



NAVY SHORE INFRASTRUCTURE TRANSFORMATION (NSIT)

# Workforce Development Career Progression Program

Fire and Emergency Services  
Community Management Plan

July 8, 2011

Version 3.0

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## Foreword

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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) Fire and Emergency Services 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.

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Community Manager Signature

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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 Fire and Emergency Services 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 Fire and Emergency Services Community.

**Table 1. Fire and Emergency Services Community Occupational Series**

Series	OPM Series Title
0081	Fire Protection and Prevention

## 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 Fire and Emergency Services 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 Fire and Emergency Services Community Vision Statement

*“Technical professionals with leadership skills protecting 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://g2.cnic.navy.mil/solutions/ewd/Lists/N161%20Contacts%20Directory/AllItems.aspx>.

## 4.0 Community Competency/Career Progression Framework

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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, Fire and Emergency Services 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 (1<sup>st</sup> Level Supervisor).** Program Managers direct the efforts of Service Providers, and they are beginning to hone their leadership skills.
- **Program Directors (2<sup>nd</sup> and 3<sup>rd</sup> 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 Fire and Emergency Services 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		
<b>Emergency Medical Services Response</b>	Respond to medical emergencies, motor vehicle accidents, and other emergency situations involving threat to human life and provide emergency medical services as warranted by the situation.	
Knowledge	Skills	Abilities
Knowledge of advanced Accident Response Exercise (ARE) related equipment	Skill in active listening to give full attention to what others are saying, taking time to understand the points being made, and asking questions as appropriate	Ability to apply deductive reasoning
Knowledge of basic and advanced life support		Ability to effectively communicate both orally and in writing
Knowledge of emergency medical treatment	Skill in critical thinking to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems	Ability to speak, read, listen, and understand information and ideas presented in writing and orally
Knowledge of fire communications equipment operation		
Knowledge of rescue procedures	Skill in identifying complex problems and reviewing related information to develop and evaluate options and	
Knowledge of safety procedures		
Knowledge of triage operations		

during mass casualty incidents	implement solutions  Skill in using judgment to assess the relative costs and benefits of potential actions to make the most appropriate decision  Skill to communicate effectively orally and in writing with others	
<b>Competency</b>		
<b>Fire Prevention and Awareness</b>	Plan, direct, or execute fire prevention and public education programs.	
<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>
Knowledge of administrative procedures Knowledge of building codes, construction design, and building materials Knowledge of fire codes, laws, ordinances, and regulations Knowledge of fire prevention Knowledge of fire science Knowledge of inspection procedures Knowledge of reading maps and blueprints/building layouts	Skill in effective time management  Skill in instructing others  Skill in understanding written work related documents  Skill to communicate effectively orally and in writing with others	Ability to apply deductive reasoning  Ability to effectively communicate both orally and in writing  Ability to speak, read, listen, and understand information and ideas presented in writing and orally
<b>Competency</b>		
<b>Fire Scene Investigation</b>	Collect and preserve evidence to determine origin and cause of fires.	
<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>
Knowledge of administrative procedures Knowledge of building codes, construction design, and building materials Knowledge of evidence collection and preservation including interviewing techniques Knowledge of fire accelerants Knowledge of fire codes, laws, ordinances, and regulations Knowledge of fire investigations Knowledge of fire science	Skill in active learning to understand the implications of new information for both current and future problem-solving and decision-making  Skill in active listening to give full attention to what others are saying, taking time to understand the points being made, and asking questions as appropriate  Skill in critical thinking to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to	Ability to apply deductive reasoning  Ability to effectively communicate both orally and in writing  Ability to speak, read, listen, and understand information and ideas presented in writing and orally  Ability to use inductive reasoning by combining pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events)

<p>Knowledge of rescue procedures</p>	<p>problems</p> <p>Skill in identifying complex problems and reviewing related information to develop and evaluate options and implement solutions</p> <p>Skill in understanding written work related documents</p> <p>Skill in using judgment to assess the relative costs and benefits of potential actions to make the most appropriate decision</p> <p>Skill to communicate effectively orally and in writing with others</p>	
<b>Competency</b>		
<b>Firefighting</b>		Control and extinguish fires that threaten life and property.
<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>
<p>Knowledge of driving and operating firefighting vehicles</p> <p>Knowledge of effects of weather on fire</p> <p>Knowledge of fire communications equipment operation</p> <p>Knowledge of fire science</p> <p>Knowledge of firefighting techniques</p> <p>Knowledge of personal protective equipment (PPE) and self-contained breathing apparatus usage</p> <p>Knowledge of response areas and streets</p> <p>Knowledge of safety procedures</p>	<p>Skill in active learning to understand the implications of new information for both current and future problem-solving and decision-making</p> <p>Skill in active listening to give full attention to what others are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in coordination to adjust one's actions in response to others' actions</p> <p>Skill in determining appropriate tools and equipment needed to do a job</p> <p>Skill in using judgment to assess the relative costs and benefits of potential actions to make the most appropriate decision</p> <p>Skill to operate and control equipment</p>	<p>Ability to apply deductive reasoning</p> <p>Ability to effectively communicate both orally and in writing</p> <p>Ability to make decisions under stressful conditions</p>

<b>Competency</b>		
<b>Firefighting and Emergency Medical Equipment Maintenance</b>	Perform routine and preventive maintenance, inspections, and operational readiness checks of departmental vehicles and equipment.	
<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>
Knowledge of administrative procedures Knowledge of driving and operating firefighting vehicles Knowledge of fire/emergency medical services (EMS) and equipment operation and maintenance procedures Knowledge of information management Knowledge of safety procedures	Skill in determining appropriate tools and equipment needed to do a job Skill in effective time management Skill in equipment maintenance Skill in monitoring/assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action Skill to communicate effectively orally and in writing with others	Ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations) Ability to effectively communicate both orally and in writing Ability to speak, read, listen, and understand information and ideas presented in writing and orally Ability to use inductive reasoning by combining pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events)
<b>Competency</b>		
<b>Firefighting Drills and Training</b>	Conduct and participate in ongoing firefighting, rescue, and emergency medical services training, techniques, and skills maintenance.	
<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>
Knowledge of administrative procedures Knowledge of building codes, construction design, and building materials Knowledge of personal protective equipment (PPE) and self-contained breathing apparatus usage Knowledge of rescue procedures Knowledge of safety procedures	Skill in active learning to understand the implications of new information for both current and future problem-solving and decision-making Skill in active listening to give full attention to what others are saying, taking time to understand the points being made, and asking questions as appropriate Skill in coordination to adjust one's actions in response to others' actions Skill in instructing others Skill in the application of learning strategies Skill in understanding written	Ability to apply deductive reasoning Ability to critically and clearly solve problems quickly, under extreme stress Ability to effectively communicate both orally and in writing Ability to speak, read, listen, and understand information and ideas presented in writing and orally

	work related documents	
<b>Competency</b>		
<b>Fireground Communication</b>	Ensure awareness, accountability, and notification of team members' conditions and locations, potential hazards, and building layout during firefighting operations through radio and non-verbal signals.	
<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>
<p>Knowledge of fire communications equipment operation</p> <p>Knowledge of fireground communication protocols</p> <p>Knowledge of non-verbal fireground communication signals</p>	<p>Skill in active learning to understand the implications of new information for both current and future problem-solving and decision-making</p> <p>Skill in active listening to give full attention to what others are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in coordination to adjust one's actions in response to others' actions</p> <p>Skill in monitoring/assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action</p> <p>Skill to communicate effectively orally and in writing with others</p>	<p>Ability to effectively communicate both orally and in writing</p> <p>Ability to speak, read, listen, and understand information and ideas presented in writing and orally</p>
<b>Competency</b>		
<b>Large Scale Emergency and Disaster Management</b>	Develop a continuous process of preparedness planning and strategies for disaster prevention, mitigation, response, and recovery.	
<b>Knowledge</b>	<b>Skills</b>	<b>Abilities</b>
<p>Knowledge of administrative procedures</p> <p>Knowledge of chemical, biological, and radiological (CBR) procedures</p> <p>Knowledge of effects of weather on fire</p> <p>Knowledge of fire communications equipment operation</p> <p>Knowledge of firefighting techniques</p> <p>Knowledge of fire-resistant</p>	<p>Skill in active learning to understand the implications of new information for both current and future problem-solving and decision-making</p> <p>Skill in active listening to give full attention to what others are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in coordination to adjust one's actions in response to others' actions</p>	<p>Ability to apply deductive reasoning</p> <p>Ability to effectively communicate both orally and in writing</p> <p>Ability to speak, read, listen, and understand information and ideas presented in writing and orally</p> <p>Ability to use inductive reasoning by combining pieces of information to form general rules or conclusions (includes finding a relationship among</p>

<p>clothing and breathing apparatus usage</p> <p>Knowledge of hazardous materials (HAZMAT) operations</p> <p>Knowledge of response to hazardous material incidents</p> <p>Knowledge of safety procedures</p>	<p>Skill in critical thinking to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems</p> <p>Skill in determining appropriate tools and equipment needed to do a job</p> <p>Skill in identifying complex problems and reviewing related information to develop and evaluate options and implement solutions</p> <p>Skill in management of personnel resources</p> <p>Skill in using judgment to assess the relative costs and benefits of potential actions to make the most appropriate decision</p> <p>Skill to communicate effectively orally and in writing with others</p>	<p>seemingly unrelated events)</p>
<p><b>Competency</b></p>		
<p><b>Search and Rescue Services</b></p>	<p>Locate and extricate persons in distress and deliver them to a place of safety.</p>	
<p><b>Knowledge</b></p>	<p><b>Skills</b></p>	<p><b>Abilities</b></p>
<p>Knowledge of administrative procedures</p> <p>Knowledge of fire communications equipment operation</p> <p>Knowledge of heat stress avoidance</p> <p>Knowledge of Incident Command System (ICS) principles</p> <p>Knowledge of occupational health and safety policies and procedures</p> <p>Knowledge of rescue procedures</p> <p>Knowledge of safe working practices</p> <p>Knowledge of safety procedures</p>	<p>Skill in active listening to give full attention to what others are saying, taking time to understand the points being made, and asking questions as appropriate</p> <p>Skill in critical thinking to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems</p> <p>Skill in determining appropriate tools and equipment needed to do a job</p> <p>Skill in identifying complex problems and reviewing related information to develop and evaluate options and implement solutions</p> <p>Skill in technical search and</p>	<p>Ability to apply deductive reasoning</p> <p>Ability to conduct safe technical search and rescue operations in adverse conditions</p> <p>Ability to effectively communicate both orally and in writing</p> <p>Ability to follow instructions and communicate effectively</p> <p>Ability to make decisions under stressful conditions</p> <p>Ability to speak, read, listen, and understand information and ideas presented in writing and orally</p>

<p>Knowledge of various search and rescue resources and their capabilities</p>	<p>rescue disciplines appropriate to response area</p> <p>Skill in using judgment to assess the relative costs and benefits of potential actions to make the most appropriate decision</p> <p>Skill to communicate effectively orally and in writing with others</p>	
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- Behavioral and Shared Competencies:** Behavioral competencies are an individual’s character traits and personal qualities desired and valued by the organization. Shared competencies are common KSAs used in day to day activities to support the organization such as operations administration and administrative support. Behavioral and shared competencies apply to all levels of the organization and are achieved through life and job experiences, training, and education.

**Table 3. Behavioral Competencies and Definitions**

Competency	Definition	Introductory/ Entry	Advanced/ Journeyman	Expert	Program Manager/ Department Head	Program Manager/ 1st Level Supervisor	Program Director/ 2nd Level Supervisor
<b>Attention to Detail</b>	<p>Considers all aspects involved in accomplishing a task, no matter how minute. Precisely follows procedures to ensure each element of a task is accurately completed.</p>	●	●	●	●	●	●
<b>Cooperation/ Teamwork</b>	<p>Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.</p>	●	●	●	●	●	●
<b>Customer Focus</b>	<p>Anticipates and meets the needs of customers. Seeks feedback from customers, peers, and supervisors on how services and products are meeting expectations.</p>	●	●	●	●	●	●
<b>Dependability</b>	<p>Displays the self-discipline and resolve to reliably complete tasks in a timely manner and in accordance with procedures or directions.</p>	●	●	●	●	●	●

Competency	Definition	Introductory/ Entry	Advanced/ Journeyman	Expert	Program Manager/ Department Head	Program Manager/ 1 <sup>st</sup> Level Supervisor	Program Director/ 2 <sup>nd</sup> Level Supervisor
<b>Flexibility</b>	Adjusts to work within new work structures, processes, requirements, or cultures.	●	●	●	●	●	●
<b>Mission Focus</b>	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.	●	●	●	●	●	●
<b>Professionalism</b>	Exemplifies the characteristics, qualities, and conduct expected in a profession.	●	●	●	●	●	●
<b>Self Reliance</b>	Presents oneself as an effective role model, in such a manner, as to reflect credit upon the organization by displaying uncompromising values (e.g., honor, courage, commitment).	●	●	●	●	●	●
<b>Situational Awareness</b>	Continually assesses and maintains an accurate interpretation of one's current surroundings, to take appropriate action at any given time.	●	●	●	●	●	●
<b>Stress Tolerance</b>	Retains composure and responds calmly and effectively to high stress situations.	●	●	●	●	●	●

**Table 4. Shared Competencies and Definitions**

Competency	Definition	Introductory/ Entry	Advanced/ Journeyman	Expert	Program Manager/ Department Head	Program Manager/ 1 <sup>st</sup> Level Supervisor	Program Director/ 2 <sup>nd</sup> Level Supervisor
<b>Administrative Support</b>	Provides services such as personnel, budget, purchasing, and data processing which support or facilitate the service programs of an organization.	●	●	●	●	●	●
<b>Contract Management</b>	The discipline of providing technical monitoring and administrative oversight of a contract within an organization.				●	●	●
<b>Course Development</b>	The process to make or improve educational lessons such as a training course.						●

Competency	Definition	Introductory/ Entry	Advanced/ Journeyman	Expert	Program Manager/ Department Head	Program Manager/ 1 <sup>st</sup> Level Supervisor	Program Director/ 2 <sup>nd</sup> Level Supervisor
<b>Financial Management</b>	The efficient and effective determination and allocation of an organization's financial resources.				●	●	●
<b>Office Management</b>	The administration and organization of normal day-to-day activities in a business office environment.				●	●	●
<b>Operations Administration</b>	The act or process of managing a team to a large organization.	●	●	●	●	●	●
<b>Personnel Development</b>	The management of personnel to ensure the acquisition of knowledge, skills, and experience for the purpose of enhancing individual performance.					●	●
<b>Program Policy and Planning</b>	The process of managing, developing, and improving an organization's rules and regulations.						●
<b>Project Assessment</b>	The process of reviewing and appraising all aspects of a project.				●	●	●
<b>Project Management</b>	The process of managing ongoing projects emphasizing coordination and prioritization of resources across departments and entities.				●	●	●
<b>Training Administration</b>	The management of the process to learn knowledge, skills, or experiences.			●	●	●	●

- 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 5. Leadership Competencies and Definitions**

Competency	Definition	Program Manager/ Department Head	Program Manager/ 1 <sup>st</sup> Level Supervisor	Program Director/ 2 <sup>nd</sup> Level Supervisor
<b>Accountability</b>	Fosters and ensures an environment that administers all resources in a manner that instills public trust while accomplishing the mission. Monitors progress and evaluates outcomes to improve organizational efficiency and effectiveness.	●	●	●
<b>Conflict Management</b>	Uses appropriate methods and coordinates actions to reduce tension, resolve differences, and prevent conflicts from escalating.	●	●	●
<b>Creativity and Innovation</b>	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes/solutions.			●
<b>Decisiveness</b>	Uses sound judgment to simultaneously integrate and weigh situational constraints, risks, and rewards, and makes well-informed, effective, and timely decisions.	●	●	●
<b>Developing Others</b>	Increases the ability of others to perform and contribute to the organization by providing ongoing feedback and opportunities to learn through formal and informal methods.	●	●	●
<b>Department of Defense (DoD) Corporate Perspective</b>	Considers how the DoD operates and how components, stakeholders, partners, and customers integrate toward mission accomplishment.		●	●
<b>DoD Mission and Culture</b>	Understands the DOD's mission and roles, as well as the command structure of the Military Services and Defense Agencies.	●	●	●
<b>Entrepreneurship</b>	Positions the organization for future success by identifying new opportunities, and builds the organization by developing or improving products or services.			●

