techniques of management analysis		
Competency		
Organizing, Planning, and Prioritizing Work	A range of skills, tools, and techniques used to manage time when accomplishing specific tasks, projects, and goals. These skills encompass a wide scope of activities that include: planning, prioritizing, setting goals, organizing, allocating resources, delegation, analysis of time spent, monitoring, and scheduling.	
Knowledge	Skills	Abilities
Knowledge of processes, principles, concepts, policies, and objectives applicable to a program or administrative area	Skill in processing or maintaining records and/or documents which represent the transactions or business of an organization Skill in time management, multi-tasking, and prioritization of tasks	Ability to account for work and conduct after-action reviews/feedback Ability to apply procedures and practices within established guidelines in support of an organization
Competency		
Performing Administrative Activities	The process of organizing people and resources to efficiently and effectively direct activities toward common goals and objectives.	
Knowledge	Skills	Abilities
Knowledge of processes, principles, concepts, policies, and objectives applicable to a program or administrative area	Skill in conducting research and fact-finding Skill in the use of office automation, applicable software, and communications Skill in time management, multi-tasking, and prioritization of tasks	Ability to develop presentations, briefings, and reports Ability to identify and resolve issues/constraints
Competency		
Updating and Using Relevant Knowledge and Technology	The process of identifying and gaining knowledge to remain current technically by applying new knowledge or equipment/technology to your job.	
Knowledge	Skills	Abilities
Knowledge and application of data management Knowledge of programmatic principles, concepts, policies, and objectives Knowledge of purposes, methods, and techniques of management analysis	Skill in conducting research and fact-finding Skill in effective oral and written communications Skill in the use of office automation, applicable software, and communications Skill to collaborate and network	Ability to adapt to a changing environment and act as a change agent Ability to learn independently/self educate

- 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
Knowledge of coaching and mentoring tools and strategies Knowledge of conflict management techniques Knowledge of group facilitation techniques Knowledge of leadership development programs Knowledge of negotiation principles and techniques Knowledge of team function levels and key elements that characterize high performance	Skill in conflict management to respond in a constructive manner Skill in innovation and cooperation to increase organizational success Skill to adapt others to new circumstances Skill to coach and mentor others by recognizing their learning style Skill to delegate effectively to inspire, motivate, and develop	Ability and commitment to serve the public Ability to adapt to a changing environment and act as a change agent Ability to convey information to intended audience in a clear, concise, and organized manner using correct English grammar Ability to cultivate, encourage, and facilitate cooperation and promote a collaborative relationship

<p>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>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 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</p>

		forthcoming operations Ability to promote and support the goals and initiatives of equal employment opportunity (EEO) and diversity programs
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 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 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</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 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>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 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</p>

<p>and in planning, organizing, advising on, and administering activities and programs</p>	<p>Skill to identify potential risks and implement control measures to minimize risks</p>	<p>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 assistance on operations to organizational personnel</p>
<p>Competency</p>		
<p>Strategic Management</p>	<p>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.</p>	
<p>Knowledge</p>	<p>Skills</p>	<p>Abilities</p>
<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>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</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>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>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 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>
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- 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

