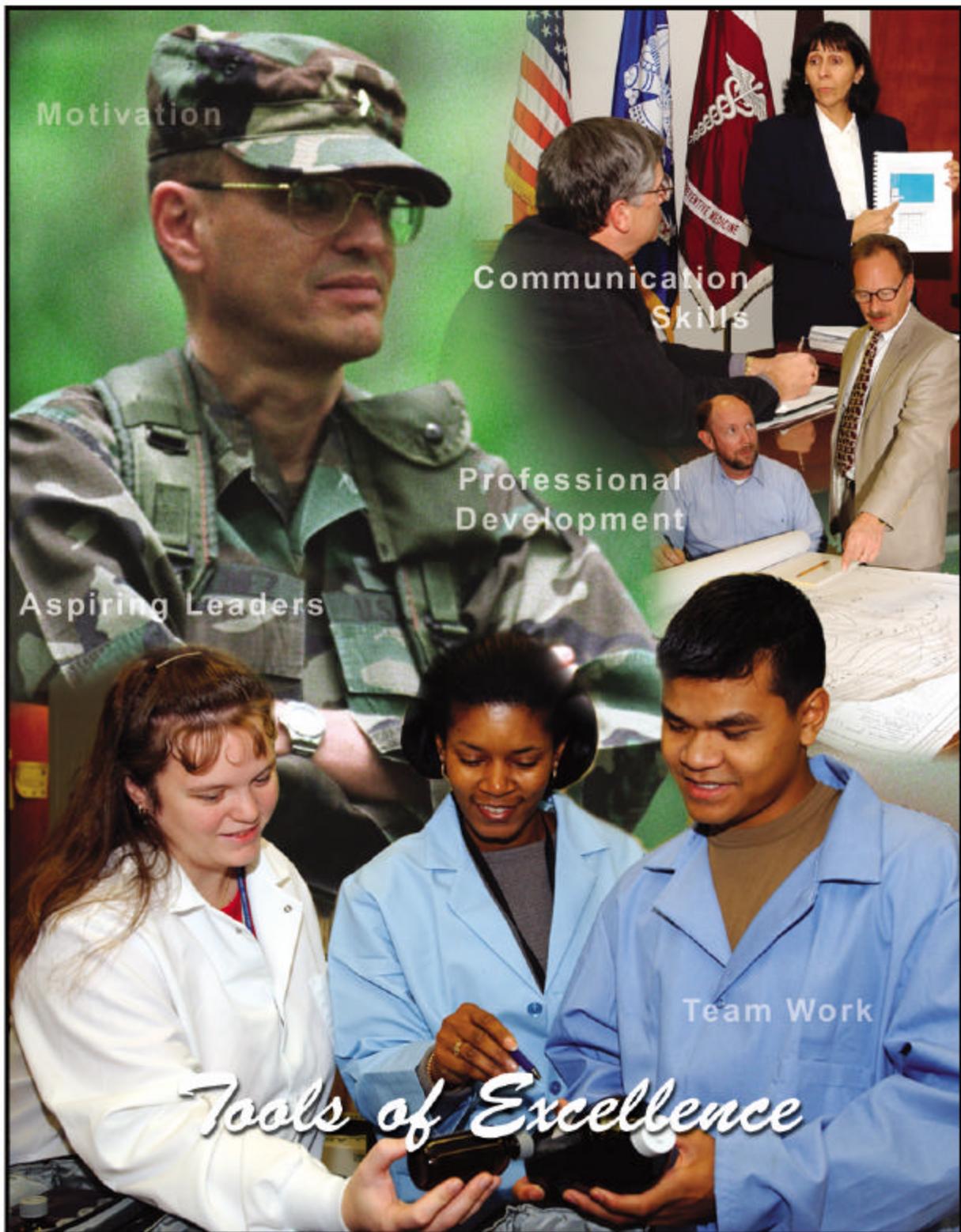


USACHPPM

LEADERSHIP DEVELOPMENT GUIDE



Foreword

"If you expect those who work for you to exercise their own judgment, provide them with the decision-making experience now. If you count on them to understand the conditions as best they can, share your past experience with them now. If your leadership depends on theirs, delegating responsibility and sharing stories is a foundation upon which it will reside. Thinking strategically when confronted with a crisis or challenge is a learned skill that requires sustained seasoning."

—The Leadership Moment

The above quote captures the essence of where our Center needs to move if it is to position itself as "a world class Center of excellence for the systematic prevention of environmental, occupational, and disease threats to the health and performance of individuals and populations". In the next five years, this organization will experience over 100 retirements among senior staff members, technical experts, and corporate leaders. This presents a major challenge to an organization whose major product line is information and whose most valued asset is its people and the technical and leadership capabilities they bring to the table.

The revolution that is sweeping the Federal government today is one based on sound business practices, and more than anything else, an organization that can adapt to rapid change and anticipate the critical issues facing the U.S. as it enters into the 21st Century. In order for the U.S. Army Center for Health Promotion and Preventive Medicine to also accomplish this herculean task, it must proactively develop its leaders of tomorrow.

This guide attempts to remind the Center of all the various tools that the Federal government, the Office of Personnel Management, and the Department of Defense have provided us to manage this challenge. However, it also provides some additional initiatives to expedite this process and foster some creativity in attempting to solve this formidable undertaking. The rapidity of change, the instantaneous availability of massive amounts of data in the computer age, and the ability to synthesize data into meaningful and well-communicated information will require an incredible team effort. It will require inspirational and imaginative leadership to evolve the creative solutions to make this happen. No longer will the hard-nosed, autocratic "boss" be the icon for the organizational leader. Instead, employees will be looking for a coach, a facilitator, and a motivator to address these daunting challenges. Hopefully, some of the seeds to develop our leaders are planted in this document.