Competency	Definition	Program Manager/ Department Head	Program Manager/ 1 <sup>st</sup> Level Supervisor	Program Director/ 2 <sup>nd</sup> Level Supervisor
<b>External Awareness</b>	Actively seeks to understand others’ cultural, religious, political, and societal norms and customs; builds language proficiency as required by the mission. Maintains an integrated understanding of Congressional and globalization factors that would influence defense, domestic and foreign policy and uses it in strategic and operational planning. Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.			●
<b>Financial Management</b>	Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Applies sound resource management principles, business/industry “best practices,” and applicable policies, regulations and laws to support operations. Aligns resources with policy and the strategic direction and priorities. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.		●	●
<b>Global Perspective</b>	Effectively communicates the organization’s commitment to the joint mission and leads staff to exert influence and execute solutions across the Enterprise. Works collaboratively with other national security agencies to achieve U.S. goals and objectives. Fosters supportive partnerships across organizational lines and within the international community to drive integration and translate long-term goals into action.			●
<b>Human Capital Management</b>	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance-based deficiencies. Manages a multi-sector workforce and a variety of work situations.	●	●	●
<b>Influencing/ Negotiating</b>	In representing the organization, establishes, and maintains relationships with key individuals/groups; understands what motivates them. Persuades others; builds consensus through give and take; gains cooperation from others to obtain information, find solutions, and accomplish goals.	●	●	●

Competency	Definition	Program Manager/ Department Head	Program Manager/ 1 <sup>st</sup> Level Supervisor	Program Director/ 2 <sup>nd</sup> Level Supervisor
<b>Leveraging Diversity</b>	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. Seeks out diverse ideas, opinions, and insights, respecting the values and perceptions of others. Examines biases and seeks insights to avoid stereotypical responses and behavior.	●	●	●
<b>National Defense Integration</b>	Keeps current in joint doctrine and applicable studies. Formulates plans and policies with a broader view, and implements programs that consider interoperability, joint basing, and other integration efforts to ensure effective solutions that maximize DoD goals and interests, as well as the inter-relationships, resources, and capabilities of all related entities. Analyzes, promotes, and as applicable, incorporates the joint perspective throughout the organizations' policies and processes to ensure maximum support of the DOD's joint mission objectives.			●
<b>National Security Environment</b>	Keeps current and regularly examines key national security and international issues, to include military, economic, political, and societal trends that affect DoD. Uses knowledge of national security policy to shape broader strategies, policy objectives, inter-agency partnerships, and other initiatives.			●
<b>National Security Foundation</b>	Understands the DoD role, responsibilities, and organizational framework as it applies to the national security mission, and comprehends and articulates the importance of interagency and multinational cooperation in the use of power.		●	●
<b>National Security Strategy</b>	Systematically applies an in-depth understanding of national security policy, goals, and objectives to the development, deployment, employment and sustainment of DoD resources in support of national objectives.			●
<b>Partnering</b>	Develops networks, builds alliances, and collaborates across boundaries to build strategic relationships and achieve common goals.		●	●
<b>Political Savvy</b>	Identifies the internal and external politics that impact the work of the organization. Uses diplomacy in dealing with issues involving others.			●
<b>Strategic Thinking</b>	Formulates goals, objectives, and priorities, and implements plans consistent with the long-term interests of the organization.			●

Competency	Definition	Program Manager/ Department Head	Program Manager/ 1 <sup>st</sup> Level Supervisor	Program Director/ 2 <sup>nd</sup> Level Supervisor
<b>Team Building</b>	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.	●	●	●
<b>Technology Management</b>	Maintains knowledge of technological developments, making effective use of technology to achieve results.		●	●
<b>Vision</b>	Communicates a clear mission and set of values, providing guideposts for decision-making and action. Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.			●

- 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 Fire and Emergency Services 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.

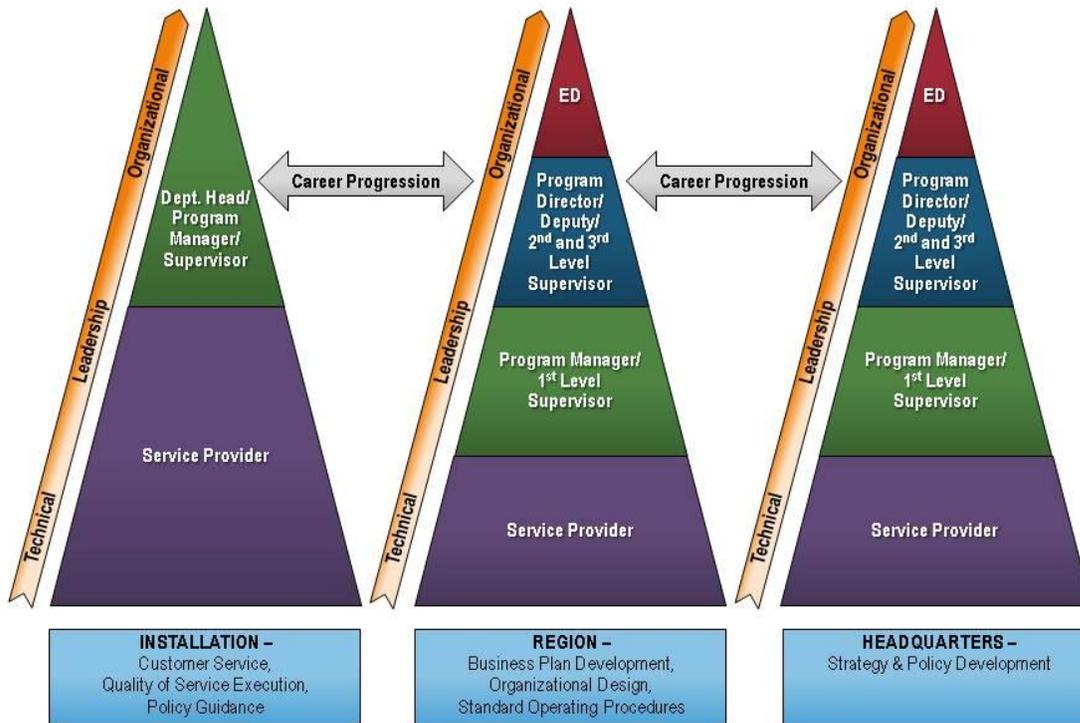
**Phase 3: Create career goal IDP and assign a mentor.** Your supervisor can assist you with developing your IDP. Your IDP details a road map for the next 3 to 5 years for your career development by specifying the necessary training, formal education, and experience to achieve the competencies, KSAs, 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 Fire and Emergency Services Community Series Distribution

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



Figure 4. Fire and Emergency Services Community Series Distribution

#### 4.5 Career Enhancement

Your career as a Fire and Emergency Services 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, apprentice
  - 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, lead, and/or specialist
  - 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 6. Experience Recommendations for Service Provider**

Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
Acquire certifications, attend training classes Develop firefighting knowledge and skills Refine firefighting knowledge and skills	Develop leadership skills Refine firefighting knowledge and skills Teach classes Work on advanced training classes	Continue advanced level training Gain program management, budget development, personnel practices, and strategic planning experience Lead a division Refine leadership skills

**Table 7. Experience Recommendations for Leadership**

Department Head/Program Manager/Supervisor	Program Manager 1 <sup>st</sup> Level Supervisor	Program Director/Deputy/ 2 <sup>nd</sup> /3 <sup>rd</sup> 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 8. Assignment Recommendations for Service Provider**

Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Act as:</p> <ul style="list-style-type: none"> <li>• Fire Inspector</li> <li>• Firefighter</li> </ul> <p>Obtain certifications and attend training</p> <p>Work as part of a team under supervision</p>	<p>Act as:</p> <ul style="list-style-type: none"> <li>• Fire Prevention Inspector</li> <li>• Fire Protection Inspector</li> <li>• Firefighter Basic Life Support (BLS)</li> <li>• Firefighter Driver/Operator</li> <li>• Firefighter HAZMAT Operations</li> <li>• Firefighter HAZMAT Technician</li> <li>• Firefighter Intermediate Life Support (ILS)</li> <li>• Firefighter Paramedic</li> </ul> <p>Team Leader</p> <p>Team member with limited or no supervision</p>	<p>Act as:</p> <ul style="list-style-type: none"> <li>• Accreditation Officer</li> <li>• Crew Chief</li> <li>• Emergency Medical Service (EMS) Officer</li> <li>• Fire Protection Specialist</li> <li>• Health and Safety Officer</li> <li>• Lead Fire Inspector</li> <li>• Lead Firefighter BLS</li> <li>• Lead Firefighter HAZMAT Technician</li> <li>• Lead Firefighter ILS</li> <li>• Lead Firefighter Paramedic</li> <li>• Training Officer</li> </ul>

**Table 9. Assignment Recommendations for Leadership**

Department Head/ Program Manager/ Supervisor	Program Manager 1 <sup>st</sup> Level Supervisor	Program Director/Deputy/ 2 <sup>nd</sup> /3 <sup>rd</sup> Level Supervisor
<p>Act as:</p> <ul style="list-style-type: none"> <li>• Chief Fire Inspector</li> <li>• Deputy Fire Chief (Installation)</li> <li>• District Fire Chief (Installation)</li> <li>• Fire Prevention Battalion Chief</li> <li>• Operations Assistant Chief</li> </ul>	<p>Act as:</p> <ul style="list-style-type: none"> <li>• Chief Fire Inspector (Region)</li> <li>• Deputy Fire Chief (Region)</li> <li>• EMS Officer (Region)</li> <li>• EMS Program Manager (HQ)</li> <li>• Health and Safety Officer (Region)</li> </ul>	<p>Act as:</p> <ul style="list-style-type: none"> <li>• Deputy Program Director (HQ)</li> <li>• Fire Chief (Region)</li> <li>• Program Director (HQ)</li> </ul>

Department Head/ Program Manager/ Supervisor	Program Manager 1 <sup>st</sup> Level Supervisor	Program Director/Deputy/ 2 <sup>nd</sup> /3 <sup>rd</sup> Level Supervisor
<ul style="list-style-type: none"> <li>• Operations Battalion Chief</li> <li>• Station Chief</li> <li>• Supervisory Fire Captain</li> <li>• Supervisory Fire Protection Inspector</li> <li>• Supervisory Fire Protection Specialist (Installation)</li> <li>• Supervisory Firefighter</li> <li>• Training Chief</li> </ul>	<ul style="list-style-type: none"> <li>• Operations Officer (Region)</li> <li>• Senior Fire Protection Specialist (HQ)</li> <li>• Special Operations Officer (Region)</li> <li>• Supervisory Fire Protection Specialist (Region)</li> <li>• Technical Services Officer (Region)</li> <li>• Training Officer (Region)</li> </ul>	

**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 10. Professional Certification/License Opportunities**

Organization	Web Site
Airport Firefighter	<a href="http://www.teex.org">http://www.teex.org</a>
Airport Firefighter II	<a href="http://www.teex.org">http://www.teex.org</a>
Certified Fire Inspector I	<a href="http://www.nfpa.org">http://www.nfpa.org</a>
Certified Fire Inspector II	<a href="http://www.nfpa.org">http://www.nfpa.org</a>
Certified Fire Plan Examiner I (CFPE)	<a href="http://www.nfpa.org">http://www.nfpa.org</a>
Certified Fire Protection Specialist (CFPS)	<a href="http://www.nfpa.org">http://www.nfpa.org</a>
Emergency Medical Technician (EMT) Basic	<a href="http://www.trainingdivision.com">http://www.trainingdivision.com</a>
EMT Intermediate Certification	<a href="http://www.teex.org">http://www.teex.org</a>
EMT Paramedic	<a href="http://www.trainingdivision.com">http://www.trainingdivision.com</a>
Fire Inspector I	<a href="http://www.fireengineering.com">http://www.fireengineering.com</a> <a href="http://www.teex.org">http://www.teex.org</a> <a href="http://www.trainingdivision.com">http://www.trainingdivision.com</a>
Fire Inspector II	<a href="http://www.fireengineering.com">http://www.fireengineering.com</a> <a href="http://www.trainingdivision.com">http://www.trainingdivision.com</a>
Fire Inspector III	<a href="http://www.fireengineering.com">http://www.fireengineering.com</a> <a href="http://www.teex.org">http://www.teex.org</a> <a href="http://www.trainingdivision.com">http://www.trainingdivision.com</a>
Fire Instructor I	<a href="http://www.teex.org">http://www.teex.org</a>
Fire Instructor II	<a href="http://www.teex.org">http://www.teex.org</a>

Organization	Web Site
Fire Instructor III	<a href="http://www.teex.org">http://www.teex.org</a>
Fire Investigator	<a href="http://www.trainingdivision.com">http://www.trainingdivision.com</a>
Fire Officer I	<a href="http://www.teex.org">http://www.teex.org</a>
Fire Officer II	<a href="http://www.teex.org">http://www.teex.org</a>
Fire Officer III	<a href="http://www.teex.org">http://www.teex.org</a>
Fire Officer IV	<a href="http://www.teex.org">http://www.teex.org</a>
Fire Protection/Prevention, Exit Routes, and Emergency Plans Technician (FET) Certification	<a href="http://www.naspweb.com">http://www.naspweb.com</a>
Hazard Analysis Technician (HAT) Certification	<a href="http://www.naspweb.com">http://www.naspweb.com</a>
Instructor Training Certification (ITC)	<a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>
Leadership Education and Development (LEAD) Program	<a href="http://www.leadership.opm.gov">http://www.leadership.opm.gov</a>
Lean Six Sigma (LSS) Certification	<a href="http://www.6sigma.us">http://www.6sigma.us</a>
Professional Team Building	<a href="http://www.amanet.org">http://www.amanet.org</a> <a href="http://www.teambuilders.com">http://www.teambuilders.com</a> <a href="http://www.professionalteambuilding.com">http://www.professionalteambuilding.com</a>
Project Management	<a href="http://www.pmi.org">http://www.pmi.org</a> <a href="http://www.golearn.gov">http://www.golearn.gov</a>

## 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 11. Education Recommendations for Service Provider**

Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
High School diploma or equivalent  * Entry equates to graduation from Firefighter Academy	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 12. Education Recommendations for Leadership**

Department Head/ Program Manager/ Supervisor	Program Manager 1 <sup>st</sup> Level Supervisor	Program Director/Deputy/ 2 <sup>nd</sup> /3 <sup>rd</sup> 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 four appendices:

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

**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 13. Professional Associations (Potential Affiliations)**

Organization	Web Site
American Burn Association (ABA)	<a href="http://www.ameriburn.org">http://www.ameriburn.org</a>
American Fire Sprinkler Association (AFSA)	<a href="http://www.firesprinkler.org">http://www.firesprinkler.org</a>
American Red Cross	<a href="http://www.redcross.org">http://www.redcross.org</a>
Center for Public Safety Excellence (CPSE)	<a href="http://www.publicsafetyexcellence.org">http://www.publicsafetyexcellence.org</a>
Chemical Transportation Emergency Center (CHEMTREC)	<a href="http://www.chemtrec.com">http://www.chemtrec.com</a>
Commission on Accreditation of Ambulance Services (CAAS)	<a href="http://www.caas.org">http://www.caas.org</a>

Organization	Web Site
Congressional Fire Services Institute (CFSI)	<a href="http://www.cfsi.org">http://www.cfsi.org</a>
Emergency Vehicle Technician Certification Commission (EVTCC)	<a href="http://www.evtcc.org">http://www.evtcc.org</a>
International Association of Emergency Vehicle Technicians (IAEVT)	<a href="http://www.iaevt.org">http://www.iaevt.org</a>
International Association of Fire Chiefs (IAFC)	<a href="http://www.iafc.org">http://www.iafc.org</a>
Mountain Rescue Association (MRA)	<a href="http://www.mra.org">http://www.mra.org</a>
National Association for Search and Rescue (NASAR)	<a href="http://www.nasar.org">http://www.nasar.org</a>
National Association of State Fire Marshals (NASFM)	<a href="http://www.firemarshals.org">http://www.firemarshals.org</a>
National Fire Protection Association (NFPA)	<a href="http://www.nfpa.org">http://www.nfpa.org</a>
National Society of Executive Fire Officers (NSEFO)	<a href="http://www.nsefo.org">http://www.nsefo.org</a>
Safe Kids USA	<a href="http://www.safekids.org">http://www.safekids.org</a>
Society of Fire Protection Engineers (SFPE)	<a href="http://www.sfpe.org">http://www.sfpe.org</a>

**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.cnic.navy.mil/solutions/ewd/default.aspx>. You are highly encouraged to become familiar with this site.