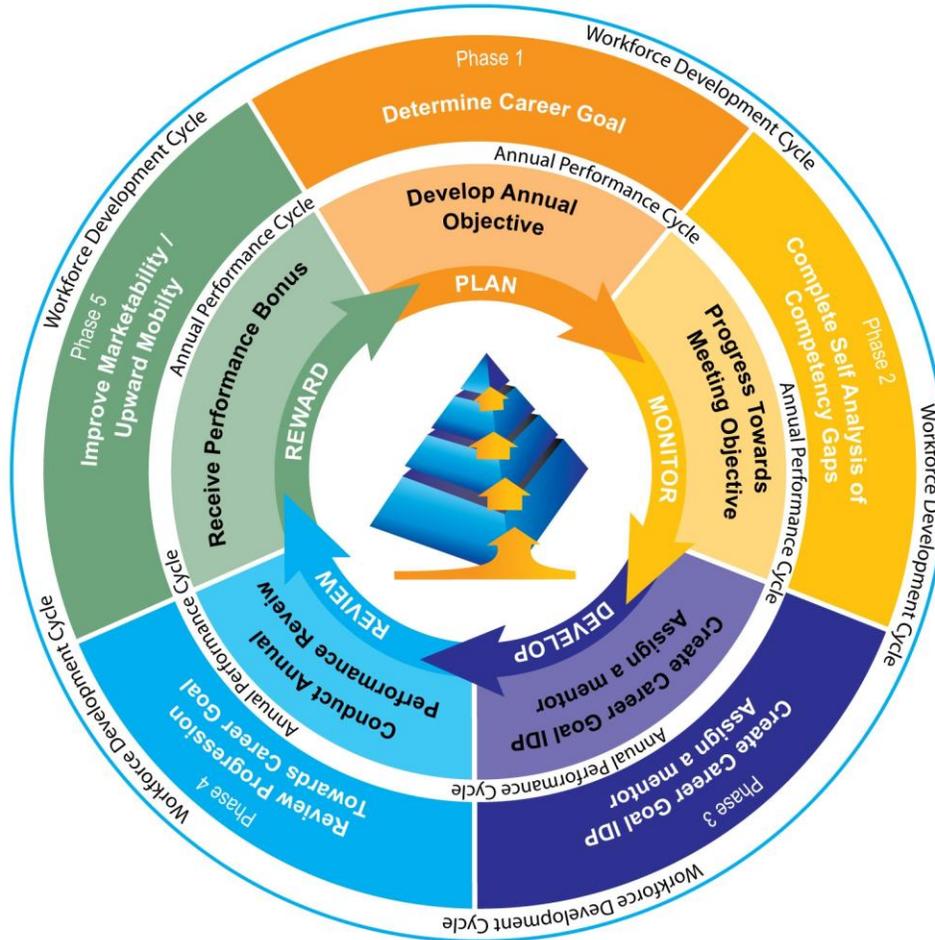


Figure 2. Competency/Career Progression Process

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 Administration 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

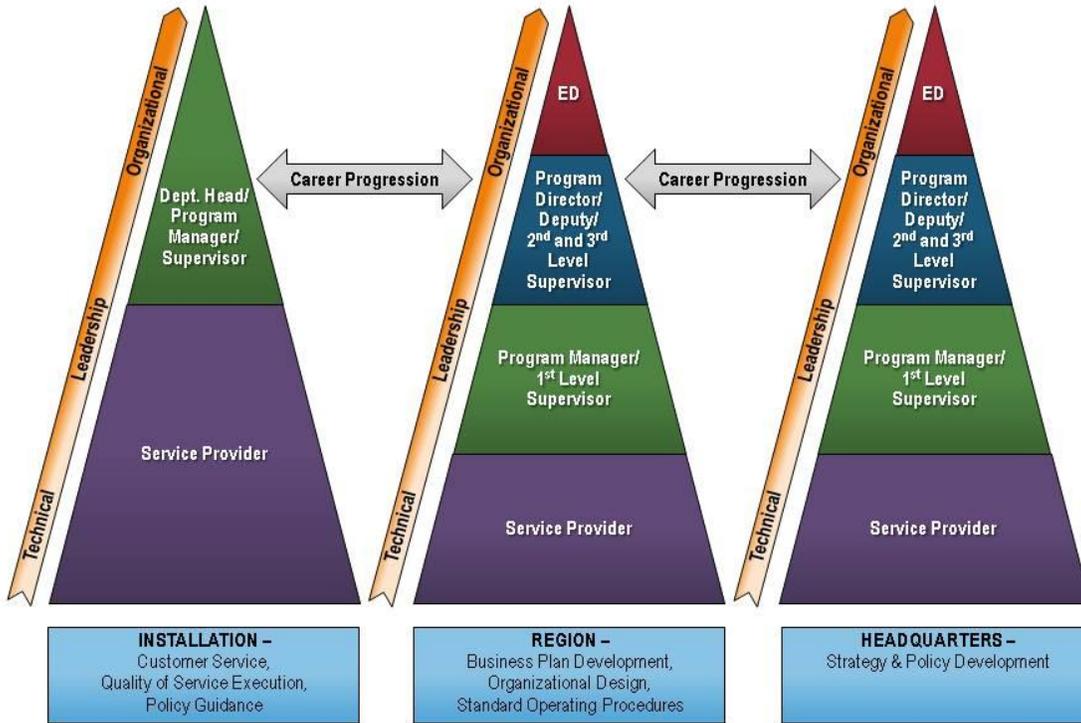


Figure 3. Community Competency/Career Progression

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 Administration Community Series Distribution