The Center would like to acknowledge and thank LTC Kenneth Wiggans, Drilling Individual Mobilization Augmentee, and Ms. Gail Gibson, Publications Management Division, for their contributions to this document. If you have any questions or comments, please contact me at 5-8717 or e-mail: Stephen.Kistner@amedd.apg.army.mil

"The trouble with being a leader today is that you can't be sure if people are following or chasing you."

—Unknown



STEPHEN L. KISTNER
DEPUTY FOR TECHNICAL SERVICES

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“True leaders are hardly known to their followers. Next after them are the leaders that people know and admire; after them, those they fear; after them, those they despise. To give no trust is to get no trust. When the work is done right, with no fuss or boasting, ordinary people say, ‘Oh, we did it’.”

—Lao-Tzu, Sixth Century B.C.

CHAPTER 1

INTRODUCTION

Purpose

More than ever before, the Army of the 21st Century will rely on top quality individuals in professional, technical, and leadership positions to provide a continuity of operations and expertise essential to national defense.

A trained and ready Army will always require leaders, both civilian and military, who are professionals in every way – leaders who exemplify Army values and professional ethics. Army Regulation 600-100, *Army Leadership*, defines leadership as—

The process of influencing others to accomplish the mission by providing purpose, direction, and motivation.

The development of competent civilian and military leaders is imperative as we continue moving forward and meeting new challenges. This career development guide will assist all U.S. Army Center for Health Promotion and Preventive Medicine (USACHPPM) employees in developing the skills, knowledge, and abilities necessary to be effective leaders of the future. For the convenience of the reader, related publications and key sources of information are listed in Appendix A.

Scope

This career development guide is a tool for aspiring leaders, both civilian and military, within USACHPPM to build the competencies necessary to move smoothly into leadership positions. USACHPPM has also developed two new leadership programs, to be conducted by Harford Community College. The Leadership Development Program is designed for mid-level employees who desire to move into leadership positions. (See Appendix B for more information.) The Aspiring Leader Development Program is designed for employees in the early stages of their leadership career who need to learn the fundamentals of leadership. (See Appendix C for more information.)

This guide also provides information for existing supervisors to make them more effective leaders within our organization. Appendix D contains information on Civilian Personnel Office Core Curriculum Courses. These courses are mandatory for either civilian or military leaders as they progress through their careers. Appendix E contains

Other Training and Development Opportunities for both aspiring and more advanced leaders within the organization.

Background

“Nothing is simple anymore. Nothing is stable. The business environment is changing rapidly before our eyes. Everything is in question, and everyone must change.”

—The Leadership Moment

Our national leaders want Federal managers to get results, tame technology, control costs, outsource, and change the culture of their organizations. However, achieving these results will not be easy when budgets are stagnant, staffing is constrained, missions are growing, and demand for services is increasing.

The Government Performance and Results Act (referred to as the Results Act) requires Federal leaders to describe and demonstrate outcome-related results and, in turn, validate the original intent of their programs. The Results Act compels organizations to set outcome goals, measure their performance, and report their accomplishments. It pushes managers to ask such questions as—

- What is the problem to be addressed by my program?
- What are the desired outcomes?
- What are the potential actions that would produce the desired results?
- What resources are needed to drive these actions to results?

Planning for the future is critical for any organization. USACHPPM uses several tools to help plan and develop our future: (1) the Strategic Plan, (2) the Commander’s Campaign Plan, and (3) Program Documents. USACHPPM’s Strategic Plan is internally focused. It describes the direction the Center should take in responding to future endeavors and operationalizes the elements of the Commander’s Campaign Plan. The Campaign Plan is externally focused on the future of health promotion and preventive medicine and how USACHPPM should respond. It is the Commander’s guidance for the Center. The Campaign Plan and the Strategic Plan are used to develop the objectives of the individual programs as reflected in the program documents. The program documents help to establish measurable objectives and tasks within the individual programs that will help the Center meet the corporate goals of the Strategic Plan and the Campaign Plan. By using these tools, managers are able to develop a corporate view that balances the needs of the entire organization.

We also know that the rapid change of technologies means that the old systems will not define our future. Information flows at the speed of light; before leaders master one technology, another replaces it. Federal leaders must prepare themselves and their employees to deal effectively with the challenges of the information revolution.

Basically, the Federal government is experiencing a “culture” change. This change puts a premium on leadership not just at the top, where it has always mattered, but also throughout the organization. Leaders will have to use a variety of tools to champion this culture change. The following are 10 key points to culture change:

- Leadership: Leaders must move from controlling to instilling a shared vision.
- Customer Focus: Employees must view the taxpayers as their customers not their managers.
- Organization Design: The organization must be changed from hierarchical to flat and fluid.
- Teamwork: Employees must shift from competing to partnering.
- Motivation: Focus on incentives rather than punishment.
- Innovation and Learning: Employees need to be creative in problem solving, learning from mistakes, and encouraging skill building.
- Communication: Restricted information flows must be unblocked to make data easily accessible to everyone within the organization.
- Results Management: The organization’s focus must move from processes to outcomes.
- Empowerment: Workers must merely stop following orders and begin making decisions and being accountable for results.
- Diversity: Organizations must recognize the best decisions include multiple points of view.

“Leadership is at its best when the vision is strategic, the voice persuasive, and the results tangible.”

—The Leadership Moment

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“Unlike managers, leaders accept unlimited liability for the overall good of the organization. In doing so, leaders also accept responsibility for certain decisions that require not only wisdom but courage.”

—Leadership Prayers

CHAPTER 2

USACHPPM GOALS

Developing our future leaders in light of decreasing resources and an aging and smaller workforce challenges us to maximize every developmental opportunity. The Center is committed to developing its leaders. It is our goal to assure that high potential employees who aspire to key positions will—

- Develop and strengthen broader career skills and knowledge preparing them for advancement.
- Develop and strengthen their field knowledge, experience, and operations management capability.
- Develop and strengthen their managerial and leadership skills.