**IDP.** Your IDP translates and personalizes the Fire and Emergency Services 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.cnic.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

AAA	American Automobile Association
AAR	After Action Review
ABA	American Burn Association
AC	Advanced Course
ADA	Americans with Disabilities Act
AED	Automated External Defibrillator
AFSA	American Fire Sprinkler Association
AMA	American Management Association
ARE	Accident Response Exercise
BC	Basic Course
BLS	Basic Life Support
BPT	Bloodborne Pathogens Technician
CA	Community Advocate
CAAS	Commission on Accreditation of Ambulance Services
CBR	Chemical, Biological, and Radiological
CBRNE	Chemical, Biological, Radiological, Nuclear, or Explosive
CES	Civilian Education System
CfES	Coaching for Extraordinary Service
CFI	Certified Fire Inspector I
CFI-II	Certified Fire Inspector II
CFPE	Certified Fire Plan Examiner
CFPS	Certified Fire Protection Specialist
CFR	Code of Federal Regulations
CFSI	Congressional Fire Services Institute
CHEMTREC	Chemical Transportation Emergency Center
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
CPR	Cardiopulmonary Resuscitation
CPSE	Center for Public Safety Excellence

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
EMI	Emergency Management Institute
EMO	Emergency Medical Operations
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOPMC	Equal Opportunity Program Manager Course
ERC	Education and Research Center
ERHM	Emergency Responder Hazardous Materials
ESAMS	Enterprise Safety Applications Management System
EVOC	Emergency Vehicle Operator Course
EVTCC	Emergency Vehicle Technician Certification Commission
FAC-COTR	Federal Acquisition Certification for Contracting Officer Technical Representative
FET	Fire Protection/Prevention, Exit Routes, and Emergency Plans Technician
FFE	Field Force Extraction
FFR	Fleet and Family Readiness
FRAME	Framework for Healthcare Emergency Management
FRT	Facility Response Team
GAO	Government Accountability Office
GS	General Schedule
HARM	Hazard Assessment and Response Management
HAT	Hazard Analysis Technician
HAZCOM	Hazard Communication
HAZMAT	Hazardous Material
HAZWOPER	Hazardous Waste Operations and Emergency Response
HCAAF	Human Capital Assessment and Accountability Framework
HMC&M	Hazardous Material Control and Management
HOT	Hands-on Training
HQ	Headquarters

HR	Human Resources
IAEVT	International Association of Emergency Vehicle Technicians
IAFC	International Association of Fire Chiefs
IAP	Incident Action Plan
IC	Incident Command
ICS	Incident Command System
IDP	Individual Development Plan
ILS	Intermediate Life Support
ITC	Instructor Training Certification
KSA	Knowledge, Skill, and Ability
LDP	Leadership Development Program
LEAD	Leadership Education and Development
LSFM	Leadership Skills for Managers
LSS	Lean Six Sigma
MHT	Materials Handling Safety Technician
MRA	Mountain Rescue Association
MWR	Morale, Welfare, and Recreation
N/A	Not Applicable
N15	Workforce Planning/Development and Strategy
NARA	National Archives and Records Administration
NASAR	National Association for Search and Rescue
NASFM	National Association of State Fire Marshals
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NIOSH	National Institute for Occupational Safety and Health
NSEFO	National Society of Executive Fire Officers
NSIT	Navy Shore Infrastructure Transformation
NTSI	National Traffic Safety Institute
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)
OPNAVINST	Chief of Naval Operations Instruction
OSHA	Occupational Safety and Health Administration
POM	Program Objective Memorandum

PPE	Personal Protective Equipment
PR	Program Review
RP	Respiratory Protection
SAAT	Standardized Awareness Authorized Training
SECDEF	Secretary of Defense
SECNAV	Secretary of the Navy
SES	Senior Executive Service
SFPE	Society of Fire Protection Engineers
SMART	Specific, Measurable, Attainable, Relevant, Time-bound
SME	Subject Matter Expert
SOH	Safety and Occupational Health
TCFP	Texas Commission on Fire Protection
TDY	Temporary Duty
TERT	Technical Emergency Response Training
TtT	Train the Trainer
TWMS	Total Workforce Management Services
VPP	Voluntary Protection Program
WMD	Weapon of Mass Destruction

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

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# **APPENDIX C**

## **Community Population Distribution**

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### Community Population Distribution

Pay Plan	Occupational Series	Pay Grade														
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
GS	0081			19	52	124	180	1221	486	216	92	74	46	33	8	1

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

Emergency Medical Services Response		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p><a href="#">Coaching The® Emergency Vehicle Operator 3 – Ambulance™</a> <a href="http://www.nsc.org">http://www.nsc.org</a> Apply defensive driving techniques to ambulance work, training drivers to navigate traffic in emergency and non-emergency situations.</p> <p><a href="#">Communication</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.</p> <p><a href="#">Cardiopulmonary Resuscitation (CPR)/Automated External Defibrillator (AED) for the Professional Rescuer</a> <a href="http://www.redcross.org">http://www.redcross.org</a> Receive participant manuals, skill cards, certification cards, and training.</p> <p><a href="#">Critical Thinking for Problem Solving</a> <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a> Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.</p> <p><a href="#">Emergency Medical Operations for Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) Incidents (EMO)</a> <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a> Learn CBRNE incident management; treatment of victims of exposure to chemical, biological, and radiological hazards, as well as explosions.</p> <p><a href="#">Emergency Medical Technician</a></p>	<p><b>Entry-level courses plus:</b></p> <p><a href="#">Bloodborne Pathogens Technician (BPT)</a> <a href="http://www.naspweb.com">http://www.naspweb.com</a> Learn to identify potentially infectious materials, methods of exposures, understand the health hazards, and implement a plan.</p> <p><a href="#">Communication Skills</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> 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><a href="#">Decisions and Risk</a> <a href="http://www.golearn.gov">http://www.golearn.gov</a> Improve your ability to make decisions in a changing environment.</p> <p><a href="#">Emergency Medical Technician (EMT) Paramedic</a> <a href="http://www.trainingdivision.com">http://www.trainingdivision.com</a> Demonstrate competency in handling emergencies utilizing all EMT Paramedic Level equipment and skills.</p> <p><a href="#">Emergency Vehicle Operator Course (EVOC) Advanced</a> <a href="http://www.emergencytrainingsystems.com">http://www.emergencytrainingsystems.com</a> Learn advanced driving skills, basic traffic management, and emergency scenes.</p> <p><a href="#">EMT Intermediate Certification</a> <a href="http://www.teex.org">http://www.teex.org</a> Earn a certification once completing didactic and clinical components of this program.</p> <p><a href="#">Framework for Healthcare Emergency Management (FRAME)</a> <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a></p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><a href="#">Briefing Techniques</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> <a href="#">u</a> 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><a href="#">Communicating for Results</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> <a href="#">u</a> Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.</p> <p><a href="#">Communicating Strategically</a> <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a> Leaders, managers, team leaders, project managers, and others interested in taking a more strategic approach when communicating with others.</p> <p><a href="#">Constructive Conflict Resolution</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> <a href="#">u</a> Discover constructive approaches to positive resolution - develop the tools for quickly analyzing and responding to difficult situations to create practical positive outcomes.</p> <p><a href="#">Decision Making and Problem Solving</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> <a href="#">u</a> Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various</p>

<p><b>(EMT) Basic</b>  <a href="http://www.trainingdivision.com">http://www.trainingdivision.com</a>                  Demonstrate competency in handling emergencies utilizing all Basic Life Support equipment and skills.</p> <p><b>Emergency Vehicle Operator Course (EVO) Basic</b>  <a href="http://www.emergencytrainingsystems.com">http://www.emergencytrainingsystems.com</a>                  Learn emergency vehicle driver training per national and federal standards.</p> <p><b>Enterprise Safety Applications Management System (ESAMS)</b>  <a href="https://esams.cnic.navy.mil">https://esams.cnic.navy.mil</a>                  Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.</p> <p><b>Fundamentals of Writing</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.</p> <p><b>Traffic School</b>  <a href="http://www.ntsi.com">http://www.ntsi.com</a>                  Take driving safety courses that are approved in many State and local jurisdictions for traffic school procedures.</p>	<p>Gain knowledge in healthcare emergency management.</p> <p><b>How to Communicate with Diplomacy, Tact, and Credibility</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn how to choose and use the most appropriate words and emotional tone for every business situation.</p> <p><b>Interpersonal Communications</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.</p> <p><b>Stress Management</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Manage your stress and reap the rewards, including fewer job errors, reduced absenteeism, improved decision making, and lowered hostility.</p> <p><b>Writing for Results</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn practical techniques for adding power to written reports, executive summaries, and briefings.</p>	<p>decisions.</p> <p><b>Decision Support: Building New Analytical Skills</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Develop skills and capabilities for improved financial and performance management and decision making.</p> <p><b>Emergency Medical Services: Special Operations</b>  <a href="http://www.usfa.dhs.gov">http://www.usfa.dhs.gov</a>                  Learn to prepare organizations for major operations by identifying potential hazards, determining potential resource needs, how to acquire those resources, and develop a plan that enables the effective control of these events.</p> <p><b>Getting Results Without Authority</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.</p> <p><b>Handling Difficult Conversations</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn techniques for handling such conversations with skill and confidence. Emphasis on performance and other workplace conversations.</p> <p><b>Leadership Skills for Non-Supervisors</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to handle different personality types, delegate effectively, overcome conflict, and build high-performing teams.</p> <p><b>Negotiating Techniques</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Focus on issues of negotiation, including using multiple strategies, applying</p>
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<b>Fire Prevention and Awareness</b>		
<b>Introductory/Functional/Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
<p><a href="http://www.graduateschool.edu">Communication</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.</p> <p><a href="http://www.oshatraining.org">Emergency Action Plans</a> <a href="http://www.oshatraining.org">http://www.oshatraining.org</a> Obtain an overview of Occupational Safety and Health Administration (OSHA) standards for emergencies.</p> <p><a href="http://www.umuc.edu">Fire Dynamics</a> <a href="http://www.umuc.edu">http://www.umuc.edu</a> Investigate the phenomena of fire propagation in the air-regulated phase and the fuel-regulated phase.</p> <p><a href="http://www.umuc.edu">Fire Prevention Organization and Management</a> <a href="http://www.umuc.edu">http://www.umuc.edu</a> Examine prevention as the primary community-based strategy for fire protection.</p> <p><a href="http://www.vppa.org">Voluntary Protection Program (VPP) 101 Workshop</a> <a href="http://www.vppa.org">http://www.vppa.org</a></p>	<p><b>Entry-level courses plus:</b></p> <p><a href="http://www.graduateschool.edu">Communication Skills</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> 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><a href="http://www.umuc.edu">Disaster and Fire Defense Planning</a> <a href="http://www.umuc.edu">http://www.umuc.edu</a> Understand the concept and principles of assessing community risk and then developing regional and cooperative procedures and plans of response.</p> <p><a href="http://www.graduateschool.edu">Time Management</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Discover practical techniques for managing time and increasing your professional and personal effectiveness.</p> <p><a href="http://www.asme.org">Understanding and Preventing Explosions</a> <a href="http://www.asme.org">http://www.asme.org</a></p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><a href="http://www.cogswell.edu">Analytic Approaches to Public Fire Protection</a> <a href="http://www.cogswell.edu">http://www.cogswell.edu</a> Examine tools and techniques of rational decision-making in fire departments.</p> <p><a href="http://www.cogswell.edu">Applications of Fire Research</a> <a href="http://www.cogswell.edu">http://www.cogswell.edu</a> Examine the rationale for conducting fire research, various fire protection research</p> <p><a href="http://www.graduateschool.edu">Communicating for Results</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.</p> <p><a href="http://www.cogswell.edu">Community Risk Reduction</a> <a href="http://www.cogswell.edu">http://www.cogswell.edu</a> Examine concepts of community sociology, the role of fire-related organizations within the community, and their impact on the local fire problem, including master planning, and shaping community perceptions about</p>

<p>Learn the basic information worksites need to pursue this cooperative management system.</p>	<p>Gain the knowledge necessary for the identification of explosion hazards, implementation of common prevention and mitigation options, and the awareness of when to seek additional assistance.</p>	<p>the local fire service.</p> <p><a href="#">Developing and Implementing Tabletops, Drills, and Exercises</a>  <a href="http://www.unrfsa.org">http://www.unrfsa.org</a>                  Learn to design and develop actual exercise activities for managing crises.</p> <p><a href="#">Fire Protection/Prevention, Exit Routes, and Emergency Plans Technician (FET) Certification</a>  <a href="http://www.naspweb.com">http://www.naspweb.com</a>                  Understand and explain the three elements of fire protection, identify types of fire suppression equipment, understand the requirements for exit routes, design and implement emergency action plans, and understand how to meet the requirements of first aid training.</p>
<p><b>Fire Scene Investigation</b></p>		
<p><b>Introductory/Functional/ Intermediate (Entry)</b></p>	<p><b>Advanced (Journeyman)</b></p>	<p><b>Expert</b></p>
<p><a href="#">Aircraft Accident Investigation</a>  <a href="http://www.scsi-inc.com">http://www.scsi-inc.com</a>                  Understand aircraft accident investigations and basic investigation technology.</p> <p><a href="#">Communication</a>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.</p> <p><a href="#">Critical Thinking for Problem Solving</a>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                  Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.</p> <p><a href="#">Fire/Arson Origin-and-Cause Investigations</a>  <a href="http://www.usfa.dhs.gov">http://www.usfa.dhs.gov</a>                  Learn the technical and scientific knowledge and skills</p>	<p><b>Entry-level courses plus:</b></p> <p><a href="#">Advanced Aircraft Accident Investigation</a>  <a href="http://www.scsi-inc.com">http://www.scsi-inc.com</a>                  Learn current and various topics of interest to investigators.</p> <p><a href="#">Communication Skills</a>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  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><a href="#">Decisions and Risk</a>  <a href="http://www.golearn.gov">http://www.golearn.gov</a>                  Improve your ability to make decisions in a changing environment.</p> <p><a href="#">Fire and Explosion Investigation</a>  <a href="http://www.scsi-inc.com">http://www.scsi-inc.com</a>                  Understand fire dynamics and</p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><a href="#">An Introduction to Project Management</a>  <a href="http://www.golearn.gov">http://www.golearn.gov</a>                  Learn through processes to meet the cost, quality, and time expectations on a project.</p> <p><a href="#">Certified Fire Inspector I (CFI)</a>  <a href="http://www.nfpa.org">http://www.nfpa.org</a>                  Earn a certification as a Fire Inspector I.</p> <p><a href="#">Certified Fire Inspector II (CFI-II)</a>  <a href="http://www.nfpa.org">http://www.nfpa.org</a>                  Earn a certification as a Fire Inspector II.</p> <p><a href="#">Communicating for Results</a>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.</p> <p><a href="#">Decision Making and Problem Solving</a>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a></p>

<p>needed to conduct fire investigations.</p> <p><b>Fundamentals of Writing</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.</p> <p><b>Root Cause Analysis Fundamentals</b>  <a href="http://www.asme.org">http://www.asme.org</a>                  Gain an introduction and extensive discussion of many different tools for root cause analysis.</p>	<p>fire investigation for an aircraft accident or incident investigation.</p> <p><b>Flight Data Analysis</b>  <a href="http://www.scsi-inc.com">http://www.scsi-inc.com</a>                  Learn the elements for conducting analysis of aircraft recorders.</p> <p><b>Forensic Evidence Collection</b>  <a href="http://www.usfa.dhs.gov">http://www.usfa.dhs.gov</a>                  Learn the critical skills essential to the effective collection, packaging, preservation, processing, and testing of evidence from a fire and/or explosive scene.</p> <p><b>How to Communicate with Diplomacy, Tact, and Credibility</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn how to choose and use the most appropriate words and emotional tone for every business situation.</p> <p><b>Interpersonal Communications</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.</p> <p><b>Interviewing-Interrogation Techniques and Courtroom Testimony</b>  <a href="http://www.usfa.dhs.gov">http://www.usfa.dhs.gov</a>                  Gain the tools for fire/arson investigators to conduct sound, legally supported interviews and interrogations with witnesses and suspects in preparation for court testimony.</p> <p><b>Stress Management</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Manage your stress and reap the rewards, including fewer job errors, reduced absenteeism, improved decision making, and lowered hostility.</p>	<p>Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions.</p> <p><b>Decision Support: Building New Analytical Skills</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Develop skills and capabilities for improved financial and performance management and decision making.</p> <p><b>Fire Dynamics—Fire Modeling</b>  <a href="http://www.usfa.dhs.gov">http://www.usfa.dhs.gov</a>                  Learn the principles of fire dynamics, combining physics, chemistry, mathematics, and engineering principles with the objective of quantitatively describing fire and related processes through computerized fire modeling generating results of actual fire scenes.</p> <p><b>Fire Inspector I</b>  <a href="http://www.teex.org">http://www.teex.org</a>                  Learn the elements of National Fire Protection Association (NFPA) 1031, chapters 4 and 5.</p> <p><b>Fire Inspector II</b>  <a href="http://www.teex.org">http://www.teex.org</a>                  Gain the knowledge and skills to meet the needs of the intermediate-level fire inspector.</p> <p><b>Fire Inspector III</b>  <a href="http://www.teex.org">http://www.teex.org</a>                  Learn the elements of NFPA 1031, chapter 6.</p> <p><b>Fire Investigation and Analysis</b>  <a href="http://www.cogswell.edu">http://www.cogswell.edu</a>                  Examine technical, investigative, legal, and managerial approaches to the arson problem, including principles of incendiary fire analysis and detection.</p> <p><b>Fire Investigator</b>  <a href="http://www.trainingdivision.com">http://www.trainingdivision.com</a>                  Learn curriculum requirements of the Texas Commission on</p>
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	<p><b>Writing for Results</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn practical techniques for adding power to written reports, executive summaries, and briefings.</p>	<p>Fire protection (TCFP) and NFPA, including Fire Investigator training.</p> <p><b>Fire-related Human Behavior</b>  <a href="http://www.umuc.edu">http://www.umuc.edu</a>                  Study human behavior in fire and other emergency situations.</p> <p><b>Getting Results Without Authority</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.</p> <p><b>Leadership Skills for Non-Supervisors</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to handle different personally types, delegate effectively, overcome conflict, and build high-performing teams.</p> <p><b>Recordkeeping: A Program Manager’s Survival Guide</b>  <a href="https://nara.learn.com">https://nara.learn.com</a>                  Discover a practical guide to policies, procedures, and legal requirements for managing program information.</p> <p><b>Technical Writing (3 days)</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  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>
<b>Firefighting</b>		
<b>Introductory/Functional/Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
<p><b>Airport Firefighter</b>  <a href="http://www.teex.org">http://www.teex.org</a>                  Gain knowledge and skills for Firefighters seeking NFPA</p>	<p><b>Entry-level courses plus:</b>  <b>Airport Firefighter II</b>  <a href="http://www.teex.org">http://www.teex.org</a></p>	<p><b>Advanced (Journeyman) level courses plus:</b>  <b>Communicating for Results</b></p>