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

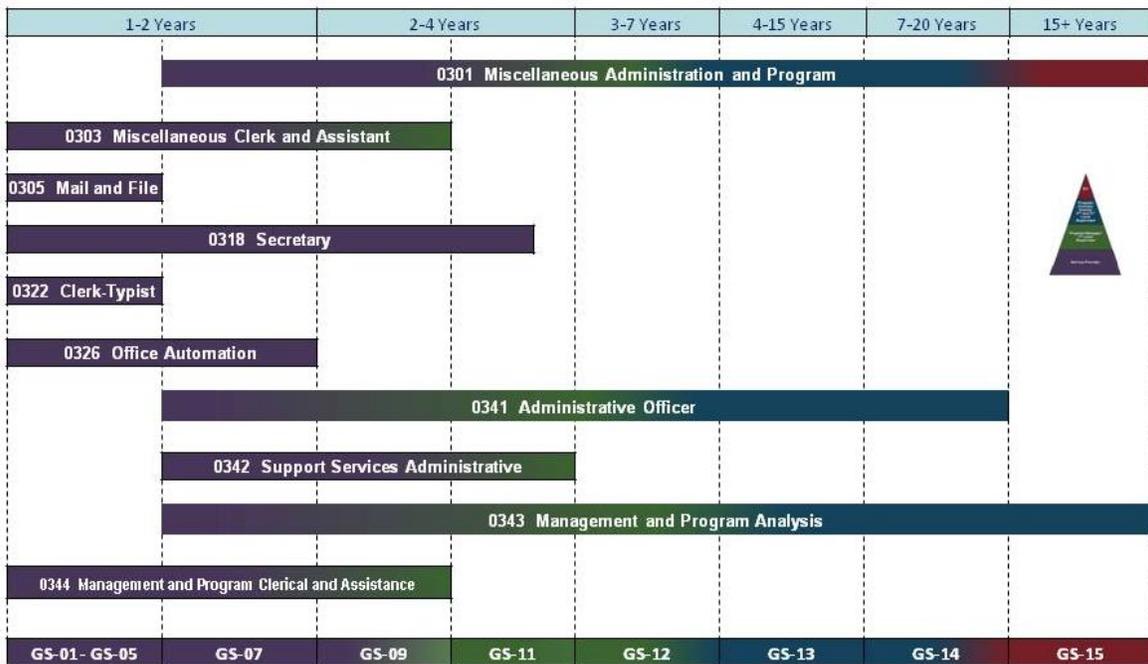


Figure 4. Administration Community Series Distribution

4.5 Career Enhancement

Your career as an Administration 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 Typically, Introductory/Functional/Intermediate (Entry) level positions will usually not be assigned at the Installation level. If found, these grades are generally trainee or developmental positions	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
Administrative Excellence (through American Management Association [AMA])	http://www.amanet.org
Certified Administrative Professional (CAP)	http://www.iaap-hq.org
Certified Professional Secretary (CPS)	http://www.iaap-hq.org
Global Professional in Human Resources (GPHR)	http://www.shrm.org
Leadership Education and Development (LEAD) Program	http://www.leadership.opm.gov
Lean Six Sigma (LSS) Certification	http://www.6sigma.us
Professional in Human Resources (PHR)	http://www.shrm.org
Professional Team Building	http://www.amanet.org http://www.teambuilders.com http://www.professionalteambuilding.com
Project Management	http://www.pmi.org http://www.golearn.gov
Senior Professional in Human Resources (SPHR)	http://www.shrm.org

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
American Management Association (AMA)	http://www.amanet.org
American Society of Military Comptrollers (ASMC)	http://www.asmconline.org
Financial Management Association (FMA)	http://www.fma.org
Government Employee Training Association	http://www.government-portals.com
National Contract Management Association (NCMA)	http://www.ncmahq.org
Society for Human Resources Management (SHRM)	http://www.shrm.org
Toastmasters International	http://www.toastmasters.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://g2.cnice.navy.mil/solutions/ewd/default.aspx>. You are highly encouraged to become familiar with this site.