As we shape a smaller Army to meet the expanding challenges of the future, our leaders must be versatile to ensure success in war and operations other than war. This need demands leaders who—

- Anticipate, manage, and exploit change.
- Exemplify the highest professional and ethical standards.
- Uphold the dignity of each individual.
- Display technical and tactical proficiency.
- Possess teaching, mentoring, and counseling skills.
- Build cohesive teams and partnerships.
- Communicate effectively while stimulating confidence, enthusiasm, and trust.
- Accurately assess situations, solve problems, and act decisively under pressure.
- Show initiative, plan thoroughly, and take reasoned measured risks to exploit opportunities.

-
- Provide purpose, direction, motivation, and vision to their subordinates while executing operations following the command intent.

“Leadership decisions and the development of good leaders are important in any age, but the changing face of business and government makes both more important today than perhaps they have ever been before.”

—The Leadership Moment

“If you have made several problematic decisions in a row, be prepared to have your leadership questioned. It may be a moment of personal trial, a point when the cooperation of others is most needed but least forthcoming.”

—*The Leadership Moment*

CHAPTER 3

LEADERSHIP TOOLS

Leaders gain their knowledge, skills, and abilities through a combination of formal and informal training experiences, developmental assignments, and self-development experiences. There are many tools employees can use to develop their leadership abilities—

- **Army Civilian Training, Education, and Development System**

The Army Civilian Training, Education, and Development System (ACTEDS) ensures planned development of civilian members of the force by a blending of progressive and sequential work assignments, formal training, and self-development for individuals as they progress from intern/entry level to executive positions in specific career programs. ACTEDS goals are to assure proper training of civilians, develop leaders, and develop and sustain a quality workforce. They provide for the development of technically competent and confident leaders for America’s Army. The Army’s goals for ACTEDS are to—

- Provide a holistic approach to civilian leadership development through a planned combination of leadership courses, professional and technical training, progressively more responsible job assignments, and self-development.
- Develop broad gauged, multi-disciplinary civilian executive talent in civilian career programs.
- Ensure consistent quality across occupations through planned career development of civilian employees from entry to senior executive levels.
- Ensure technical proficiency at each progression level, and offer an opportunity for growth and development of those individuals with high potential for advancement.

- **Individual Development Plan**

The Individual Development Plan (IDP) contributes to a systematic approach to career development. It is a key document by which the employee and supervisor identify and track technical and leadership or managerial career objectives in the areas of education,

training, and experience opportunities. The IDP will be prepared annually to help employees—

- Develop a road map for key technical and leadership experiences and training.
- Identify opportunities to strengthen their knowledge, experience, and operations management capability.
- Identify opportunities to develop and strengthen their supervisory/managerial skills.

The IDP form, CHPPM Form 413-R-E, is located in Appendix F. You may obtain this form electronically on the Army Medical Department (AMEDD) Electronic Forms Support System. Leaders or potential leaders should use their IDP to help guide their progression through the civilian leadership training levels. Further guidance for developing your IDP can be found under the USACHPPM Employee Development site at: <http://chppm-cims.apgea.army.mil/skillssoft/emp>. To view your current IDP, see <https://chppm-cims.apgea.army.mil/idp/>.

- **USACHPPM Corporate Training Plan**

The Corporate Training Plan establishes the concept and framework for implementing a high quality, cost-effective program to develop USACHPPM personnel. It applies to all personnel, to include military, civilian, and professional associates. It is the umbrella document for the Center's Human Resource Plan. This Plan is a methodology by which USACHPPM will recruit, retain, and develop subject matter experts and leaders within the Center. This includes not only the Leadership Development Program, but also the Master Consultant Program and the USACHPPM career development guides. (See USACHPPM Technical Guide 260, USACHPPM Corporate Training Plan for detailed information.)

- **Master Consultant Program**

The Master Consultant recognizes technical employees who have demonstrated long-term, outstanding contributions to the Center in their scientific discipline. The designation of Master Consultant acknowledges that the individual possesses exceptional technical acumen and is recognized by his/her peers for the highest level of expertise in the areas of health promotion and preventive medicine. (See USACHPPM Regulation 690-2, Master Consultant Program, for more detailed information.)

- **USACHPPM Career Development Guides**

The career development guides are tools employees can use as a starting point for their training and development. These guides provide general guidance on training and

developmental assignments to improve job performance and build qualifications for advancement at each stage of an employee's career. They rely on ACTEDS, IDPs, as well as counseling and mentoring by supervisors and managers. Continuing our education and training must be stressed at every stage of our employees' careers. The following is a list of USACHPPM career guides:

- Leadership Development, USACHPPM Technical Guide 261, January 2002.
- Scientists and Engineers, USACHPPM Technical Guide 262, September 2001.
- Technicians, USACHPPM Technical Guide 263, January 2001.
- Administrative Support, USACHPPM Technical Guide 264, (to be developed).

“Guiding principles that can be remembered and used in everyday management: prepare yourself, prepare your colleagues, prepare your organization.”

—The Leadership Moment

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“We all need to be ready for those moments when our leadership is on the line and the fate or fortune of others depends on what we do. Perhaps only a few people will be touched by the decisions that we make at such critical moments; perhaps many will. But either way, we need to be prepared if we are to seize the opportunity.”

—*The Leadership Moment*

The more change an organization experiences, the more it needs effective communication, especially to and from the leader.

—*Leadership Prayers*

CHAPTER 4

PROFESSIONAL DEVELOPMENT

- **Leadership Development Levels**

Basic civilian leadership development training includes progressive and sequential mandatory training at four career levels—

- Intern/Entry: This is the primary level for entry into career programs.
- Team Leader/High Potential Professional: This level has middle-level team leader positions or employees who are aspiring to be future leaders of the Center.
- Supervisor/Manager: This level includes first-line supervisory and staff headquarters specialist positions.
- Senior Manager/Senior Executive Service: This level includes positions that have substantial technical, operational, and management responsibilities.