<p>1003 Certification.</p> <p><b>Coaching The® Emergency Vehicle Operator 3 – Fire™</b>  <a href="http://www.nsc.org">http://www.nsc.org</a>                  Learn to use defensive driving techniques to maneuver safely through traffic under time constraints and stress.</p> <p><b>Communication</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.</p> <p><b>Critical Thinking for Problem Solving</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                  Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.</p> <p><b>Emergency Vehicle Operator Course (EVOC) Basic</b>  <a href="http://www.emergencytrainingsystems.com">http://www.emergencytrainingsystems.com</a>                  Learn emergency vehicle driver training per national and federal standards.</p> <p><b>Fire Fighter I</b>  <a href="http://www.trainingdivision.com">http://www.trainingdivision.com</a>                  Learn fire fighting concepts, practices, and techniques necessary for success within the fire service, based on the Firefighter Level I objectives from NFPA Standards.</p> <p><b>Fire Fighter II</b>  <a href="http://www.trainingdivision.com">http://www.trainingdivision.com</a>                  Learn fire fighting concepts, practices, and techniques necessary for success within the fire service, based on the Firefighter Level II objectives from NFPA Standards.</p> <p><b>Traffic School</b>  <a href="http://www.nts.com">http://www.nts.com</a>                  Take driving safety courses that are approved in many</p>	<p>Gain advanced knowledge and skills to prepare for the role as an Aircraft Incident Commander.</p> <p><b>Certified Fire Plan Examiner I (CFPE)</b>  <a href="http://www.nfpa.org">http://www.nfpa.org</a>                  Earn certification founded on the NFPA Professional Qualification Standards and other applicable NFPA codes and standards.</p> <p><b>Certified Fire Protection Specialist (CFPS)</b>  <a href="http://www.nfpa.org">http://www.nfpa.org</a>                  Earn professional recognition for individuals involved in fire protection, fire safety, and fire prevention.</p> <p><b>Communication Skills</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  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><b>Decisions and Risk</b>  <a href="http://www.golearn.gov">http://www.golearn.gov</a>                  Improve your ability to make decisions in a changing environment.</p> <p><b>Emergency Vehicle Operator Course (EVOC) Advanced</b>  <a href="http://www.emergencytrainingsystems.com">http://www.emergencytrainingsystems.com</a>                  Learn advanced driving skills, basic traffic management, and emergency scenes.</p> <p><b>Interpersonal Communications</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.</p> <p><b>Stress Management</b></p>	<p><a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.</p> <p><b>Communicating Strategically</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                  Leaders, managers, team leaders, project managers, and others interested in taking a more strategic approach when communicating with others.</p> <p><b>Decision Making and Problem Solving</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions.</p> <p><b>Decision Support: Building New Analytical Skills</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Develop skills and capabilities for improved financial and performance management and decision making.</p> <p><b>Fire Instructor I</b>  <a href="http://www.teex.org">http://www.teex.org</a>                  Gain the tools necessary to obtain a Fire Instructor I Certification.</p> <p><b>Fire Instructor II</b>  <a href="http://www.teex.org">http://www.teex.org</a>                  Gain the tools necessary to obtain a Fire Instructor II Certification.</p> <p><b>Fire Instructor III</b>  <a href="http://www.teex.org">http://www.teex.org</a>                  Gain the tools necessary to obtain a Fire Instructor III Certification.</p> <p><b>Fire Officer I</b>  <a href="http://www.teex.org">http://www.teex.org</a>                  Examine the transition from firefighter to supervisor, addressing the job performance requirements of NFPA 1021 standard.</p> <p><b>Fire Officer II</b>  <a href="http://www.teex.org">http://www.teex.org</a></p>
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<p>State and local jurisdictions for traffic school procedures.</p>	<p><a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Manage your stress and reap the rewards, including fewer job errors, reduced absenteeism, improved decision making, and lowered hostility.</p>	<p>Build on the skills learned as a Fire Officer I.</p> <p><b>Fire Officer III</b>  <a href="http://www.teex.org">http://www.teex.org</a>                  Build on the skills learned as a Fire Officer II.</p> <p><b>Fire Officer IV</b>  <a href="http://www.teex.org">http://www.teex.org</a>                  Understand management of fire protection services including human resource management, multi-agency emergency service delivery with horizontal/vertical communication requirements and risk management.</p> <p><b>Getting Results Without Authority</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.</p> <p><b>Leadership Skills for Non-Supervisors</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to handle different personality types, delegate effectively, overcome conflict, and build high-performing teams.</p>
<b>Firefighting and Emergency Medical Equipment Maintenance</b>		
<p style="text-align: center;"><b>Introductory/Functional/Intermediate (Entry)</b></p>	<p style="text-align: center;"><b>Advanced (Journeyman)</b></p>	<p style="text-align: center;"><b>Expert</b></p>
<p><b>Communication</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.</p> <p><b>Fundamentals of Writing</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.</p>	<p><b>Entry-level courses plus:</b></p> <p><b>Communication Skills</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  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><b>Materials Handling Safety Technician (MHT)</b>  <a href="http://www.naspsweb.com">http://www.naspsweb.com</a>                  Learn about regulatory requirements and safe use for</p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><b>Communicating for Results</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.</p> <p><b>Technical Writing (3 days)</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  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</p>

	<p>equipment.</p> <p><b>Motor Carrier Safety Compliance</b>  <a href="http://www.tsi.dot.gov">http://www.tsi.dot.gov</a>                      Learn motor carrier safety compliance and periodic inspection and maintenance.</p> <p><b>Time Management</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      Discover practical techniques for managing time and increasing your professional and personal effectiveness.</p> <p><b>Writing for Results</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      Learn practical techniques for adding power to written reports, executive summaries, and briefings.</p>	<p>conduct an audience analysis, eliminate common writing mistakes, organize your document and employ other methods to produce a reliable, readable technical document.</p>
Firefighting Drills and Training		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p><b>Ability to Research, Analyze, and Solve Problems</b>  <a href="http://www.federaltraining.com">http://www.federaltraining.com</a>                      Sharpen your analytical and critical thinking skills for improved problem solving and research techniques.</p> <p><b>Communication</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.</p> <p><b>Critical Thinking for Problem Solving</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                      Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.</p> <p><b>Driver Operator</b>  <a href="http://www.fireacademyonline.com">http://www.fireacademyonline.com</a>                      Gain the necessary curriculum requirements of NFPA 1002:</p>	<p><b>Entry-level courses plus:</b></p> <p><b>Communication Skills</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      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><b>Confined Space Safety</b>  <a href="http://www.safetycenter.navy.mil">http://www.safetycenter.navy.mil</a>                      Learn the reasons for gas testing; toxicology and health hazards; chemistry; ventilation requirements and calculations; procedures, responsibilities and program requirements; hot work, space cleaning, inerting and pressing-up procedures; selection and use of gas detection instruments; and personal protective equipment.</p> <p><b>Emergency Responder Hazardous Materials Technician for CBRNE Incidents (ERHM)</b></p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><b>Advanced Concepts for Process Hazard Analysis</b>  <a href="http://www.asme.org">http://www.asme.org</a>                      Expand the knowledge and application of process hazard analysis to show how order-of-magnitude scenario risk calculations can be extended to other uses.</p> <p><b>Advanced ICS, Command and General Staff-Complex Incidents</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                      Gain training and resources on advanced application of the ICS.</p> <p><b>Communicating for Results</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.</p> <p><b>Communicating Strategically</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                      Leaders, managers, team leaders, project managers, and</p>

<p>Fire Apparatus Driver/Operator.</p> <p><b>Emergency Asbestos Response Team</b>  <a href="http://www.safetycenter.navy.mil">http://www.safetycenter.navy.mil</a>                  Understand health hazards and the Navy's asbestos control program, in addition to a laboratory session in personal protective equipment (PPE) use, and an insulation removal/repair mock-up.</p> <p><b>Enterprise Safety Application Management System (ESAMS) Training Programs</b>  <a href="https://esams.cnic.navy.mil">https://esams.cnic.navy.mil</a>                  Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.</p> <p><b>Fire Drills and Simulations</b>  <a href="http://www.fireengineering.com">http://www.fireengineering.com</a>                  Experience multiple firefighting simulation scenarios including various buildings, vehicles, and materials.</p> <p><b>General Industry Safety Standards</b>  <a href="http://www.safetycenter.navy.mil">http://www.safetycenter.navy.mil</a>                  Learn standards; fire protection; storage and materials handling; machine guarding and portable tools; welding and cutting; hazardous materials; general environmental control; toxic and hazardous substances; personal protective equipment; and hazard communication.</p> <p><b>Hazardous Waste Operations and Emergency Response (HAZWOPER) 24-hour Course</b>  <a href="http://www.oshacampus.com">http://www.oshacampus.com</a>                  Required for employees visiting an uncontrolled hazardous waste operation</p>	<p><a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Receive lectures in terrorist threat, the hazardous materials management system, responder health and safety, the Incident Command System (ICS), site management, information management, response objectives, and terminating the incident.</p> <p><b>Emergency Responder Training Program</b>  <a href="http://www.cdc.gov/niosh">http://www.cdc.gov/niosh</a>                  Learn to identify and mitigate risks for emergency responders through a comprehensive emergency management plan.</p> <p><b>Enterprise Safety Application Management System (ESAMS) Training Programs</b>  <a href="https://esams.cnic.navy.mil">https://esams.cnic.navy.mil</a>                  Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.</p> <p><b>Facility Response Team (FRT) Five Day</b>  <a href="http://www.safetycenter.navy.mil">http://www.safetycenter.navy.mil</a>                  Learn to specifically adapted to the spill potential and response equipment at the host facility.</p> <p><b>Fall Protection</b>  <a href="http://www.safetycenter.navy.mil">http://www.safetycenter.navy.mil</a>                  Fulfill the training requirements delineated in 29 Code of Federal Regulations (CFR) 1926 Subpart M.</p> <p><b>Field Force Extrication Tactics (FFE)</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Gain knowledge to manage civil actions in threat incidents relating to protester devices.</p> <p><b>Fire and Explosion Investigation</b></p>	<p>others interested in taking a more strategic approach when communicating with others.</p> <p><b>Decision Making and Problem Solving</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions.</p> <p><b>Decision Support: Building New Analytical Skills</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Develop skills and capabilities for improved financial and performance management and decision making.</p> <p><b>Developing and Implementing Tabletops, Drills, and Exercises</b>  <a href="http://www.unrfsa.org">http://www.unrfsa.org</a>                  Learn to design and develop actual exercise activities for managing crises.</p> <p><b>Enterprise Safety Application Management System (ESAMS) Training Programs</b>  <a href="https://esams.cnic.navy.mil">https://esams.cnic.navy.mil</a>                  Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.</p> <p><b>Fire Protection/Prevention, Exit Routes, and Emergency Plans Technician (FET) Certification</b>  <a href="http://www.naspsweb.com">http://www.naspsweb.com</a>                  Understand and explain the three elements of fire protection, identify types of fire suppression equipment, understand the requirements for exit routes, design and implement emergency action plans, and understand how to meet the requirements of first aid training.</p> <p><b>Fire-related Human Behavior</b></p>
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<p>mandated by the Government.</p> <p><b>HAZWOPER 40-hour Course</b>  <a href="http://www.oshacampus.com">http://www.oshacampus.com</a>                  Required for workers that perform activities that expose or potentially expose them to hazardous substances.</p> <p><b>Introduction to Fire Risk Assessment</b>  <a href="http://www.sfpe.org">http://www.sfpe.org</a>                  Learn to improve the understanding of fire risk assessment and how it can be used to reduce the loss of life and property to fire.</p> <p><b>Introduction to Hazardous Materials (Ashore)</b>  <a href="http://www.safetycenter.navy.mil">http://www.safetycenter.navy.mil</a>                  Learn definitions and types of hazardous materials; chemistry of hazardous materials; human toxicology; Hazard Communication (HAZCOM) program; identification, labeling, marking, storage and transportation of hazardous materials; Hazardous Waste Operations and Emergency Response (HAZWOPER), and management of a Navy Hazardous Material Control and Management (HMC&amp;M) program.</p> <p><b>Respiratory Protection Program Management</b>  <a href="http://www.safetycenter.navy.mil">http://www.safetycenter.navy.mil</a>                  Learn an introduction to respiratory hazards, air contaminants, elements of respiratory protection program and Office of the Chief of Naval Operations Instruction (OPNAVINST) 5100.23 series and OPNAVINST 5100.19 series.</p> <p><b>Standardized Awareness Authorized Training (SAAT)</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Provides instruction on prevention and deterrence, chemical and biological agents,</p>	<p><a href="http://www.scsi-inc.com">http://www.scsi-inc.com</a>                  Understand fire dynamics and fire investigation for an aircraft accident or incident investigation.</p> <p><b>Fire Protection and Life Safety</b>  <a href="http://www.safetycenter.navy.mil">http://www.safetycenter.navy.mil</a>                  Learn the chemistry of fire, types/effectiveness of extinguishing agents, means of egress, detection and alarm systems, fire brigades, fire prevention plans, and the Life Safety Code (NFPA 101). 29 CFR 1910, Subparts E and L, and referenced NFPA Codes provide the basis for the course.</p> <p><b>Hands-on Training for CBRNE Incidents (HOT)</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Gain hands-on practical exercises that gives the responder the ability to perform triage and decontamination procedures, identify residual contamination through the use of survey and monitoring equipment, and conduct scene survey and safety.</p> <p><b>Incident Command System 300 (ICS 300)</b>  <a href="http://www.safetycenter.navy.mil">http://www.safetycenter.navy.mil</a>                  Learn the comprehensive duties of each organizational element, terminology, staffing considerations, reporting relationships, and organizing for incidents and/or events, incidents resource management, air operations, and incident and/or event planning.</p> <p><b>Incident Command System 300 (ICS 300) Refresher</b>  <a href="http://www.safetycenter.navy.mil">http://www.safetycenter.navy.mil</a>                  Review organizing for incidents and/or events, the importance of planning, essential Incident Action Plan (IAP) elements, and the planning process to</p>	<p><a href="http://www.umuc.edu">http://www.umuc.edu</a>                  Study human behavior in fire and other emergency situations.</p> <p><b>Hazard Analysis Technician (HAT) Certification</b>  <a href="http://www.naspweb.com">http://www.naspweb.com</a>                  Learn to critically analyze each step of a job for unsafe conditions and unsafe practices to reduce or eliminate hazards.</p> <p><b>Hazard Assessment and Response Management for CBRNE Incidents (HARM)</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Acquire operational knowledge from each of the ten emergency response disciplines in support of the task force and assist in mitigating the Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) incident.</p> <p><b>Incident Command (IC): Capabilities, Planning and Response Actions for All Hazards</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Provide the responder with in-depth training on the entire spectrum of command of a terrorist event.</p> <p><b>Incident Command System (ICS) Curricula, Train-the-Trainer (ICS TtT)</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Learn how to deliver EMI's ICS curricula.</p> <p><b>Measurement and Evaluation, Volume 4</b>  <a href="http://www.astd.org">http://www.astd.org</a>                  Essentials for measuring training success.</p> <p><b>National Institute for Occupational Safety and Health (NIOSH) Education and Research Centers (ERCs) Training</b>  <a href="http://www.cdc.gov/niosh">http://www.cdc.gov/niosh</a>                  This Web site offers a list of academic degree programs</p>
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<p>radiological materials, explosives, and the emergency response guidebook.</p> <p><b>Traffic School</b>  <a href="http://www.ntsi.com">http://www.ntsi.com</a>                  Take driving safety courses that are approved in many State and local jurisdictions for traffic school procedures.</p>	<p>include the working relationships of each section, meetings as related to the planning process, upkeep of the situation display board, how resources will be tracked, and how the sections should operate when Section Chiefs are absent.</p> <p><b>Instructor Training Certification (ITC)</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Receive an overview of instruction on adult learning, task analysis, risk and hazard analysis, learning objectives and lesson plans, communication skills, instructional delivery and multimedia, testing and evaluations, and the After Action Review (AAR).</p> <p><b>Problem-Solving Skills Workshop</b>  <a href="http://www.donhr.navy.mil">http://www.donhr.navy.mil</a>                  Learn a systematic approach to problem solving.</p> <p><b>Technical Emergency Response Training for CBRNE Incidents (TERT)</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Gain an overview of the terrorist threat and potential targets and seminars in chemical, biological, radiological, and explosive hazards that may be used in CBRNE incidents.</p>	<p>and research training opportunities, supported by NIOSH through university-based Education and Research Centers (ERCs), in the core areas of industrial hygiene, occupational health nursing, occupational medicine, and occupational safety, plus specialized areas relevant to the occupational safety and health field.</p> <p><b>Respiratory Protection: Program Development and Administration (RP)</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Learn how to develop, implement, and sustain an individual respiratory protection program for a department and/or jurisdiction.</p> <p><b>Standardized Awareness Authorized Training Program, Train-the-Trainer (SAAT)</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Gain instruction on and delivery of information on: chemical and biological agents, radiological materials, explosives, and the emergency response guidebook.</p>
<b>Fireground Communication</b>		
<b>Introductory/Functional/Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
<p><b>Communication</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.</p> <p><b>Dealing with the Media</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Address the most common</p>	<p><b>Entry-level courses plus:</b></p> <p><b>Communication Skills</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  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><b>Advanced (Journeyman) level courses plus:</b></p> <p><b>Briefing Techniques</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  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>media situations, such as news conferences, media interviews, and press releases; and explore special or unique circumstances, such as managing a crisis.</p> <p><b>Introduction to the Incident Command System (ICS)</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Learn the history, features and principles, and organizational structure as well as the relationship between ICS and the National Incident Management System (NIMS).</p> <p><b>National Incident Management System (NIMS) An Introduction</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Obtain a consistent nationwide template to enable all Government, private-sector, and non-Governmental organizations to work together during domestic incidents.</p> <p><b>National Response Framework, An Introduction</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Learn the concepts and principles of the National Response Framework.</p>	<p><b>How to Communicate with Diplomacy, Tact, and Credibility</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn how to choose and use the most appropriate words and emotional tone for every business situation.</p> <p><b>Interpersonal Communications</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.</p> <p><b>Stress Management</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Manage your stress and reap the rewards, including fewer job errors, reduced absenteeism, improved decision making, and lowered hostility.</p>	<p><b>Command and Control of Fire Department Operations at Target Hazards</b>  <a href="http://www.usfa.dhs.gov">http://www.usfa.dhs.gov</a>                  Introduce command officers to the complexities involved in commanding incidents in high-risk areas.</p> <p><b>Communicating for Results</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.</p> <p><b>Communicating Strategically</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                  Leaders, managers, team leaders, project managers, and others interested in taking a more strategic approach when communicating with others.</p> <p><b>ICS for Single Resources and Initial Action Incidents</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Learn to operate efficiently during an incident or event within the ICS.</p> <p><b>Incident Command (IC): Capabilities, Planning and Response Actions for All Hazards</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Provide the responder with in-depth training on the entire spectrum of command of a terrorist event.</p> <p><b>Understanding Fireground Command: Making Decisions Under Stress</b>  <a href="http://www.fireengineeringuniversity.com">http://www.fireengineeringuniversity.com</a>                  Understand how to make decisions, develop, and maintain situation awareness as an incident commander.</p>
<b>Large Scale Emergency and Disaster Management</b>		
<b>Introductory/Functional/Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
<p><b>Communication</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to develop strong</p>	<p><b>Entry-level courses plus:</b>  <b>Communication Skills</b></p>	<p><b>Advanced (Journeyman) level courses plus:</b></p>