IDP. Your IDP translates and personalizes the Administration 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.cnrc.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.

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APPENDIX A

Acronym List

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Acronym List

AC	Advanced Course
AMA	American Management Association
ASMC	American Society of Military Comptrollers
BC	Basic Course
CA	Community Advocate
CAP	Certified Administrative Professional
CES	Civilian Education System
CMP	Community Management Plan
CNIC	Commander, Navy Installations Command
COOP	Continuity of Operations Planning
COR	Contracting Officer Representative
COTR	Contracting Officer Technical Representative
CP	Community Champion
CPS	Certified Professional Secretary
CTC	Concurrent Technologies Corporation
DoD	Department of Defense
DON	Department of the Navy
DRMC	Defense Resources Management Course
DSLDP	Defense Senior Leader Development Program
ED	Executive Director
EEO	Equal Employment Opportunity
ELDP	Executive Leadership Development Program
FAC-COTR	Federal Acquisition Certification for Contracting Officer Technical Representative
FMA	Financial Management Association
GAO	Government Accountability Office
GPHR	Global Professional in Human Resources
GPRA	Government Performance and Results Act
GS	General Schedule
HCAAF	Human Capital Assessment and Accountability Program
HQ	Headquarters
IC	Intermediate Course
IDP	Individual Development Plan
IT	Information Technology

KSA	Knowledge, Skill, and Ability
LDP	Leadership Development Program
LEAD	Leadership Education and Development
LSS	Lean Six Sigma
N15	Workforce Planning/Development and Strategy
NCMA	National Contract Management Association
NSIT	Navy Shore Infrastructure Transformation
OCHR	Office of Civilian Human Resources
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OPNAV N1	Chief of Naval Operations (Manpower and Personnel)
ORSA	Operations Research/Systems Analysis
PHR	Professional in Human Resources
POM	Program Objective Memorandum
PR	Program Review
SECDEF	Secretary of Defense
SECNAV	Secretary of the Navy
SES	Senior Executive Service
SHRM	Society for Human Resources Management
SME	Subject Matter Expert
SPHR	Senior Professional in Human Resources
TWMS	Total Workforce Management Services

APPENDIX B

Executive Director Competencies

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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

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APPENDIX C

Community Population Distribution

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Community Population Distribution

Pay Plan	Occupational Series	Pay Grade														
		02	03	04	05	06	07	08	09	10	11	12	13	14	15	00
GS	0301						5		73	1	96	113	84	48	23	1
GS	0303	6	7	72	99	78	97	4	2							
GS	0305		2	7												
GS	0318			2	43	25	22	21	6	1						
GS	0322			1												
GS	0326		3	10	28	25	2									
GS	0341						3		9	1	15	18	6	1		
GS	0342						5		6		1					
GS	0343						12		49		106	174	138	47	16	
GS	0344				7	5	36	1	3							

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

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APPENDIX D

Technical Training Opportunities by Competency

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Technical Training Opportunities by Competency