- **Core Competencies**

The core competencies are the basic knowledge, skills, and abilities required for civilian or military as they progress through their careers. The core competencies listed in this section will give employees a general idea of the expectations required at each level of progression. Employees will need to review their career plan, such as ACTEDS, job description, and officer and enlisted management plans.

- Intern
 - Knowledge of the job.
 - Knowledge of the local command.

-
- Knowledge of the Army.
 - Knowledge of the functional area.
 - Ability to perform task planning and execute task.
 - Skill in oral and written communication.
 - Skill in interpersonal relations.
 - Ability to assimilate data.
 - Ability to perform in-group dynamics.
 - Ability to manage time and resources.
 - Team Leader/High Potential Professional
 - Ability to perform basic supervisory responsibilities.
 - Skill in allocating resources and controlling costs.
 - Ability to make decisions.
 - Ability to perform technical program planning, direction, and execution.
 - Knowledge of broad-based technology.
 - Knowledge of Army philosophy, goals, and doctrine.
 - Ability to apply a comprehensive understanding of DOD, Army, and other government activities and interactions.
 - Ability to communicate well including formal briefings and written documents.
 - Ability to perform as team leader.
 - Knowledge of career development.
 - Supervisor/Manager
 - Ability to perform supervisory functions.
-

-
- Ability to lead people.
 - Skill in allocating resources, controlling costs, and maximizing return on investment.
 - Ability to make risk assessments and to make decisions.
 - Ability to perform technical program planning, direction, and execution.
 - Knowledge of broad-based technology.
 - Knowledge of Army philosophy, goals, and doctrine.
 - Skill in managing an organization.
 - Ability to establish organizational goals, priorities, and investment strategies.
 - Skill in policy and decision-making under uncertainty.
 - Ability in technical program formulation.
 - Ability to apply a comprehensive understanding of national/international policy and objectives.
 - Skill in representing organizational policies, goals, and needs to external organizations.
 - Senior Manager/Senior Executive Service
 - Ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors.
 - Ability to design and implement strategies which maximize employee potential and fosters high ethical standards in meeting the Center's vision, mission, and goals.
 - Ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.
 - Ability to acquire and administer human, financial, material, and information resources in a manner that will install public trust and accomplishes the Center's mission.
 - Ability to use new technology to enhance decision-making.
-

- Ability to explain, advocate, and express facts and ideas in a convincing manner, and negotiate with individuals and groups both internal and external to the Center.

- Ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact on the work of the Center.

- **Professional Development**

To meet the previously listed core competencies, employees will need to develop their skills, knowledge, and abilities professionally. There are a number of sources that may be utilized to obtain training. Some examples are—

- Formal Army and Department of Defense (DOD) schools
- Formal Army and DOD leadership training.
- Correspondence courses
- Computer-based instruction
- College and/or university courses or programs
- Total Army Distance Learning program
- On-the-job training
- Individual self-development

“At the top of the organizational chart, where the risks and uncertainties are greatest, decisions made or not made can have consequences that reach well beyond the organization to affect its very survival. “

—The Leadership Moment

Table 1 lists the progressive leadership training as prescribed by the Army (AR 690-400) that is part of the education and development process necessary in pursuing increasing levels of leadership for both civilian and military. Information concerning eligibility requirements and course descriptions are also provided for each training course. Table 2 lists the 2001 Aberdeen Proving Ground Activity Career Program Managers within USACHPPM.

Table 1. Army Leadership Development Training Core Curriculum

Progressive Development	Civilian	Military	
		Officer	Enlisted
Intern	Intern Leadership Development Course* Action Officer Development Course*	Officer Basic Course	Primary Leadership Development Course
Team Leader/High Potential Professional	Supervisory Development Course* Leadership Education and Development (LEAD) Course Sustaining Base Leadership and Management Program (AMSC)** USACHPPM Leadership Development Program***		Basic Noncommissioned Officer Course
Supervisor	Leadership Education and Development (LEAD) Course* Leadership Education and Development Train-the-Trainer (LEAD-TTT) course Supervisor Development Course* Sustaining Base Leadership and Management Program (AMSC)**	Officer Advanced Course Combined Arms & Services Staff School (CAS ³) Pre-Command Course	Advanced Noncommissioned Officer Course
Manager	Manager Development Course* Organizational Leadership for Executives (OLE)* Personnel Management for Executives (PME I & II)*	Command and General Staff Officer Course	First Sergeants Course
Senior Manager	Senior Service College** Defense Leadership and Management Program (DLAMP)**	Senior Service College	U.S. Army Sergeants Major Course
Senior Executive Service	GO/SES Orientation Training Conference* GO/SES Force Integration Course* Leadership Development Program, CCL* EO Orientation* APEX*	GO/SES Orientation Training Conference* GO/SES Force Integration Course Leadership Development Program, CCL* EO Orientation*	