<p>organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.</p> <p><b>Critical Thinking for Problem Solving</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                  Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.</p> <p><b>Enterprise Safety Applications Management System (ESAMS)</b>  <a href="https://esams.cnic.navy.mil">https://esams.cnic.navy.mil</a>                  Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.</p> <p><b>Fundamentals of Writing</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.</p> <p><b>Introduction to the Incident Command System (ICS)</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Learn the history, features and principles, and organizational structure as well as the relationship between ICS and the National Incident Management System (NIMS).</p> <p><b>National Incident Management System (NIMS) An Introduction</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Provides a consistent nationwide template to enable all Government, private-sector, and non-Governmental organizations to work together during domestic incidents.</p>	<p><a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  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><b>Decisions and Risk</b>  <a href="http://www.golearn.gov">http://www.golearn.gov</a>                  Improve your ability to make decisions in a changing environment.</p> <p><b>Disaster and Fire Defense Planning</b>  <a href="http://www.umuc.edu">http://www.umuc.edu</a>                  Understand the concept and principles of assessing community risk and then developing regional and cooperative procedures and plans of response.</p> <p><b>Facility Response Team (FRT) Five Day</b>  <a href="http://www.safetycenter.navy.mil">http://www.safetycenter.navy.mil</a>                  Learn to specifically adapted to the spill potential and response equipment at the host facility.</p> <p><b>How to Communicate with Diplomacy, Tact, and Credibility</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn how to choose and use the most appropriate words and emotional tone for every business situation.</p> <p><b>Incident Command Systems (ICS) Forms Review</b>  <a href="http://www.teex.org">http://www.teex.org</a>                  Learn more about the use of the most common 15 ICS forms, when they are used, and practice writing Specific, Measurable, Attainable, Relevant, Time-bound (SMART) objectives.</p> <p><b>Interpersonal Communications</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn proven techniques to work more productively and improve your everyday</p>	<p><b>An Introduction to Project Management</b>  <a href="http://www.golearn.gov">http://www.golearn.gov</a>                  Learn through processes to meet the cost, quality, and time expectations on a project.</p> <p><b>Briefing Techniques</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  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><b>Communicating for Results</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.</p> <p><b>Communicating Strategically</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                  Leaders, managers, team leaders, project managers, and others interested in taking a more strategic approach when communicating with others.</p> <p><b>Decision Making and Problem Solving</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions.</p> <p><b>Decision Support: Building New Analytical Skills</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Develop skills and capabilities for improved financial and performance management and decision making.</p> <p><b>Getting Results Without Authority</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.</p>
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	<p>interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.</p> <p><b>Stress Management</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Manage your stress and reap the rewards, including fewer job errors, reduced absenteeism, improved decision making, and lowered hostility.</p>	<p><b>Handling Difficult Conversations</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn techniques for handling such conversations with skill and confidence. Emphasis on performance and other workplace conversations.</p> <p><b>ICS for Single Resources and Initial Action Incidents</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Learn to operate efficiently during an incident or event within the ICS.</p> <p><b>Leadership Skills for Non-Supervisors</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to handle different personally types, delegate effectively, overcome conflict, and build high-performing teams.</p> <p><b>Managerial Issues in Hazardous Materials</b>  <a href="http://www.cogswell.edu">http://www.cogswell.edu</a>                  Examine regulatory issues, hazard analysis; multi-agency contingency planning; response personnel; multi-agency response resources; agency policies, procedures and implementation; public education and emergency information systems; health and safety; command post dynamics; strategic and tactical considerations; recovery and termination procedures; and program evaluation.</p> <p><b>Pandemic Planning and Preparedness</b>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                  Learn an overview of pandemic planning, its challenges, and the facets of community preparedness that will assist a community to prepare and effectively respond to a pandemic.</p> <p><b>Technical Writing (3 days)</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Master proven techniques for writing clear, concise technical</p>
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		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.
<b>Search and Rescue Services</b>		
<b>Introductory/Functional/Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
<p><b>Communication</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.</p> <p><b>Critical Thinking for Problem Solving</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                      Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.</p> <p><b>Fundamentals of Writing</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.</p>	<p><b>Entry-level courses plus:</b></p> <p><b>Communication Skills</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      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><b>Decisions and Risk</b>  <a href="http://www.golearn.gov">http://www.golearn.gov</a>                      Improve your ability to make decisions in a changing environment.</p> <p><b>How to Communicate with Diplomacy, Tact, and Credibility</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                      Learn how to choose and use the most appropriate words and emotional tone for every business situation.</p> <p><b>Interpersonal Communications</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.</p> <p><b>Personal Skills Rescue Workshop</b>  <a href="http://www.rescueresponse.com">http://www.rescueresponse.com</a>                      Gain more rope rescue</p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><b>Briefing Techniques</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      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><b>Communicating for Results</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.</p> <p><b>Communicating Strategically</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                      Leaders, managers, team leaders, project managers, and others interested in taking a more strategic approach when communicating with others.</p> <p><b>Decision Making and Problem Solving</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions.</p> <p><b>Decision Support: Building New Analytical Skills</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      Develop skills and capabilities for improved financial and performance management and</p>

	<p>practice and improve your rigging skills.</p> <p><b>Stress Management</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Manage your stress and reap the rewards, including fewer job errors, reduced absenteeism, improved decision making, and lowered hostility.</p> <p><b>Structural Tower Rescue Workshop</b>  <a href="http://www.rescueresponse.com">http://www.rescueresponse.com</a>                  Learn an in-depth, hands-on course, emphasizing structural rescue from the ground up.</p> <p><b>Team Skills Rescue Workshop</b>  <a href="http://www.rescueresponse.com">http://www.rescueresponse.com</a>                  Learn team rescue skills designed to review some rescue practices and team-building skills.</p>	<p>decision making.</p> <p><b>Getting Results Without Authority</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.</p> <p><b>Handling Difficult Conversations</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn techniques for handling such conversations with skill and confidence. Emphasis on performance and other workplace conversations.</p> <p><b>Leadership Skills for Non-Supervisors</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn to handle different personality types, delegate effectively, overcome conflict, and build high-performing teams.</p> <p><b>Technical Writing (3 days)</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  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>
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# **APPENDIX E**

## **Behavioral Training Opportunities by Competency**

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## Behavioral Training Opportunities by Competency

Attention to Detail		
Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
<p><b>Ability to Arrange Meetings and Events</b> <a href="http://www.federaltraining.com">http://www.federaltraining.com</a> Learn to plan and implement all aspects of special events and meetings.</p> <p><b>Data Collection and Analysis</b> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> 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><b>Introduction to Program Evaluation</b> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Learn evaluation by identifying, discovering, generating, and displaying information about an organization's program effectiveness.</p> <p><b>Management Analysis: An Introduction</b> <a href="http://www.federaltraining.com">http://www.federaltraining.com</a> Find out what it takes to succeed as a management analyst or management assistant.</p> <p><b>Managing Your Priorities and Workload</b> <a href="http://www.federaltraining.com">http://www.federaltraining.com</a> Gain control of your projects and your priorities.</p>	<p><b>Entry-level courses plus:</b></p> <p><b>Management Analysis: Data Gathering</b> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Get 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><b>Time Management</b> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Discover practical techniques for managing time and increasing your professional and personal effectiveness.</p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><b>An Introduction to Project Management</b> <a href="http://www.golearn.gov">http://www.golearn.gov</a> Learn through processes to meet the cost, quality, and time expectations on a project.</p> <p><b>Fire Investigation and Analysis</b> <a href="http://www.cogswell.edu">http://www.cogswell.edu</a> Examine technical, investigative, legal, and managerial approaches to the arson problem, including principles of incendiary fire analysis and detection.</p> <p><b>Management Analysis: Advanced Applications</b> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> 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>
Cooperation/Teamwork		
Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
<p><b>Interpersonal Communication Skills</b> <a href="http://www.federaltraining.com">http://www.federaltraining.com</a> Discuss numerous methods to improve how you talk and how you communicate.</p>	<p><b>Entry-level courses plus:</b></p> <p><b>Building Better Work Relationships: New Techniques for Results-oriented Communication</b> <a href="http://www.amanet.org">http://www.amanet.org</a> Build successful work relationships and interact with people in a positive way to</p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><b>Negotiating Techniques</b> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Focus on issues of negotiation, including using multiple strategies, applying the no-fault formula and interest-based methods, and assessing the</p>

	<p>achieve your organizational goals.</p> <p><a href="http://www.graduateschool.edu">Interpersonal Communications</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.</p> <p><a href="http://www.rescueresponse.com">Structural Tower Rescue Workshop</a> <a href="http://www.rescueresponse.com">http://www.rescueresponse.com</a> Learn an in-depth, hands-on course, emphasizing structural rescue from the ground up.</p> <p><a href="http://www.rescueresponse.com">Team Skills Rescue Workshop</a> <a href="http://www.rescueresponse.com">http://www.rescueresponse.com</a> Learn team rescue skills designed to review some rescue practices and team-building skills.</p>	<p>roles of truth-telling and empathy in the negotiation process.</p> <p><a href="http://www.donhr.navy.mil">Team Building</a> <a href="http://www.donhr.navy.mil">http://www.donhr.navy.mil</a> Examine the four stages of team development.</p> <p><a href="http://www.federaltraining.com">Teamwork Skills for Non-Supervisors</a> <a href="http://www.federaltraining.com">http://www.federaltraining.com</a> Recognize the commonalities and differences of personality styles and begin to explore the connection between communication, work, and relationships.</p> <p><a href="http://www.amanet.org">The 7 Habits of Highly Effective People® 3-Day Signature Program</a> <a href="http://www.amanet.org">http://www.amanet.org</a> Develop a new outlook and create dramatic change.</p>
<b>Customer Focus</b>		
<b>Introductory/Functional/Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
<p><a href="http://www.donhr.navy.mil">Customer Service</a> <a href="http://www.donhr.navy.mil">http://www.donhr.navy.mil</a> Gain the knowledge and skills necessary to create and maintain a high level of customer service.</p> <p><a href="http://www.federaltraining.com">Customer Service Skills for Federal Employees</a> <a href="http://www.federaltraining.com">http://www.federaltraining.com</a> Discover proven methods for providing outstanding customer service.</p>	<p><b>Entry-level courses plus:</b></p> <p><a href="http://www.graduateschool.edu">Customer Service Excellence</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Learn to identify your internal and external customers and discover the latest methods for enhancing customer service and handling problems.</p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><a href="http://www.cogswell.edu">Applied Ethics and Fire Service</a> <a href="http://www.cogswell.edu">http://www.cogswell.edu</a> Develop a critical, analytic, and constructive perspective regarding the ethical issues, which arise in contemporary world and in the fire and emergency services.</p> <p><a href="http://www.mwr.navy.mil">Star Service: Coaching for Extraordinary Service (CfES)</a> <a href="http://www.mwr.navy.mil">http://www.mwr.navy.mil</a> Learn coaching skills, strategies and tools instrumental for Fleet and Family Readiness (FFR) mid-level managers and supervisors to more efficiently and effectively create and sustain a productive, supportive and customer-focused work environment for</p>

		their employees.
<b>Dependability</b>		
<b>Introductory/Functional/Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
<p><a href="http://www.graduateschool.edu">Aspiring Leader Program</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Practice core leadership skills and competencies which are essential to the success of an organization.</p> <p><a href="http://www.federaltraining.com">Managing Your Priorities and Workload</a> <a href="http://www.federaltraining.com">http://www.federaltraining.com</a> Gain control of your projects and your priorities.</p>	<p><b>Entry-level courses plus:</b></p> <p><a href="http://www.graduateschool.edu">Time Management</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Discover practical techniques for managing time and increasing your professional and personal effectiveness.</p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><a href="http://www.mwr.navy.mil">Star Service: Coaching for Extraordinary Service (CfES)</a> <a href="http://www.mwr.navy.mil">http://www.mwr.navy.mil</a> Learn coaching skills, strategies and tools instrumental for Fleet and Family Readiness (FFR) mid-level managers and supervisors to more efficiently and effectively create and sustain a productive, supportive and customer-focused work environment for their employees.</p>
<b>Flexibility</b>		
<b>Introductory/Functional/Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
<p><a href="http://www.donhr.navy.mil">Coping with Change</a> <a href="http://www.donhr.navy.mil">http://www.donhr.navy.mil</a> Learn appropriate and acceptable ways to manage change.</p>	<p><b>Entry-level courses plus:</b></p> <p><a href="http://www.graduateschool.edu">Time Management</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Discover practical techniques for managing time and increasing your professional and personal effectiveness.</p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><a href="http://www.pmtrainingonline.com">Preparing for Business Crises</a> <a href="http://www.pmtrainingonline.com">http://www.pmtrainingonline.com</a> Learn specific tools for anticipating business crises and processes for developing crisis management capabilities in your organization.</p>
<b>Mission Focus</b>		
<b>Introductory/Functional/Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
<p><a href="http://www.graduateschool.edu">Introduction to Program Evaluation</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Learn evaluation by identifying, discovering, generating, and displaying information about an organization's program effectiveness.</p>	<p><b>Entry-level courses plus:</b></p> <p><a href="http://www.graduateschool.edu">Time Management</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Discover practical techniques for managing time and increasing your professional and personal effectiveness.</p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><a href="http://www.golearn.gov">An Introduction to Project Management</a> <a href="http://www.golearn.gov">http://www.golearn.gov</a> Learn through processes to meet the cost, quality, and time expectations on a project.</p> <p><a href="http://www.astd.org">Managing Talent for Mission Success</a> <a href="http://www.astd.org">http://www.astd.org</a> Gain an overview of the talent management process and</p>