Analyzing Data or Information		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Data Collection and Analysis http://www.graduateschool.edu Learn how to collect and analyze data for a management study or audit. Discover how the data shapes the results and reliability of the management study or audit.</p> <p>Introduction to Program Evaluation http://www.graduateschool.edu Learn evaluation by identifying, discovering, generating, and displaying information about an organization's program effectiveness.</p> <p>Management Analysis: Overview http://www.graduateschool.edu Receive a solid foundation in management analysis techniques.</p>	<p>Entry-level courses plus:</p> <p>Basic Statistics http://www.graduateschool.edu Master the basics of statistics, from frequency distribution to sampling to regression analysis, even if you have no prior knowledge of the subject.</p> <p>Cost-Benefit Analysis Workshop http://www.graduateschool.edu Receive a solid foundation in the planning framework for cost-benefit studies, including cost types and "behaviors," present-value concept, cost-effectiveness versus cost-benefit, internal rate of return, Office of Management and Budget (OMB) Circular A-94 and more.</p> <p>Management Analysis: Designing and Conducting a Study http://www.graduateschool.edu Learn how to design and conduct a study.</p> <p>Management Analysis: Planning http://www.graduateschool.edu 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>Operations Research/Systems Analysis (ORSA) Familiarization http://www.almc.army.mil Designed for working with analysts or requiring the understanding of basic analytical tools.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Decision Support: Building New Analytical Skills http://www.graduateschool.edu Develop skills and capabilities for improved financial and performance management and decision making.</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>

Collect and Manage Data		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Basic Records Operations https://nara.learn.com Learn what to file, how to file it, and how to remove files no longer needed for current business. It covers the variety of activities involved in the maintenance and use, as well as the disposition, of Federal records.</p> <p>Data Collection and Analysis http://www.graduateschool.edu Learn how to collect and analyze data for a management study or audit. Discover how the results and reliability of the management study or audit.</p>	<p>Entry-level courses plus:</p> <p>Electronic Records Management https://nara.learn.com Learn the skills and knowledge needed to manage electronic records throughout the records life cycle, and to take steps required to transition from a paper to an electronic records environment.</p> <p>Management Analysis: Data Gathering http://www.graduateschool.edu Gain the knowledge and skills you need to produce thoroughly researched, useful management studies, and learn the tools and techniques to analyze and collect data.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Advanced Electronic Records Management https://nara.learn.com Learn the special considerations for creating and managing electronic records, investigate issues, people, and tools related to electronic records management and look at emerging technologies and their implications for records management.</p>
Communications		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Communication http://www.graduateschool.edu Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.</p> <p>Fundamentals of Writing http://www.graduateschool.edu Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.</p>	<p>Entry-level courses plus:</p> <p>Communication Skills http://www.graduateschool.edu Discover how to analyze verbal and nonverbal communications, write clearly and concisely, organize and deliver an oral presentation, and break down communication barriers to work better with others.</p> <p>How to Communicate with Diplomacy, Tact, and Credibility http://www.amanet.org Learn how to choose and use the most appropriate words and emotional tone for every business situation.</p> <p>Interpersonal Communications http://www.graduateschool.edu Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Briefing Techniques http://www.graduateschool.edu Briefing confidently, how to organize a briefing logically, how to analyze and deal with any type of audience, manage hostile or negative questions, manage a question and answer period.</p> <p>Communicating for Results http://www.graduateschool.edu Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.</p> <p>Communicating Strategically http://www.managementconcepts.com Leaders, managers, team leaders, project managers, and others interested in taking</p>

	<p>techniques, as well as tips on tact and diplomacy.</p> <p>Stress Management http://www.graduateschool.edu Manage your stress and reap the rewards, including fewer job errors, reduced absenteeism, improved decision making, and lowered hostility.</p> <p>Writing for Results http://www.graduateschool.edu Learn practical techniques for adding power to written reports, executive summaries, and briefings.</p>	<p>a more strategic approach when communicating with others.</p> <p>Constructive Conflict Resolution http://www.graduateschool.edu Discover constructive approaches to positive resolution - develop the tools for quickly analyzing and responding to difficult situations to create practical positive outcomes.</p> <p>Handling Difficult Conversations http://www.graduateschool.edu Learn techniques for handling such conversations with skill and confidence. Emphasis on performance and other workplace conversations.</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>
Making Decisions and Solving Problems		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Critical Thinking for Problem Solving http://www.managementconcepts.com Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.</p>	<p>Entry-level courses plus:</p> <p>Decisions and Risk http://www.golearn.gov Improve your ability to make decisions in a changing environment.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Decision Making and Problem Solving http://www.graduateschool.edu Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions.</p>