* Mandatory through classroom instruction and/or correspondence studies

** Competitive

*** Voluntary program within USACHPPM

AMSC – Army Management Staff College

EO – Employment Opportunity

GO – General Officer

SES – Senior Executive Service

CCL – Center for Creative Leadership

Table 2. USACHPPM Career Program Managers

CAREER PROGRAM	NAME/TITLE E-MAIL	COMMERCIAL & FAX TELEPHONE NO.	ADDRESS & ACTIVITIES
11 Comptroller	Thomas Bender, Chief Deputy Chief of Staff Thomas.Bender@apg.amedd.army.mil	(410) 436-2590 (410) 436-3665	USACHPPM 5158 Blackhawk Rd. APG, MD 21010
12 Safety Management	Donna Doganiero, Director Occupational Health Sciences Donna.Doganiero@apg.amedd.army.mil	(410) 436-4160 (410) 436-4784	USACHPPM 5158 Blackhawk Rd. APG, MD 21010
13 Supply Management	Paul Wilson, Chief Deputy Chief of Staff for Logistics Paul.Wilson@apg.amedd.army.mil	(410) 436-2602 (410) 436-4535	USACHPPM 5158 Blackhawk Rd. APG, MD 21010
16 Engineers & Scientists (NC)	Fred Belkin, Chief Laboratory Information and Sample Management Division Fred.Belkin@apg.amedd.army.mil	(410) 436-3269 (410) 436-4784	USACHPPM 5158 Blackhawk Rd. APG, MD 21010
18 Engineers & Scientists (RC)	John Bauer, Program Manager Ground Water and Solid Waste John.Bauer@apg.amedd.army.mil	(410) 436-2024 (410) 436-5018	USACHPPM 5158 Blackhawk Rd. APG, MD 21010
22 Public Affairs & Communications Media	Evelyn Riley Public Affairs Officer Evelyn.Riley@apg.amedd.army.mil	(410) 436-2088 (410) 436-8513	USACHPPM 5158 Blackhawk Rd. APG, MD 21010
26 Manpower & Force Management	Peggy Phillips, Chief Human Resource Management Peggy.Phillips.apg.amedd.army.mil	(410) 436-1049 (410) 436-3665	USACHPPM 5158 Blackhawk Rd. APG, MD 21010
34 Information Mission Area	Blaine Plummer, Director Information Management ADP & Comm. Track Senior Program Manager – 34 Blaine.Plummer@apg.amedd.army.mil	(410) 436-2577 (410) 436-3895	USACHPPM 5158 Blackhawk Rd. APG, MD 21010
34 Library Management	Kris Goel, Chief Library Services Krishan.Goel@apg.amedd.army.mil	(410) 436-1018 (410) 436-3895	USACHPPM 5158 Blackhawk Rd. APG, MD 21010
34 Records Management	Anne Gibson, Chief Publications Management Division Annemarie.Gibson@apg.amedd.army.mil	(410) 436-2800 (410) 436-3895	USACHPPM 5158 Blackhawk Rd. APG, MD 21010
34 Technical Writing	Anne Gibson, Chief Publications Management Division Annemarie.Gibson@apg.amedd.army.mil	(410) 436-2800 (410) 436-3895	USACHPPM 5158 Blackhawk Rd. APG, MD 21010
34 Writer Editor	Anne Gibson, Chief Publications Management Division Annemarie.Gibson@apg.amedd.army.mil	(410) 436-2800 (410) 436-3895	USACHPPM 5158 Blackhawk Rd. APG, MD 21010

APPENDIX A

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APPENDIX B

USACHPPM Leadership Development Program

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“Realizing your leadership potential depends on making a match between you vision and an organization. The challenge is to find the right opportunity, pick the right moments, and make the right move.”

—The Leadership Moment

Introduction

The USACHPPM is committed to improving the management within the organization. Developing leadership skills for existing and potential leaders is an important aspect of that improvement. The development of good leaders is important, and with the changing face of business and government, it is more important today than perhaps ever before. To answer this need, USACHPPM has developed a new Leadership Development Program.

The program will be administered over a six-month period (beginning in January of each year), and no more than fifteen participants will be selected. All full-time, career status, GS-11 through GS-13 employees and term employees, who have obtained, at a minimum, an Associate of Arts degree, are eligible to apply.

Your application package must include your immediate supervisor’s recommendation and statement of support. The Deputy for Technical Services (DTS) will review all application packages and make recommendations to the Commander, for his approval. Details of the application requirements and of the selection criteria are included below.

The program will be a working/learning tool administered by Harford Community College. It will require participants to perform their present duties while being actively involved in a wide range of activities designed to increase self-awareness, build leadership knowledge and skills, and gain perspective on leadership. While your supervisor will allow you the flexibility to participate in this program, you must also take responsibility on your own to complete all requirements.

The DTS will meet with participants to discuss the group’s progress and answer any questions or concerns the group may have about the program.

Program Overview

- Orientation/Individual assessment (e.g., Myers-Briggs).
- Formal training in leadership and management studies.
- Outside Reading Assignments – Participants will prepare written critiques and lead informal discussions on outside reading material (e.g., books, articles) recommended at the beginning of the program or found by participants on their own.

-
- Individual Project Presentations – Participants will prepare a written paper and present a PowerPoint presentation focusing on a managerial challenge, an administrative issue, or a problem facing the organization.

Program Objectives

The fundamentals of the USACHPPM Leadership Development Program are expected to provide the following outcomes:

- An increased awareness of each of the participant's strengths and weaknesses as they pertain to leadership and management.
- Development and refinement of skills necessary to be an effective leader-manager, including interpersonal skills, delegation, conflict management, coaching, motivation, creativity, problem solving, decision making, performance management, team building, and meeting management.
- Greater insight into the mission, vision, and values of USACHPPM and the overall culture of the organization.

Training Modules

- USACHPPM Orientation/Individual Assessment
- Module 1 – The Changing Role of Leadership-Management
- Module 2 – Communication/Interpersonal Skills
- Module 3 – Effective Feedback and Handling Conflict
- Module 4 – Leadership Styles and Sources of Organizational Power
- Module 5 – Building and Leading Effective Teams
- Module 6 – Effective Coaching/Motivation
- Module 7 – Problem Solving/Decision Making Utilizing Creativity
- Module 8 – Performance Management
- Module 9 – Effective Use of Time and Meeting Management Skills
- Module 10 – Individual Project Presentations/Wrap Up

Program Curriculum

The Changing Role of Leadership-Management

- Making the transition into management
- Supervisory and non-supervisory work
- Managing, supervising, and leading -- differences and similarities
- Responsibilities and duties of the supervisor/manager
- Supervising a diverse workforce
- Technical vs. management skills
- The work of management: Planning, Organizing, Leading, Directing and Controlling
- The Human Relations Model of Management
- Characteristics of the successful supervisor/manager/team leader
- The changing role of management in American business
- Learning to be a supervisor/manager -- personal development