		functions and how to apply them.
<b>Professionalism</b>		
<b>Introductory/Functional/Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
<p><a href="http://www.graduateschool.edu">Fundamental Interpersonal Relations Orientation – Behavior</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Gain quick insights into ways to contribute to, influence, and participate in individual, group, and team relationships.</p>	<p><b>Entry-level courses plus:</b> <a href="http://www.pmtrainingonline.com">Asserting Yourself Professionally</a> <a href="http://www.pmtrainingonline.com">http://www.pmtrainingonline.com</a> Learn to be an assertive business professional.</p> <p><a href="http://www.graduateschool.edu">Interpersonal Communications</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.</p>	<p><b>Advanced (Journeyman) level courses plus:</b> <a href="http://www.nexportsolutions.com">Commitment to Professionalism</a> <a href="http://www.nexportsolutions.com">http://www.nexportsolutions.com</a> Learn about child abuse, physical and sexual abuse awareness, professional practices, stress management, and conflict resolution for adults.</p>
<b>Self Reliance</b>		
<b>Introductory/Functional/Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
<p><a href="http://www.donhr.navy.mil">Coping with Change</a> <a href="http://www.donhr.navy.mil">http://www.donhr.navy.mil</a> Learn appropriate and acceptable ways to manage change.</p> <p><a href="http://www.federaltraining.com">Managing Your Priorities and Workload</a> <a href="http://www.federaltraining.com">http://www.federaltraining.com</a> Gain control of your projects and your priorities.</p>	<p><b>Entry-level courses plus:</b> <a href="http://www.graduateschool.edu">Time Management</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Discover practical techniques for managing time and increasing your professional and personal effectiveness.</p>	<p><b>Advanced (Journeyman) level courses plus:</b> <a href="http://www.amanet.org">Getting Results Without Authority</a> <a href="http://www.amanet.org">http://www.amanet.org</a> Learn key elements of influencing others when there is lack of authority—personal power, persuasion and negotiation.</p>
<b>Situational Awareness</b>		
<b>Introductory/Functional/Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
<p><a href="http://www.donhr.navy.mil">Coping with Change</a> <a href="http://www.donhr.navy.mil">http://www.donhr.navy.mil</a> Learn appropriate and acceptable ways to manage change.</p> <p><a href="http://www.umuc.edu">Fire Dynamics</a> <a href="http://www.umuc.edu">http://www.umuc.edu</a> Investigate the phenomena of fire propagation in the air-regulated phase and the fuel-regulated phase.</p>	<p><b>Entry-level courses plus:</b> <a href="http://www.graduateschool.edu">Time Management</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Discover practical techniques for managing time and increasing your professional and personal effectiveness.</p>	<p><b>Advanced (Journeyman) level courses plus:</b> <a href="http://www.umuc.edu">Fire-related Human Behavior</a> <a href="http://www.umuc.edu">http://www.umuc.edu</a> Study human behavior in fire and other emergency situations.</p> <p><a href="http://www.graduateschool.edu">Negotiating Techniques</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Focus on issues of negotiation, including using multiple</p>

		strategies, applying the no-fault formula and interest-based methods, and assessing the roles of truth-telling and empathy in the negotiation process.
<b>Stress Tolerance</b>		
<b>Introductory/Functional/ Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
<p><a href="http://www.donhr.navy.mil">Coping with Change</a> <a href="http://www.donhr.navy.mil">http://www.donhr.navy.mil</a> Learn appropriate and acceptable ways to manage change.</p> <p><a href="http://www.federaltraining.com">Managing Your Priorities and Workload</a> <a href="http://www.federaltraining.com">http://www.federaltraining.com</a> Gain control of your projects and your priorities.</p>	<p><b>Entry-level courses plus:</b></p> <p><a href="http://www.graduateschool.edu">Stress Management</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Manage your stress and reap the rewards, including fewer job errors, reduced absenteeism, improved decision making, and lowered hostility.</p> <p><a href="http://www.graduateschool.edu">Time Management</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Discover practical techniques for managing time and increasing your professional and personal effectiveness.</p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><a href="http://www.graduateschool.edu">Negotiating Techniques</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> 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>

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# **Appendix F**

## **Shared Training Opportunities by Competency**

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### Shared Training Opportunities by Competency

Administrative Support		
Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
<p><a href="http://www.graduateschool.edu">Administrative Procedure</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Explore the basics of administrative planning and procedures for supervisory or administrative assistant positions. Examine planning, organizing, controlling, staffing, and directing.</p> <p><a href="https://nara.learn.com">Basic Records Operations</a> <a href="https://nara.learn.com">https://nara.learn.com</a> 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><b>Entry-level courses plus:</b></p> <p><a href="https://nara.learn.com">Electronic Records Management</a> <a href="https://nara.learn.com">https://nara.learn.com</a> 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><a href="http://www.graduateschool.edu">Time Management</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Discover practical techniques for managing time and increasing your professional and personal effectiveness.</p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><a href="https://nara.learn.com">Advanced Electronic Records Management</a> <a href="https://nara.learn.com">https://nara.learn.com</a> 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>
Operations Administration		
Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
<p><a href="http://www.graduateschool.edu">Administrative Procedure</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Explore the basics of administrative planning and procedures for supervisory or administrative assistant positions. Examine planning, organizing, controlling, staffing, and directing.</p> <p><a href="https://nara.learn.com">Basic Records Operations</a> <a href="https://nara.learn.com">https://nara.learn.com</a> 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><b>Entry-level courses plus:</b></p> <p><a href="https://nara.learn.com">Electronic Records Management</a> <a href="https://nara.learn.com">https://nara.learn.com</a> 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><a href="http://www.graduateschool.edu">Time Management</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Discover practical techniques for managing time and increasing your professional and personal effectiveness.</p>	<p><b>Advanced (Journeyman) level courses plus:</b></p> <p><a href="https://nara.learn.com">Advanced Electronic Records Management</a> <a href="https://nara.learn.com">https://nara.learn.com</a> 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> <p><a href="http://www.cogswell.edu">Advanced Fire Administration</a> <a href="http://www.cogswell.edu">http://www.cogswell.edu</a> Examine organization and management in the fire service, including new technologies, changing organizational structures, and personnel and equipment.</p> <p><a href="#">Emergency Planning and Response for Vital Records</a></p>

		<p><a href="https://nara.learn.com">and Essential Information https://nara.learn.com</a> Learn knowledge and skills required to identify, protect, and make readily available the vital records in the event of a disaster, as well as to incorporate records emergency planning into agency Continuity of Operations Planning (COOP) plans.</p>
<b>Training Administration</b>		
<b>Introductory/Functional/Intermediate (Entry)</b>	<b>Advanced (Journeyman)</b>	<b>Expert</b>
Not applicable (N/A)	N/A	<p><a href="https://nara.learn.com">Advanced Electronic Records Management https://nara.learn.com</a> 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> <p><a href="http://www.unrfsa.org">Developing and Implementing Tabletops, Drills, and Exercises http://www.unrfsa.org</a> Learn to design and develop actual exercise activities for managing crises.</p> <p><a href="http://www.graduateschool.edu">Federal Employee Development http://www.graduateschool.edu</a> Learn to use a systematic approach to improving individual and organizational performance as well as the importance of a creating a continuous learning environment in creating a high performing workforce.</p> <p><a href="http://cdp.dhs.gov">Incident Command System (ICS) Curricula, Train-the-Trainer (TtT) http://cdp.dhs.gov</a> Learn how to deliver Emergency Management Institute's (EMI's) ICS curricula.</p> <p><a href="#">Measurement and Evaluation,</a></p>

		<p><b>Volume 4</b> <a href="http://www.astd.org">http://www.astd.org</a> Essentials for measuring training success.</p> <p><b>Respiratory Protection (RP): Program Development and Administration</b> <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a> Learn how to develop, implement, and sustain an individual respiratory protection program for a department and/or jurisdiction.</p> <p><b>Standardized Awareness Authorized Training Program, Train-the-Trainer (SAAT)</b> <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a> Gain instruction on and delivery of information on: chemical and biological agents, radiological materials, explosives, and the emergency response guidebook.</p> <p><b>Training Programs, Volume 3</b> <a href="http://www.astd.org">http://www.astd.org</a> Learn a compilation of basic workplace training programs.</p>
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# **APPENDIX G**

## **Leadership Training Opportunities by Competency**

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**Leadership Training Opportunities by Competency**

<b>Accountability</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
<p><b>Leadership Education and Development (LEAD) Certificate Program</b>  <a href="http://www.leadership.opm.gov">http://www.leadership.opm.gov</a>                      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><b>Recordkeeping: A Program Manager’s Survival Guide</b>  <a href="https://nara.learn.com">https://nara.learn.com</a>                      Discover a practical guide to policies, procedures, and legal requirements for managing program information.</p> <p><b>Time Management for Supervisors</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      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><b>Department Head courses plus:</b></p> <p><b>Leadership Development Program (LDP)</b>  <a href="http://www.ccl.org">http://www.ccl.org</a>                      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><b>Leadership Education and Development (LEAD) Certificate Program</b>  <a href="http://www.leadership.opm.gov">http://www.leadership.opm.gov</a>                      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><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><b>Leadership Education and Development (LEAD) Certificate Program</b>  <a href="http://www.leadership.opm.gov">http://www.leadership.opm.gov</a>                      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><b>Leading Strategically: From Vision to Performance</b>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      Learn practical skills for leaders in rapidly changing environments.</p> <p><b>Management Development Seminar I: Leading from the Middle</b>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      Learn to think critically and develop your communication skills as a manager.</p> <p><b>Managing Stakeholder Expectations and Relationships</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                      Learn to use a stakeholder-based approach to actively and successfully build and manage relationships.</p>

<b>Conflict Management</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
<p><a href="https://www.leadership.opm.gov">Conflict Resolution Skills</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Effective approaches to handling difficult people or circumstances.</p> <p><a href="https://www.leadership.opm.gov">Supervisory Development Seminar Week 1: Fundamentals</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> 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><a href="https://www.leadership.opm.gov">Team Development Seminar Week 1: Team Building</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> 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><b>Department Head courses plus:</b></p> <p><a href="https://www.leadership.opm.gov">Facilitation Skills for Leaders</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Learn time-tested facilitation skills to develop and maintain effective group processes and optimize the contributions of others.</p> <p><a href="https://www.leadership.opm.gov">Supervisory Development Seminar Week 2: Learning to Lead</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v 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><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><a href="https://www.leadership.opm.gov">Leaders Growing Leaders</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Build your organization by developing leaders at every level.</p> <p><a href="https://www.leadership.opm.gov">Leading Through Constructive Conflict</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Learn to lead your organization in developing conflict competency by using instruments and tools grounded in emotional intelligence concepts.</p> <p><a href="http://www.amanet.org">Negotiating to Win</a> <a href="http://www.amanet.org">http://www.amanet.org</a> Develop an effective plan and strategy for any negotiation using the principles of persuasion.</p> <p><a href="https://www.leadership.opm.gov">Resiliency Advantage</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v 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>
<b>Contract Management</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
<p><a href="http://www.nps.edu">Defense Resources Management Course (DRMC)</a> <a href="http://www.nps.edu">http://www.nps.edu</a> Orientation on the overall functioning of the defense management process.</p>	<p><b>Department Head courses plus:</b></p> <p><a href="http://www.graduateschool.edu">Negotiating Techniques</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> 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</p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><a href="http://www.graduateschool.edu">Comprehensive Contracting Officer Technical Representative (COTR) Workshop</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Master the position of COTR or contracting officer representative (COR) from</p>

	<p>empathy in the negotiation process.</p> <p><b>Negotiation Skills</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                      Learn proven tools to plan for various negotiation types and strategies for conducting successful multiparty negotiations.</p> <p><b>Persuading Others</b>  <a href="http://www.dau.mil">http://www.dau.mil</a>                      Master the art and science behind successful persuasion.</p>	<p>requirements determination through contract closeout. Cover all technical and professional business competencies required by the Federal Acquisition Certification for Contracting Officer Technical Representatives (FAC-COTRs).</p> <p><b>Executive Communication Skills: Leading the Process of Change</b>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      Combine practical approaches to improve your interpersonal skills and relationships with a dynamic approach to leadership.</p>
<b>Course Development</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
Not applicable (N/A)	N/A	<p><b>Coaching: A Strategic Tool for Effective Leadership</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                      Learn skills for coaching employees to improve the effectiveness of individuals and teams.</p> <p><b>Team Development Seminar Week 2: Team Leadership</b>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      Learn practical leadership techniques, and explore ways of engaging, motivating, and holding team members accountable.</p>
<b>Creativity and Innovation</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
N/A	N/A	<p><b>Executive Development Seminar: Leading Change</b>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      Enhance your ability to communicate and interact positively with constituencies. Identify and plan for internal</p>

		<p>and external politics that impact your vision, mission, and organization.</p> <p><b>Leading Change</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  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><b>Leading Through Constructive Conflict</b>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                  Learn to lead your organization in developing conflict competency by using instruments and tools grounded in emotional intelligence concepts.</p>
<b>Decisiveness</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
<p><b>A Leader's Guide to Developing Resilience</b>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                  Learn how to sustain your capacity to lead in challenging times.</p> <p><b>Critical Thinking</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Master and apply critical thinking skills to make better business decisions.</p> <p><b>High-Impact Decision Making</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Decide crucial matters with clarity and confidence.</p>	<p><b>Department Head courses plus:</b></p> <p><b>Decision Making</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                  Identify and apply strategies to manage decision making.</p> <p><b>Leadership Essentials</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  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><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><b>Continuity of Operations Planning (COOP)</b>  <a href="http://www.fema.gov">http://www.fema.gov</a>                  Learn to build a comprehensive and viable COOP program that an organization needs to continue essential operations following a disaster.</p> <p><b>Harvard University Program for Senior Executive Fellows</b>  <a href="http://ksgexecprogram.harvard.edu">http://ksgexecprogram.harvard.edu</a>                  Learn to improve problem solving, strategic analysis, persuasion, and negotiation skills.</p>

<b>Developing Others</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
<p><b>Interpersonal Skills for Managers</b> <a href="http://www.amanet.org">http://www.amanet.org</a> Improve your communication skills and every aspect of your work relationships.</p> <p><b>Leadership Essentials: Motivating Employees</b> <a href="http://www.golearn.gov">http://www.golearn.gov</a> 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><b>Leading Teams and Groups</b> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Acquire the knowledge and skills you need to be an outstanding team/group leader.</p> <p><b>Leading with Emotional Intelligence</b> <a href="http://www.amanet.org">http://www.amanet.org</a> Learn how to apply emotional intelligence to specific leadership situations to gain the authority and success you strive for as a leader.</p> <p><b>Management Skills for New Managers</b> <a href="http://www.amanet.org">http://www.amanet.org</a> 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><b>Department Head courses plus:</b></p> <p><b>Advanced Leadership Communication Strategies</b> <a href="http://www.amanet.org">http://www.amanet.org</a> Learn superior leadership communication skills and the ability to adapt them to constantly changing circumstances.</p> <p><b>Coaching and Mentoring for Excellence</b> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Maximize employee development and performance.</p> <p><b>Developing Career Plans for Your Technical Professionals</b> <a href="http://www.pmtrainingonline.com">http://www.pmtrainingonline.com</a> Learn to use career development as a technique to both motivate and retain technical professionals.</p> <p><b>Improving Employee Performance</b> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Learn to handle performance issues effectively to maximize employee performance and build greater involvement and cooperation among staff.</p> <p><b>Leading People</b> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Develop insight and increase your awareness of leadership styles and how to adapt them to the needs of your organization.</p> <p><b>Mentoring as a Manager</b> <a href="http://www.golearn.gov">http://www.golearn.gov</a> Acquire expertise as a mentor that will benefit your employees, your organization, and your own career.</p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><b>Coaching: A Strategic Tool for Effective Leadership</b> <a href="http://www.amanet.org">http://www.amanet.org</a> Learn skills for coaching employees to improve the effectiveness of individuals and teams.</p> <p><b>Developing Employees</b> <a href="http://www.dau.mil">http://www.dau.mil</a> Gain strategies for maximizing return on management, growing competent employees, and keeping star performers.</p> <p><b>Leaders Growing Leaders</b> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Build your organization by developing leaders at every level.</p> <p><b>Leading Across Generations</b> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Learn to use generational differences to improve the workplace and increase productivity.</p> <p><b>Management Development Seminar I: Leading from the Middle</b> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Learn to think critically and develop your communication skills as a manager.</p> <p><b>Mentoring Strategies for the 21<sup>st</sup> Century</b> <a href="http://www.golearn.gov">http://www.golearn.gov</a> Find out how mentoring strategies can benefit your organization in the current business environment.</p> <p><b>Team Development Seminar Week 2: Team Leadership</b> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v</p>