		<p>Decision Support: Building New Analytical Skills http://www.graduateschool.edu <u>u</u></p> <p>Develop skills and capabilities for improved financial and performance management and decision making.</p>
Organizing, Planning, and Prioritizing Work		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Administrative Procedure http://www.graduateschool.edu Explore the basics of administrative planning and procedures for supervisory or administrative assistant positions. Examine planning, organizing, controlling, staffing, and directing.</p>	<p>Entry-level courses plus:</p> <p>Time Management http://www.graduateschool.edu Discover practical techniques for managing time and increasing your professional and personal effectiveness.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>An Introduction to Project Management http://www.golearn.gov Learn through processes to meet the cost, quality, and time expectations on a project.</p>
Performing Administrative Activities		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Administrative Procedure http://www.graduateschool.edu Explore the basics of administrative planning and procedures for supervisory or administrative assistant positions. Examine planning, organizing, controlling, staffing, and directing.</p> <p>Aspiring Leader Program http://www.graduateschool.edu Practice core leadership skills and competencies which are essential to the success of an organization.</p>	<p>Entry-level courses plus:</p> <p>Administrative Officers Workshop http://www.graduateschool.edu A must for Government administrative officers and assistants.</p> <p>Business Writing for Administrative Professionals http://www.amanet.org Learn the skills you need to write and edit all types of documents.</p> <p>Customer Service Excellence http://www.graduateschool.edu Learn to identify your internal and external customers and discover the latest methods for enhancing customer service and handling problems.</p> <p>Office Management http://www.graduateschool.edu Learn practical strategies and gain hands-on experience to raise the performance level of your office.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Administrative Office Management http://www.graduateschool.edu <u>u</u> Explore current theories of management and leadership, problem solving, delegation legislation and agency requirements, budgetary formulation and control, technological applications, personnel selection and appraisal, and time and stress management.</p> <p>Getting Results Without Authority http://www.amanet.org Learn key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.</p> <p>Leadership Skills for Non-Supervisors http://www.graduateschool.edu <u>u</u></p>

		Learn to handle different personally types, delegate effectively, overcome conflict, and build high-performing teams.
Updating and Using Relevant Knowledge and Technology		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Microsoft® Access® (Introduction) http://www.graduateschool.edu Learn basic database management concepts: identifying database components, creating database tables, and managing those tables through the use of queries and filters.</p> <p>Microsoft® Excel® (Introduction) http://www.graduateschool.edu Discover this software application that offers three distinct processes for managing data: spreadsheet, database, and graphing. The primary feature, spreadsheet, is a number-crunching tool allowing for sophisticated calculations such as budgets, finances, inventories, or any task that is numerically oriented.</p> <p>Microsoft® Outlook® (Introduction) http://www.onlc.com Learn to send e-mails, schedule appointments and meetings, and create contacts, tasks, and notes.</p> <p>Microsoft® PowerPoint® (Introduction) http://www.graduateschool.edu Explore the functions of PowerPoint to develop dynamic slide shows for effective presentations.</p> <p>Microsoft® Word (Introduction) http://www.graduateschool.edu Explore the fundamentals of word processing and learn to create professional-looking documents in Word.</p>	<p>Entry-level courses plus:</p> <p>Microsoft Access (Intermediate) http://www.graduateschool.edu Build upon basic database concepts and develop multiple database relationships. Learn advanced properties of forms, reports, and queries. Create and modify charts, create filters, join tables in queries, and work with input masks.</p> <p>Microsoft Excel (Intermediate) http://www.graduateschool.edu Build on the skills found in the Excel Introduction course or upgrade your Excel knowledge. Learn more advanced concepts such as working with data ranges, linking multiple workbooks, and saving spreadsheets as Web pages.</p> <p>Microsoft Outlook (Level 2) http://www.onlc.com Customize your Outlook environment.</p> <p>Microsoft PowerPoint (Intermediate) http://www.graduateschool.edu Go beyond the basics of presentations and learn professional style enhancements to slide shows. Customized color schemes, special animations, effective transitions, picture files, sound and video clips, hyperlinks, and action buttons.</p> <p>Microsoft Word (Intermediate) http://www.onlc.com Build on word processing basics by becoming proficient in searching files for text, editing tables, sorting table data and importing spreadsheet data,</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Microsoft Access Advanced Applications Development http://www.graduateschool.edu Build on the intermediate database concepts of Microsoft Access. Advanced controls such as the Performance Analyzer, combo boxes, and dialog boxes. Other content includes macro development, custom switchboards, and the use of utilities such as the database splitter and the linked table manager.</p> <p>Microsoft Excel (Advanced) http://www.graduateschool.edu Explore the advanced database management features using the analysis components to budget and manage financial expenses including templates, lists, macros, and audit tools.</p> <p>Microsoft Outlook (Level 3) http://www.onlc.com Build on the e-mail and calendaring skills to personalize e-mail, organize Outlook items, manage Outlook data files, share and link contacts, etc.</p> <p>Microsoft PowerPoint (Beyond the Basics) http://www.onlc.com Learn to enhance presentations with features that will transform basic presentations into a powerful means of communication.</p>