Communications/Interpersonal Skills

- Guidelines for effective interactions
- The principles of effective communication
- Understanding your style of communication
- Identifying and removing communications barriers
- Active and passive listening
- Recognizing and avoiding defensive language
- Interpreting and using nonverbal communications
- Organizational communications

Effective Feedback and Handling Conflict

- Giving and receiving feedback
- Understanding your conflict management style
- The 5 basic styles of conflict management
- Dealing with difficult staff and customers
- Preventing and handling conflict
- Influencing others in a positive manner
- Keeping your emotions in check at work

Leadership Styles and Sources of Organizational Power

- Understanding leadership myths
 - Understanding the factors that influence leadership
 - Understanding the role of modern leaders
-

-
- Examining appropriate leadership styles
 - Exploring uses and sources of power
 - Situational leadership -- a model for leadership/flexibility
 - Self-assessment of preferred leadership styles
 - Characteristics and traits of effective leaders
 - Building and maintaining trust

Building and Leading Effective Teams

- The characteristics of effective teams and team members
- The characteristics of effective team leaders
- Stages of team development
- Assessing the strengths and development needs of your team
- Identifying and removing the barriers to effective teamwork
- Understanding team member roles and interdependencies

Coaching/Motivation

- Types of coaching
- The why, when, and how of coaching
- Reinforcing desired performance and behavior
- Establishing development plans to coach employee performance
- Providing motivators and eliminating de-motivators
- Techniques to create a self-motivated workforce
- Examining the models of Maslow, Herzberg, and others
- Developing actions to implement the principles of motivation

Problem Solving/Decision Making Utilizing Creativity

- Understanding the tools of creativity
- Describing and defining the problem
- Identifying possible causes and the root cause
- Examining possible solutions
- Implementing solutions to alleviate or eliminate the root cause
- Describing the decision
- Identifying and classifying the objectives of the decision
- Generating and assessing (possible alternatives)
- Assessing risks
- Making the best balanced choice for the decision
- Tools of PS/DM: brainstorming, data gathering, etc.

Performance Management

- Establishing a performance management process -- not an event
- Monitoring and documenting performance
- Taking corrective and preventive action to address performance
- Preparing and conducting interim performance progress review meetings
- Conducting the annual performance evaluation meeting
- Handling discipline
- Document performance and behavior
- The role of supervisor, human resources, management and others
- Understanding the importance of feedback

Effective Use of Time and Meeting Management Skills

- Identifying and handling time wasters
- Handling procrastination, interruptions, paperwork, and the telephone
- Setting, communicating and monitoring priorities
- Monitoring tasks and projects
- Getting the most from meetings

If you are interested and feel that you can commit to the program, let your supervisor know. If you have any questions or concerns, contact Stephen Kistner, DTS.

Application Format

All applicants must submit their application package to the USACHPPM DTS. Your application package must contain the following information:

- Application form (provided herein).
- A one-page Resume highlighting your USACHPPM experience.
- A listing of formal training you have completed and significant conferences/workshops pertaining to leadership and/or development skills.
- A statement of your interest in the USACHPPM Leadership Development Program. The statement must be 500 words or less (see Selection Criteria) and must provide the following:
 - Why you want to be a participant.
 - Information or experience to demonstrate your leadership potential.
 - The benefits you see from your participation.
- A Supervisory assessment of your supervisory/managerial potential. This assessment must be prepared by your immediate supervisor, must contain a statement of his/her commitment of support, and must be signed by both you and your supervisor.

USACHPPM Leadership Development
Application

Name _____

Position _____ Grade Level _____

Directorate _____

Division _____

Office Phone _____ Email Address _____

Career Aspirations :

List Problem/Issue within USACHPPM of Concern to You:

***Deadline to submit application packages to the DTS -- to be determined by the DTS.**

Signature of Applicant

Date

Selection Criteria

The DTS will consider all applicants for participation in the program without regard to applicant race, color, religion, sex, national origin, age, handicap, political affiliation, marital status, or membership/nonmembership in any employee organization and will evaluate the following:

- Leadership characteristics
 - Good communicator
 - Self-motivated
 - Good listener
 - Problem solver
 - Brings projects to completion
 - Tactful
 - Confident but not arrogant
 - Team player
- Leadership potential
 - Good attitude
 - Demonstrated ability to motivate others
 - Willingness to learn
 - Career aspirations
- Leadership/supervisory experience
- Interest in participation
- Ability to function as a member of a team
- Sense of how you may improve the organization as a leader.

Suggested Reading List

Books

Anju, Marempudi, *Insights on Management and Leadership*.

Blanchard, Ken, The One Minute Manager® Library, William Morrow and Company, Inc., New York:

The One Minute Manager®, (1982)

Putting the One Minute Manager to Work®, ((1984)

Leadership and the One Minute Manager®, (1985)

The One Minute Manager Gets Fit®, (1986)

The One Minute Manager Meets the Monkey®, (1989)

The One Minute Manager Builds High-Performing Teams®, (1990)

Blanchard, Ken, *Management of Organizational Behavior: Utilizing Human Resources, 5th Edition*, William Morrow and Company, Inc., New York, NY, 1985.

Blanchard, Ken, *Playing the Great Game of Golf: Making Every Minute Count*, William Morrow and Company, Inc., New York, NY, 1992.

Blanchard, Ken; Peale, Norman Vincent, *The Power of Ethical Management*, William Morrow and Company, Inc., New York, NY, 1988.

Blanchard, Ken; Bowles, Sheldon, *Raving Fans*, William Morrow and Company, Inc., New York, NY, 1993.

Champy, James, *Reengineering Management*, Harper Collins Publishers, Inc., 10 East 53rd Street, New York, NY, 1995.

Christensen, Clayton, *The Innovator's Dilemma*.

Clemen, Robert, *Making Hard Decisions, An Introduction to Decision Analysis*, Duxbury Press, Belmont, California, 1991.

Collins, James, *Built to Last*.

Collins, James, *Good to Great*.