		Learn practical leadership techniques, and explore ways of engaging, motivating, and holding team members accountable.
<b>DoD Corporate Perspective</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
N/A	<p><a href="#">Army Civilian Education System (CES) Intermediate Course (IC)</a>  <a href="http://cpol.army.mil">http://cpol.army.mil</a>                      Designed for supervisory or managerial positions – focuses on planning and team building.</p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><a href="#">Army Civilian Education System (CES) Advanced Course (AC)</a>  <a href="http://cpol.army.mil">http://cpol.army.mil</a>                      Designed for supervisory or managerial positions.</p> <p><a href="#">The Department of Defense (DoD) Executive Leadership Development Program (ELDP)</a>  <a href="http://www.cpms.osd.mil">http://www.cpms.osd.mil</a>                      Increase your understanding and appreciation for today's war-fighters.</p>
<b>DoD Mission and Culture</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
<p><a href="#">Army Civilian Education System (CES) Basic Course (BC)</a>  <a href="http://cpol.army.mil">http://cpol.army.mil</a>                      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><a href="#">Effective Leadership Skills for Fire and Emergency Medical Services (EMS) Organizations</a>  <a href="http://www.usfa.dhs.gov">http://www.usfa.dhs.gov</a>                      Prepare fire/EMS managers to work more effectively with other personnel in their organizations.</p> <p><a href="#">Public Safety Policies and Leadership</a>  <a href="http://www.umuc.edu">http://www.umuc.edu</a>                      Learn an interdisciplinary</p>	<p><b>Department Head courses plus:</b></p> <p><a href="#">Army Civilian Education System (CES) Intermediate Course (IC)</a>  <a href="http://cpol.army.mil">http://cpol.army.mil</a>                      Designed for supervisory or managerial positions – focuses on planning and team building.</p> <p><a href="#">Strategic Organizational Issues in Fire and EMS</a>  <a href="http://www.usfa.dhs.gov">http://www.usfa.dhs.gov</a>                      Prepare fire/EMS managers and executives to understand organizational theory as it relates to practice.</p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><a href="#">Army Civilian Education System (CES) Advanced Course (AC)</a>  <a href="http://cpol.army.mil">http://cpol.army.mil</a>                      Designed for supervisory or managerial positions.</p> <p><a href="#">The DoD Executive Leadership Development Program (ELDP)</a>  <a href="http://www.cpms.osd.mil">http://www.cpms.osd.mil</a>                      Increase your understanding and appreciation for today's war-fighters.</p>

<p>course perspective - encompassing criminal justice, emergency management, fire science, and homeland security - designed to support integrated public safety management.</p>		
<b>Entrepreneurship</b>		
<p><b>Department Head/ Program Manager/ Supervisor</b></p>	<p><b>Program Manager 1<sup>st</sup> Level Supervisor</b></p>	<p><b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b></p>
<p>N/A</p>	<p>N/A</p>	<p><a href="#">Defense Senior Leader Development Program (DSLDP) (multiple sources)</a>  <a href="http://www.cpms.osd.mil">http://www.cpms.osd.mil</a>                  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><a href="#">Industrial College of the Armed Forces</a>  <a href="http://www.ndu.edu/icaf">http://www.ndu.edu/icaf</a>                  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><a href="#">Leadership Education and Development (LEAD) Certificate Program</a>  <a href="http://www.leadership.opm.gov">http://www.leadership.opm.gov</a>                  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><a href="#">Leading Strategically: From Vision to Performance</a>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a></p>

		<p><u>v</u> Lean practical skills for leaders in rapidly changing environments.</p> <p>Senior Executive Service (SES) Developmental Program  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      Enhance executive competencies at the SES and GS-14/15 levels.</p>
<b>External Awareness</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
N/A	N/A	<p>Incident Command System Summary for Executives  <a href="http://www.teex.org">http://www.teex.org</a>                      Discuss the agency's strategic and executive level preparedness and response issues and challenges related to weapons of mass destruction (WMD)/terrorism or other incidents of national significance.</p> <p>Leading Strategically: From Vision to Performance  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>  <u>v</u>                      Lean practical skills for leaders in rapidly changing environments.</p>
<b>Financial Management</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
<p>Budget Analysis Workshop  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>  <u>u</u>                      Designed for employees who need to develop analytical skills in analyzing budgets. Learn how to relate goals, objectives, and priorities to program resource performance; develop meaningful workload, efficiency, and effectiveness measures.</p> <p>Defense Resources Management Course (DRMC)  <a href="http://www.nps.edu">http://www.nps.edu</a></p>	<p><b>Department Head courses plus:</b></p> <p>Budget Execution  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      Learn the steps and strategies in preparing to execute the budget, including contingency planning.</p> <p>Budget Preparation, Execution and Accountability Course  <a href="http://www.nps.edu">http://www.nps.edu</a>                      Examine the preparation, execution and accountability of defense budgets.</p> <p>Business Financial</p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p>Management's Responsibility for Internal Control (Office of Management and Budget [OMB] Circular A-123)  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      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  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>  <u>v</u></p>

<p>Orientation on the overall functioning of the defense management process.</p> <p><b>Federal Budgeting for Non-Budgeting Personnel</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>  <u>u</u>                  Gain an understanding of how key legislation is changing, how the Federal budget is developed and executed, and the resulting impact on the nation's financial and program resources.</p> <p><b>Fire Service Financial Management</b>  <a href="http://www.usfa.dhs.gov">http://www.usfa.dhs.gov</a>                  Learn the effective allocation of resources and fiscal assets to improve service risk reduction and sustainability outcomes.</p> <p><b>Fixed Asset Accounting</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn to maximize their bottom line by discovering everything they need to know about their fixed assets.</p> <p><b>Fundamentals of Finance and Accounting for Nonfinancial Managers</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn to be financial savvy and be held accountable for the bottom line.</p> <p><b>Introduction to Federal Budgeting</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>  <u>u</u>                  Receive a solid foundation in the Federal budget process.</p>	<p><b>Management Integration into Programs</b>  <a href="http://www.dau.mil">http://www.dau.mil</a>                  Learn what makes a program cost estimate realistic and defensible using policies and practices.</p> <p><b>Federal Budgetary Policies and Processes</b>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>  <u>y</u>                  Gain insight into the Federal budget process.</p> <p><b>Understanding Federal Financial Statements</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn how to prepare Federal financial statements that meet the Office of Management and Budget (OMB) guidelines.</p>	<p>Discover how to align budgets, financial management and performance can lead to improved organizational effectiveness and productivity.</p>
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<b>Global Perspective</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
N/A	N/A	<p>Center for Global Leadership Series: Leadership for a Global Society  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      v                      Lead your organization in an interconnected world.</p> <p>Collaborating Across Organizational Boundaries  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      v                      Identify and solve the problems of working with other organizations.</p>
<b>Human Capital Management</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
<p><b>Coaching</b>  <a href="http://www.golearn.gov">http://www.golearn.gov</a>                      Learn how to strengthen your coaching skills by using a four-step process to facilitate professional growth of the employees you coach.</p> <p><b>Defense Resources Management Course (DRMC)</b>  <a href="http://www.nps.edu">http://www.nps.edu</a>                      Orientation on the overall functioning of the defense management process.</p> <p><b>Equal Employment Opportunity (EEO) in the Federal Sector</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      u                      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</p>	<p><b>Department Head courses plus:</b></p> <p><b>Coaching and Mentoring for Excellence</b>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      v                      Maximize employee development and performance.</p> <p><b>Developing Executive Leadership</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                      Deepen your self-awareness with executive leadership training and empower your staff to improve performance.</p> <p><b>EEO for Supervisors and Managers</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      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><b>Federal Position Management</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a></p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><b>Coaching: A Strategic Tool for Effective Leadership</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                      Learn skills for coaching employees to improve the effectiveness of individuals and teams.</p> <p><b>Developing Customer-Focused Organizations</b>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      v                      Focus on critical customer-service tactics and explore the vital skills of planning, implementing, and sustaining strategic change to better manage citizen engagement.</p> <p><b>Equal Opportunity Program Manager Course (EOPMC)</b>  <a href="http://www.deomi.org">http://www.deomi.org</a>                      Focus on organizational issues of an equal opportunity program.</p> <p><b>Hiring Reform for Managers</b>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      v                      Understand the hiring process</p>

<p>sector.</p> <p><a href="http://www.graduateschool.edu">Introduction to Human Resource Management for Supervisors</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> <u>u</u> Overview of human resource management issues, including staffing, classification, pay administration, employee labor relations, employee relations, and EEO.</p> <p><a href="http://www.graduateschool.edu">Introduction to Supervision</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> <u>u</u> Learn the basics of coaching, delegation, communication, and motivation.</p> <p><a href="http://www.graduateschool.edu">Leading Teams and Groups</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> <u>u</u> Acquire the knowledge and skills you need to be an outstanding team/group leader.</p> <p><a href="http://www.amanet.org">Management Skills for New Supervisors</a> <a href="http://www.amanet.org">http://www.amanet.org</a> Develop the crucial management tools to help fully lead and motivate your team to higher productivity.</p> <p><a href="http://www.cogswell.edu">Personnel Management for the Fire Service</a> <a href="http://www.cogswell.edu">http://www.cogswell.edu</a> Examine relationships and issues in personnel administration and human resource development within the context of fire-related organizations.</p>	<p>Discover how to use position management tools, techniques, and methods to support a high-performing organization.</p> <p><a href="http://www.graduateschool.edu">Leadership Essentials</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> 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><a href="http://www.graduateschool.edu">Leading People</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Develop insight and increase your awareness of leadership styles and how to adapt them to the needs of your organization.</p> <p><a href="http://www.managementconcepts.com">Mastering Employee Performance Conversations</a> <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a> Learn to use various communication approaches to reach shared understanding of expectations and deliver performance-focused feedback.</p> <p><a href="http://www.golearn.gov">Mentoring as a Manager</a> <a href="http://www.golearn.gov">http://www.golearn.gov</a> Acquire expertise as a mentor that will benefit your employees, your organization, and your own career.</p> <p><a href="http://www.graduateschool.edu">Strategic Human Capital Management</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Develop the necessary tools you need to successfully accomplish organizational objective and abide by human resources laws and regulations.</p>	<p>and ensure new employees have a "successful transition into Federal service."</p> <p><a href="https://www.leadership.opm.gov">Leading Across Generations</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> <u>v</u> Learn to use generational differences to improve the workplace and increase productivity.</p> <p><a href="https://www.leadership.opm.gov">Strategic Human Resources (HR) Management</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> <u>v</u> Learn how to use OPM's Federal Human Capital Assessment and Accountability Framework (HCAAF) to plan, guide, and measure your human capital efforts.</p>
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<b>Influencing/Negotiating</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
<p><a href="https://www.leadership.opm.gov">Collaborative Leadership Seminar</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Prepare yourself for leadership in the kind of Government capable of successful adaptation to new circumstances, issues, and opportunities.</p> <p><a href="https://www.leadership.opm.gov">Communicating Face to Face</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Develop the skills needed to successfully connect and influence peers, supervisors, employees as well as internal and external stakeholders.</p> <p><a href="https://www.leadership.opm.gov">Dynamics of Public Policy</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Understand the ways policymaking institutions and non-Governmental organizations interact and shape policy.</p> <p><a href="https://www.leadership.opm.gov">Environmental Policy Issues</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Understand the political, scientific, social, and economic issues that shape environmental policy.</p> <p><a href="https://www.leadership.opm.gov">Federal Regulatory Policy</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Understand the political, scientific, social, and economic issues that shape how regulations are made.</p> <p><a href="https://www.leadership.opm.gov">Science, Technology, and Public Policy</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Learn to understand, anticipate, and respond to current and future challenges in the development and</p>	<p><b>Department Head courses plus:</b></p> <p><a href="https://www.leadership.opm.gov">Facilitation Skills for Leaders</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Learn time-tested facilitation skills to develop and maintain effective group processes and optimize the contributions of others.</p> <p><a href="http://www.graduateschool.edu">Facilitator Workshop</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Learn how to facilitate complex human interactions in group settings.</p> <p><a href="http://www.graduateschool.edu">Leadership Essentials</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> 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><a href="https://www.leadership.opm.gov">National Security Policy Seminar</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Examine the complex problems involved in the administration of national security policy.</p> <p><a href="http://www.graduateschool.edu">Negotiating Techniques</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> 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><a href="http://www.managementconcepts.com">Negotiation Skills</a> <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a> Learn proven tools to plan for various negotiation types and strategies for conducting successful multiparty</p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><a href="https://www.leadership.opm.gov">Center for Global Leadership Series: Leadership for a Global Society</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Lead your organization in an interconnected world.</p> <p><a href="https://www.leadership.opm.gov">Collaborating Across Organizational Boundaries</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Identify and solve the problems of working with other organizations.</p> <p><a href="http://www.graduateschool.edu">Comprehensive Contracting Officer Technical Representative (COTR) Workshop</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> 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-COTRs).</p> <p><a href="https://www.leadership.opm.gov">Executive Communication Skills: Leading the Process of Change</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Combine practical approaches to improve your interpersonal skills and relationships with a dynamic approach to leadership.</p> <p><a href="http://ksgexecprogram.harvard.edu">Harvard University Program for Senior Executive Fellows</a> <a href="http://ksgexecprogram.harvard.edu">http://ksgexecprogram.harvard.edu</a> Learn to improve problem</p>

<p>implementation of science and technology policy.</p>	<p>negotiations.  <a href="http://www.dau.mil">Persuading Others</a>  <a href="http://www.dau.mil">http://www.dau.mil</a>                      Master the art and science behind successful persuasion.</p>	<p>solving, strategic analysis, persuasion, and negotiation skills.  <a href="https://www.leadership.opm.gov">Leading Strategically: From Vision to Performance</a>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      Learn practical skills for leaders in rapidly changing environments.  <a href="https://www.leadership.opm.gov">Leading Through Constructive Conflict</a>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      Learn to lead your organization in developing conflict competency by using instruments and tools grounded in emotional intelligence concepts.  <a href="http://www.amanet.org">Negotiating to Win</a>  <a href="http://www.amanet.org">http://www.amanet.org</a>                      Develop an effective plan and strategy for any negotiation using the principles of persuasion.</p>
<p><b>Leveraging Diversity</b></p>		
<p style="text-align: center;"><b>Department Head/ Program Manager/ Supervisor</b></p>	<p style="text-align: center;"><b>Program Manager 1<sup>st</sup> Level Supervisor</b></p>	<p style="text-align: center;"><b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b></p>
<p><a href="https://www.leadership.opm.gov">Collaborative Leadership Seminar</a>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      Prepare yourself for leadership in the kind of Government capable of successful adaptation to new circumstances, issues, and opportunities.  <a href="http://cdp.dhs.gov">Diversity Awareness</a>  <a href="http://cdp.dhs.gov">http://cdp.dhs.gov</a>                      Recognize the benefits of diversity in our workforce.  <a href="http://www.managementconcepts.com">Interpersonal Skills: Developing Effective Relationships</a>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                      Increase productivity and become more successful on the job by improving the</p>	<p><b>Department Head courses plus:</b>  <a href="http://www.graduateschool.edu">Leadership Essentials</a>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      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.  <a href="https://www.leadership.opm.gov">Supervisory Development Seminar Week 2: Learning to Lead</a>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      Develop a deeper understanding of conflict resolution, the motivations and values of successful leaders, and the personal preferences that guide your behavior as well</p>	<p><b>1st Level Supervisor courses plus:</b>  <a href="https://www.leadership.opm.gov">Executive Communication Skills: Leading the Process of Change</a>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      Combine practical approaches to improve your interpersonal skills and relationships with a dynamic approach to leadership.  <a href="https://www.leadership.opm.gov">Leaders Growing Leaders</a>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                      Build your organization by developing leaders at every level.  <a href="https://www.leadership.opm.gov">Leading Across Generations</a>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a></p>