	<p>composing mail merge letters/envelopes/labels, and sorting records.</p> <p>Total Workforce Management Services (TWMS) https://twms.nmci.navy.mil Contains all Navy records for military and civilian personnel records come from authoritative databases.</p>	<p>Microsoft Project http://www.graduateschool.edu <u>u</u> Improve your ability to manage tasks and task-related resources, timelines, and costs. Learn to use this application's tools to better organize work and people, ensuring that projects are delivered on time and within budget.</p> <p>Microsoft Word (Advanced) http://www.onlc.com Learn to use Word to create, manage, revise, and distribute long documents and forms.</p>
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APPENDIX E

Leadership Training Opportunities by Competency

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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 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 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 Receive a solid foundation in</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 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 Discover how to align budgets, financial management and performance can lead to improved organizational effectiveness and productivity.</p>

<p>the Federal budget process.</p>		
<p>Leadership</p>		
<p>Department Head/ Program Manager/ Supervisor</p>	<p>Program Manager 1st Level Supervisor</p>	<p>Program Director/Deputy/ 2nd/3rd Level Supervisor</p>
<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 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 http://www.graduateschool.edu Learn the basics of coaching, delegation, communication,</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 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 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 human interactions in group settings.</p> <p>Improving Employee Performance</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 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>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 lead and motivate your team to higher productivity.</p> <p>Stress Management in the</p>	<p>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 performance-focused feedback.</p> <p>Mentoring as a Manager http://www.golearn.gov Acquire expertise as a mentor that will benefit your employees,</p>	<p>solving, strategic analysis, persuasion, and negotiation skills.</p> <p>Industrial College of the Armed Forces http://www.ndu.edu 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</p>
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<p>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 v 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 v 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>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>Learn to think critically and develop your communication skills as a manager.</p> <p>Management Development Seminar II: Leading Organizations https://www.leadership.opm.gov ov 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 ov 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 u 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 ov Learn practical leadership techniques, and explore ways of engaging, motivating, and holding team members accountable.</p> <p>The DoD Executive</p>
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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 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 http://www.leadership.opm.gov 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 http://www.leadership.opm.gov 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 Build your organization by developing leaders at every level.</p> <p>Leading Across Generations https://www.leadership.opm.gov Learn to use generational differences to improve the workplace and increase productivity.</p> <p>Strategic HR Management https://www.leadership.opm.gov</p>

		<p>OV Learn how to use OPM's Federal Human Capital Assessment and Accountability Framework (HCAAF) to plan, guide, and measure your human capital efforts.</p>
Program Management		
Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
<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>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 Learn skills needed for handling key programmatic issues.</p> <p>Project Communications Management http://www.graduateschool.edu 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</p>	<p>Department Head courses plus:</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 integrated product team lead.</p> <p>Project Management Course</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>Executive Program Manager's Course http://www.dau.mil Learn through the extensive use of open, interactive dialogue with senior DoD, congressional, Government Accountability Office (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>management.</p> <p>Project Management Principles https://www.leadership.opm.gov v 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>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>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>Strategic Management</p>		
<p>Department Head/ Program Manager/ Supervisor</p>	<p>Program Manager 1st Level Supervisor</p>	<p>Program Director/Deputy/ 2nd/3rd Level Supervisor</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>