The One Minute Manager® is a registered trademark of Penguin Putnam, Inc., 375 Hudson Street, New York, NY 10014. Use of the trademarked name does not imply endorsement by the U.S. Army but is intended only to assist in identification of a specific product.

Davis, Stanley M., *Blur – The Speed of Change in the Connected Economy*.

Depress, Max, et al., *Leadership Is An Art*.

Drucker, Peter, *Management Challenges for the 21st Century*.

Giuliani, Rudolph W., *Leadership*, Talk Miramax Books, 77 West 66th Street, New York, NY, 2002.

Government Executive Magazine, *The Manager's Edge*, Price Waterhouse, PricewaterhouseCooper LLP, 1301 Avenue of the Americas, New York, NY, 1998.

Hubbard, COL Edward (USAF Retired), *Escape from the Box*, Praxis International, Inc., 1343 Greenhill Avenue, West Chester, PA 19380-3959

Johnson, Spencer; Blanchard, Ken, *Who Moved My Cheese?* Penguin Putnam, Inc., 375 Hudson Street, New York, NY 10014, 1982.

Keith, Kent, *The Paradoxical Commandments*, Penguin Putnam, Inc., 375 Hudson Street, New York, NY 10014, 2001.

Kotter, John P., *Leading Change*, Harvard Business School Press, 1996.

Kouzes, James M., et al., *The Leadership Challenge: How To Keep Getting Extraordinary Things Done in Organizations (The Jossey-Bass Management Series)*.

Lancioni, Patrick M., *The Four Obsessions of an Extraordinary Executive: The Four Disciplines at the Heart of Making Any Organization World Class*.

Lewis, Michael, *The New New Thing*, W.W. Norton & Co., ISBN, 0-393-04813-6.

Lundin, Stephen; Paul, Harry, Christensen, John, *Fish!*, Hyperion, 77 West 66th Street, New York, New York, 1995. (See <http://www.fishphilosophy.com>.)

Maxwell, John C., *The 21 Irrefutable Laws of Leadership Follow Them and People Will Follow You*.

Quinn, Robert E., *Deep Change*, Jossey-Bass Publishers, San Francisco, CA 94104.

Snider, Don M.; Watkins, Gayle L., Forward by General (Retired) Frederick M. Franks, USA, *The Future of the Army Profession*, McGraw-Hill College Div., 2002.

Useem, Michael, *The Leadership Moment*, Random House, Inc., New York, NY, 1998.

See <http://www.amazon.com> for suggested reading material.

Articles

Kogan, M. (2001, September). BRIDGING THE GAP Across the generational divide in the Federal workplace. Government Executive, 16-20.

Peters, K. (2001, September). At Defense, Inc., Rules Are Changing. Government Executive, 82-84.

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APPENDIX C

USACHPPM Aspiring Leader Development Program

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“A good leader takes a little more than his share of the blame and a little less than his share of the credit”.

—The Manager’s Edge

Introduction

The development of good leaders is more important today than ever before. USACHPPM has developed a new Aspiring Leader Development Program for individuals in the early stages of their leadership careers who need to start with the fundamentals of leadership training. This program will teach the basics of effective leadership focusing on personal awareness and growth, team building, influencing skills, and problem solving.

The program will consist of seven training sessions over a period of eight months. Participants will attend these training sessions at the USACHPPM classroom in E-2100. All full-time, GS 5 - GS 10 employees and term employees will be eligible to apply.

Your application package must include your immediate supervisor’s recommendation and statement of support. The DTS will review the applications and submit to the USACHPPM Commander, for his approval. Details of the application requirements and of the selection criteria are included below.

The program will be a working/learning program administered by Harford Community College. Participants will be required to perform their present duties while being actively involved in a wide range of activities designed to create a foundation for understanding the challenges facing a new leader and for improving his/her leadership skills at a formative stage. Formal training sessions, meetings, reading assignments, and group projects will be part of the program.

Program Overview

The Aspiring Leader Development Program is designed to strengthen basic competencies in managerial skills in the following selected areas:

- Leadership
- Interpersonal Skills
- Motivation
- Team Building
- Problem Solving
- Conflict Management
- Customer Service
- Presentation Skills

Program Objectives

The fundamentals of the USACHPPM Aspiring Leader Development Program are expected to provide the following outcomes:

- An increased awareness of each of the participant's strengths and weaknesses as they pertain to leadership.
- Development of skills necessary to be an effective leader including interpersonal skills, motivation, team building, problem solving, decision making, and basic leadership skills.

Training Modules

- Module 1 - Effective Communication in the Workplace
- Module 2 - The Art of Giving and Receiving Effective Feedback
- Module 3 - Understanding Motivation
- Module 4 - The Importance of Teams
- Module 5 - Creativity and Problem Solving
- Module 6 - Proving Quality Customer Service/Presentation Skills
- Module 7 - Group Presentations and Graduation

Program Curriculum

Effective Communication in the Workplace

- Guidelines for effective interactions
- Identifying and removing communication barriers
- Understanding the importance of active listening
- Recognizing and avoiding defensive language
- Organizational communications

The Art of Giving and Receiving Effective Feedback

- The purposes of feedback
 - Redirection
 - Reinforcement
 - The barriers to giving and receiving feedback
-

-
- Personal style of receiving feedback
 - Strategies for improving your feedback

Understanding Motivation

- How needs drive motivation in individuals
- Theories of motivation and their relevance to the workplace
- Attitude and self-motivation
- The myths of motivation
- Tools of motivation

The Importance of Teams

- The importance of self-directed work teams
- Characteristics of effective teams
- Team development
- Roles team members play
- Barriers to effective teamwork

Creativity and Problem Solving

- Using your creativity and personal intuition
- Steps to problem solving
- Defining the problem
- Working with some basic tools
- Understanding the root cause
- Brainstorming potential solutions
- Selecting and implementing a solution
- Following-up and continuous improvement

Improving Quality Customer Service

- Internal and external customer service
- Getting in step with your customer
- Characteristics of quality customer service
- Coordination and communication

Presentation Skills

- Communicating with confidence
 - Relieving stress
 - Anticipating problems and having solutions
 - The role of non-verbal communication
 - Correct posture
-

-
- Using the podium as a tool
 - Handling question and answer sessions
 - Organizational tips
 - Closing with power

Individual Presentations

Each participant will be required, as a member of a team, to develop a formal presentation and present it to the class. The subject of the presentations will be determined by the participants and instructor in conjunction with USACHPPM leadership.