<p>quality of working relationships with peers, employees, supervisors, customers, and others.</p> <p><a href="https://www.leadership.opm.gov">Supervisory Development Seminar Week 1: Fundamentals</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a></p> <p>Learn the "nuts and bolts" of frontline supervision and give you the tools you need to transition successfully into the supervisory role.</p> <p><a href="https://www.leadership.opm.gov">Women's Leadership Seminar</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a></p> <p>Discover your own leadership style while exploring other models and analyzing emotional intelligence.</p>	<p>as the behavior of your direct reports.</p>	<p>Learn to use generational differences to improve the workplace and increase productivity.</p> <p><a href="https://www.leadership.opm.gov">Management Development Seminar I: Leading from the Middle</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a></p> <p>Learn to think critically and develop your communication skills as a manager.</p>
<b>National Defense Integration</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
N/A	N/A	<p><a href="http://www.graduateschool.edu">Congressional Operations Workshop</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Receive a comprehensive review of Congress, its culture and the legislative process.</p>
<b>National Security Environment</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
N/A	N/A	<p><a href="http://www.graduateschool.edu">Congressional Operations Workshop</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Receive a comprehensive review of Congress, its culture and the legislative process.</p>
<b>National Security Foundation</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
N/A	<p><a href="http://www.nps.edu">Critical Infrastructure: Vulnerability Analysis and Protection</a> <a href="http://www.nps.edu">http://www.nps.edu</a> Learn to apply the model-based vulnerability technique to</p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><a href="http://www.graduateschool.edu">Congressional Operations Workshop</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Receive a comprehensive</p>

	<p>any critical infrastructure within their multi-jurisdictional region, and derive optimal strategies and draft policies for prevention of future terrorist attacks.</p> <p><a href="https://www.leadership.opm.gov">National Security Policy Seminar</a>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>  v  Examine the complex problems involved in the administration of national security policy.</p> <p><a href="http://www.ndu.edu">Strategic Leadership</a>  <a href="http://www.ndu.edu">http://www.ndu.edu</a>  Focus on broad-based national security decision making for senior policymakers in a dynamic world environment.</p>	<p>review of Congress, its culture and the legislative process.</p>
<b>National Security Strategy</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
N/A	N/A	<p><a href="http://www.graduateschool.edu">Congressional Operations Workshop</a>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>  Receive a comprehensive review of Congress, its culture and the legislative process.</p> <p><a href="http://www.fema.gov">Continuity of Operations Planning (COOP)</a>  <a href="http://www.fema.gov">http://www.fema.gov</a>  Learn to build a comprehensive and viable COOP program that an organization needs to continue essential operations following a disaster.</p>
<b>Office Management</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
<p><a href="https://www.leadership.opm.gov">Effective Writing in the Federal Government</a>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>  v  Learn to prepare clear, concise documents that advocate a position or advance a goal.</p>	<p><b>Department Head courses plus:</b></p> <p><a href="http://www.amanet.org">American Management Association's (AMA's) 5-Day MBA Workshop</a>  <a href="http://www.amanet.org">http://www.amanet.org</a>  Learn how key components of various business units must be integrated and aligned to achieve short and long-term success.</p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><a href="https://www.leadership.opm.gov">Hiring Reform for Managers</a>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>  v  Understand the hiring process and ensure new employees have a "successful transition into Federal service."</p>

<b>Partnering</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
N/A	<p><a href="https://www.leadership.opm.gov">Crisis Leadership Workshop</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Plan for and respond to unexpected challenges.</p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><a href="https://www.leadership.opm.gov">Center for Global Leadership Series: Leadership for a Global Society</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Lead your organization in an interconnected world.</p> <p><a href="https://www.leadership.opm.gov">Hiring Reform for Managers</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Understand the hiring process and ensure new employees have a "successful transition into Federal service."</p> <p><a href="https://www.leadership.opm.gov">Team Development Seminar Week 2: Team Leadership</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Learn practical leadership techniques, and explore ways of engaging, motivating, and holding team members accountable.</p>
<b>Personnel Development</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
N/A	<p><a href="https://www.leadership.opm.gov">Coaching and Mentoring for Excellence</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Maximize employee development and performance.</p> <p><a href="http://www.amanet.org">Developing Executive Leadership</a> <a href="http://www.amanet.org">http://www.amanet.org</a> Deepen your self-awareness with executive leadership training and empower your staff to improve performance.</p> <p><a href="http://www.amanet.org">Succession Planning: Developing Leaders from Within</a> <a href="http://www.amanet.org">http://www.amanet.org</a> Learn to design and implement</p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><a href="http://www.amanet.org">Coaching: A Strategic Tool for Effective Leadership</a> <a href="http://www.amanet.org">http://www.amanet.org</a> Learn skills for coaching employees to improve the effectiveness of individuals and teams.</p> <p><a href="https://www.leadership.opm.gov">Leading Across Generations</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Learn to use generational differences to improve the workplace and increase productivity.</p>

	an effective and flexible succession plan that will help your organization continue to grow and achieve its business goals.	
<b>Political Savvy</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
N/A	N/A	<p>Center for Global Leadership Series: Leadership for a Global Society  <a href="https://www.leadership.opm.gov/">https://www.leadership.opm.gov/</a>                      Lead your organization in an interconnected world.</p> <p>Congressional Operations Workshop  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      Receive a comprehensive review of Congress, its culture and the legislative process.</p> <p>Leading Change  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                      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>Negotiating to Win  <a href="http://www.amanet.org">http://www.amanet.org</a>                      Develop an effective plan and strategy for any negotiation using the principles of persuasion.</p> <p>The DoD Executive Leadership Development Program (ELDP)  <a href="http://www.cpms.osd.mil">http://www.cpms.osd.mil</a>                      Increase your understanding and appreciation for today's war-fighters.</p>
<b>Program Policy and Planning</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
N/A	N/A	<p>Center for Global Leadership Series: Leadership for a Global Society  <a href="https://www.leadership.opm.gov/">https://www.leadership.opm.gov/</a></p>

		<p><u>V</u> Lead your organization in an interconnected world.</p> <p><b>Executive Program Manager's Course</b> <a href="http://www.dau.mil">http://www.dau.mil</a> 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><b>Industrial College of the Armed Forces</b> <a href="http://www.ndu.edu/icaf">http://www.ndu.edu/icaf</a> 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><b>Strategic Management</b> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Understand and obtain practice in interpreting strategic management concepts, processes, and procedures.</p> <p><b>Strategic Planning</b> <a href="http://www.amanet.org">http://www.amanet.org</a> Develop the best strategic planning to support your company's goals.</p> <p><b>Strategic Planning for Government Organizations</b> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> 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><b>Strategic Sourcing</b> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Learn to build a comprehensive strategic sourcing plan to transform your organization.</p>
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Project Assessment		
Department Head/ Program Manager/ Supervisor	Program Manager 1 <sup>st</sup> Level Supervisor	Program Director/Deputy/ 2 <sup>nd</sup> /3 <sup>rd</sup> Level Supervisor
<p><a href="http://www.dau.mil">Program Management Tools</a> <a href="http://www.dau.mil">http://www.dau.mil</a> Learn application skills needed in a program office as an integrated product team lead.</p> <p><a href="http://www.graduateschool.edu">Project Communications Management</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Learn the tools and techniques that project teams can use to build an effective communications plan.</p> <p><a href="http://www.golearn.gov">Project Management</a> <a href="http://www.golearn.gov">http://www.golearn.gov</a> Learn how to use the tools and techniques of basic project management.</p> <p><a href="http://www.amanet.org">Project Risk Management: Practical Techniques for Failure-Proofing your Projects</a> <a href="http://www.amanet.org">http://www.amanet.org</a> Learn to proactively address risks before they sabotage your projects.</p>	<p><b>Department Head courses plus:</b></p> <p><a href="http://www.managementconcepts.com">Evaluating and Presenting Analysis Results</a> <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a> Learn to effectively communicate the implications of analysis results.</p> <p><a href="http://www.golearn.gov">Lean and Six Sigma</a> <a href="http://www.golearn.gov">http://www.golearn.gov</a> 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><a href="http://www.graduateschool.edu">Project Management Course</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Organize your project, track costs and time expenditures, manage quality and risk, evaluate human resources requirements, and overcome obstacles.</p> <p><a href="http://www.golearn.gov">Writing a Business Case</a> <a href="http://www.golearn.gov">http://www.golearn.gov</a> 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><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><a href="http://www.dau.mil">Executive Program Manager's Course</a> <a href="http://www.dau.mil">http://www.dau.mil</a> 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><a href="http://www.managementconcepts.com">Managing Stakeholder Expectations and Relationships</a> <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a> Learn to use a stakeholder-based approach to actively and successfully build and manage relationships.</p>
Project Management		
Department Head/ Program Manager/ Supervisor	Program Manager 1 <sup>st</sup> Level Supervisor	Program Director/Deputy/ 2 <sup>nd</sup> /3 <sup>rd</sup> Level Supervisor
<p><a href="http://www.hrclassroom.com">Hiring and the ADA (Americans with Disabilities Act)</a> <a href="http://www.hrclassroom.com">http://www.hrclassroom.com</a> Discuss the key aspects of pre-employment inquiries under the ADA.</p> <p><a href="#">Installation Logistics</a></p>	<p><b>Department Head courses plus:</b></p> <p><a href="http://www.amanet.org">AMA's 5-Day MBA Workshop</a> <a href="http://www.amanet.org">http://www.amanet.org</a> Learn how key components of various business units must be integrated and aligned to</p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><a href="http://www.graduateschool.edu">Comprehensive Contracting Officer Technical Representative (COTR) Workshop</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a></p>

<p><b>Management</b>  <a href="http://www.almc.army.mil">http://www.almc.army.mil</a>                  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><b>Program Management Tools</b>  <a href="http://www.dau.mil">http://www.dau.mil</a>                  Learn application skills needed in a program office as an integrated product team lead.</p> <p><b>Program Manager’s Course</b>  <a href="http://www.dau.mil">http://www.dau.mil</a>                  Strengthen the analytical, critical thinking and decision-making skills of potential leaders of major defense acquisition programs and program support organizations.</p> <p><b>Program Manager’s Skills</b>  <a href="http://www.dau.mil">http://www.dau.mil</a>                  Learn skills needed for handling key programmatic issues.</p> <p><b>Project Communications Management</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Learn the tools and techniques that project teams can use to build an effective communications plan.</p> <p><b>Project Management</b>  <a href="http://www.golearn.gov">http://www.golearn.gov</a>                  Learn how to use the tools and techniques of basic project management.</p> <p><b>Project Management Principles</b>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                  Learn and apply key concepts about managing a project.</p> <p><b>Recordkeeping: A Program Manager’s Survival Guide</b>  <a href="https://nara.learn.com">https://nara.learn.com</a>                  Discover a practical guide to policies, procedures, and legal requirements for managing program information.</p>	<p>achieve short and long-term success.</p> <p><b>Data Analysis and Modeling Techniques</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                  Improve analytical skills and refine approach to analyzing data for decision making.</p> <p><b>Evaluating and Presenting Analysis Results</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                  Learn to effectively communicate the implications of analysis results.</p> <p><b>Lean and Six Sigma</b>  <a href="http://www.golearn.gov">http://www.golearn.gov</a>                  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><b>Program Management Office Course, Part A</b>  <a href="http://www.dau.mil">http://www.dau.mil</a>                  Learn key program management office knowledge and skills.</p> <p><b>Program Management Tools Course, Part I</b>  <a href="http://www.dau.mil">http://www.dau.mil</a>                  Learn application skills needed in a program office as an integrated product team lead.</p> <p><b>Project Management Course</b>  <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a>                  Organize your project, track costs and time expenditures, manage quality and risk, evaluate human resources requirements, and overcome obstacles.</p> <p><b>Writing a Business Case</b>  <a href="http://www.golearn.gov">http://www.golearn.gov</a>                  Learn the principles for preparing an effective business case, including defining your business need, gathering</p>	<p>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><b>Executive Program Manager's Course</b>  <a href="http://www.dau.mil">http://www.dau.mil</a>                  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><b>Managing Stakeholder Expectations and Relationships</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                  Learn to use a stakeholder-based approach to actively and successfully build and manage relationships.</p> <p><b>Program Management Office Course, Part B</b>  <a href="http://www.dau.mil">http://www.dau.mil</a>                  Become effective leaders in a program office by honing analysis, synthesis, and evaluative skills.</p> <p><b>Program Management Tools Course, Part II</b>  <a href="http://www.dau.mil">http://www.dau.mil</a>                  Learn application skills needed in a program office as an integrated product team lead.</p>
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	relevant information, assessing the financial impact, and the writing process.	
<b>Strategic Thinking</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
N/A	N/A	<p><a href="https://www.leadership.opm.gov">Center for Global Leadership Series: Leadership for a Global Society</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Lead your organization in an interconnected world.</p> <p><a href="http://www.graduateschool.edu">Congressional Operations Workshop</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> Receive a comprehensive review of Congress, its culture and the legislative process.</p> <p><a href="http://www.graduateschool.edu">Leading Change</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> 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><a href="https://www.leadership.opm.gov">Leading Strategically: From Vision to Performance</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Learn practical skills for leaders in rapidly changing environments.</p>
<b>Team Building</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
<p><a href="http://www.graduateschool.edu">Leading Teams and Groups</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> u Acquire the knowledge and skills you need to be an outstanding team/group leader.</p> <p><a href="http://www.mwr.navy.mil">Morale, Welfare, and Recreation (MWR) Leadership Skills for Managers (LSFM)</a> <a href="http://www.mwr.navy.mil">http://www.mwr.navy.mil</a> Increase managers' and</p>	<p><b>Department Head courses plus:</b></p> <p><a href="https://www.leadership.opm.gov">Facilitation Skills for Leaders</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Learn time-tested facilitation skills to develop and maintain effective group processes and optimize the contributions of others.</p> <p><a href="#">Improving Your Managerial Effectiveness</a></p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><a href="http://www.amanet.org">Coaching: A Strategic Tool for Effective Leadership</a> <a href="http://www.amanet.org">http://www.amanet.org</a> Learn skills for coaching employees to improve the effectiveness of individuals and teams.</p> <p><a href="#">Team Development Seminar Week 2: Team Leadership</a></p>

<p>supervisors' knowledge and understanding regarding specific attitudes, emotions, behaviors, and skills that are essential when serving as a responsible and effective leader.</p> <p><b>Team Development Seminar Week 1: Team Building</b>  <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                  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><a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn to develop proactive approaches to meet complex challenges with your team.</p> <p><b>Leadership Through Understanding Human Behavior Training Program</b>  <a href="http://www.fletc.gov">http://www.fletc.gov</a>                  Learn how to adapt and capitalize on each other's strengths in order to have more effective mission outcomes.</p> <p><b>Leading Virtual and Remote Teams</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn to lead cohesive long-distance teams.</p> <p><b>Mentoring as a Manager</b>  <a href="http://www.golearn.gov">http://www.golearn.gov</a>                  Acquire expertise as a mentor that will benefit your employees, your organization, and your own career.</p> <p><b>Strategic Planning and Performance Measurement</b>  <a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>                  Learn how to set performance goals and objectives and how strategic planning impacts the organization and the individual.</p> <p><b>Successfully Managing People</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Become the catalyst that motivates your team to heightened productivity.</p>	<p><a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a>                  v                  Learn practical leadership techniques, and explore ways of engaging, motivating, and holding team members accountable.</p>
<b>Technology Management</b>		
<b>Department Head/ Program Manager/ Supervisor</b>	<b>Program Manager 1<sup>st</sup> Level Supervisor</b>	<b>Program Director/Deputy/ 2<sup>nd</sup>/3<sup>rd</sup> Level Supervisor</b>
<p>N/A</p>	<p><b>Critical Infrastructure: Vulnerability Analysis and Protection</b>  <a href="http://www.nps.edu">http://www.nps.edu</a>                  Learn to apply the model-based vulnerability technique to any critical infrastructure within their multi-jurisdictional region, and derive optimal strategies and draft policies for prevention of future terrorist attacks.</p>	<p><b>1<sup>st</sup> Level Supervisor courses plus:</b></p> <p><b>Process Management: Applying Process Mapping to Analyze and Improve Your Operation</b>  <a href="http://www.amanet.org">http://www.amanet.org</a>                  Learn the tools to successfully implement business improvements including process mapping techniques.</p>

Vision		
Department Head/ Program Manager/ Supervisor	Program Manager 1 <sup>st</sup> Level Supervisor	Program Director/Deputy/ 2 <sup>nd</sup> /3 <sup>rd</sup> Level Supervisor
N/A	N/A	<p><a href="https://www.leadership.opm.gov">Leaders Growing Leaders</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Build your organization by developing leaders at every level.</p> <p><a href="https://www.leadership.opm.gov">Leading Across Generations</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Learn to use generational differences to improve the workplace and increase productivity.</p> <p><a href="http://www.graduateschool.edu">Leading Change</a> <a href="http://www.graduateschool.edu">http://www.graduateschool.edu</a> 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><a href="https://www.leadership.opm.gov">Leading Strategically: From Vision to Performance</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Lean practical skills for leaders in rapidly changing environments.</p> <p><a href="https://www.leadership.opm.gov">Management Development Seminar II: Leading Organizations</a> <a href="https://www.leadership.opm.gov">https://www.leadership.opm.gov</a> v Gain a systems understanding of managing organizations.</p>