If you are interested and feel that you can commit to the program, let your supervisor know. If you have any questions or concerns, contact Stephen L. Kistner, DTS.

Application Format

All applicants must submit their application packages to the USACHPPM DTS.

Your application package must contain the following information:

- Application form (provided herein)
- A one-page Resume highlighting your USACHPPM experience.
- A statement of your interest in the Aspiring Leader Development Program. The statement must be no more than 500 words (see Selection Criteria) and must provide the following:
 - Why you want to be a participant.
 - Information or experience you may have to demonstrate your potential for leadership.
 - The benefits you see from your participation.
 - A supervisory assessment of your leadership potential. This assessment must be prepared by your immediate supervisor, must contain a statement of his/her commitment of support, and must be signed by both you and your supervisor.

USACHPPM Aspiring Leader Development Program
Application

Name _____

Position _____ Grade Level _____

Directorate _____

Division _____

Office Phone _____ E-mail Address _____

Career Aspirations:

***Deadline to submit application packages to the DTS - to be determined by DTS.**

Signature of Applicant

Date

First-Line Supervisor Endorsement

Date

Selection Criteria

The DTS will consider all applicants for participation in the program without regard to applicant race, color, religions, sex, national origin, age, handicap, political affiliation, marital status, or membership/nonmembership of any employee organization and will evaluate the following:

- Leadership potential
 - Good attitude
 - Demonstrated ability to motivate others
 - Willingness to learn
 - Career aspirations

- Leadership characteristics
 - Ability to communicate
 - Self-motivated
 - Good listener
 - Problem solver
 - Confident
 - Team player

- Interest in participation

- Ability to function as a member of a team

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APPENDIX D

Army Leader Development Training
Civilian Personnel Core Curriculum Courses

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Civilian Training

Intern Level—

- Intern Leadership Development Course (ILDC)

Eligibility: This course is required training for all Army interns as part of their intern training program. Attendance is scheduled through the local installation agency/Intern training coordinator.

Location: This course is taught by Civilian Leadership Training Division facilitators at regional training sites. For more information on available locations:

<http://www-cgsc.army.mil/cal/cltd/cltdfr.htm>

Course description: The ILDC provides an opportunity for interns to obtain—

- A better understanding of the Army culture and Organizational leadership concepts.
- An understanding of the leadership doctrine of providing purpose, direction, and motivation.
- An understanding of organizational dynamics and team development.
- An assessment of individual skills and leadership competencies.
- An understanding of their career potential as an Army civilian.

For more information: <http://www-cgsc.army.mil/cal/cltd/ildc.htm>

- Action Officer Development Course (AODC)

Eligibility: No prerequisites. AODC is available to all civilian and military action officers who want to develop or enhance their current skills. An action officer is a staff member with subject matter expertise who “works actions” on behalf of senior staff officers or commanders.

Location: This course can be completed as a traditional correspondence or online at the Army Institute for Professional Development web site:

<http://155.217.58.58/cgi-bin/atdl.dll/accp/st7000/top.htm>

Course description: AODC deals with “staff work” as it is generally practiced throughout the Army. It covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army standard; coordinating and conducting briefings; and ethics.

For more information: <http://www.cpol.army.mil/train/catalog/ch01aodc.html>

Team Leader/High Potential Professional and Supervisor Levels—

- Supervisory Development Course

Eligibility: This course is mandatory for all civilian supervisors GS-5 and above and all military supervisors of civilian employees. It is optional for any employee who wishes to enhance supervisory skills.

Location: It is a Department of the Army (DA) mandatory correspondence course.

Course description: This course covers the systems which make the supervisor's job easier, particularly those that deal with how to lead and supervise people. It concentrates on how to use the various systems to build a better organization and create a better work environment for people you supervise. This course covers subjects such as safety, classification, performance appraisals, counseling, etc. Case studies are used based on actual cases processed through the DOD Civilian Personnel Management Service Office of Complaint Investigations. Participants must complete both the Managing and Leading course and the Human Resources Management course to receive full credit.

For more information: <http://www.cpol.army.mil> (U.S. Army Training and Doctrine Command). Links to the on-line subcourses:

ST5001: http://155.217.58.58/cgi-bin/atdl.dll/accp/st5001/st5001_top.htm

ST5002: http://155.217.58.58/cgi-bin/atdl.dll/accp.st5002/st5002_top.htm

- Leadership Education and Development (LEAD) Course

Eligibility: LEAD is mandatory leadership training for all first-time supervisors of DA Civilian employees appointed within the past 12 months.

Location: Local commands are responsible for conducting the LEAD courses. Contact your servicing Civilian Personnel Advisory Center for class dates and location. Course information can be found at the Civilian Leadership Training Division's web site:

<http://www-cgsc.army.mil/cal/cltd/cltdfr.htm>

Course description: LEAD assesses participants' leadership effectiveness, employee and team effectiveness, and motivation and influence of employees. It trains supervisors to communicate effectively with employees, conduct effective counseling sessions, manage individual and team conflicts, create strategies to develop individuals into fully functioning teams, make effective decisions, and explain the effect of values on individual and team effectiveness.

For more information: <http://www-cgsc.army.mil/cal/cltd/lead.htm>

- Sustaining Base Leadership and Management (SBLM) Program

Eligibility: Civilian nominees must: (1) be serving in or have potential for advancement to key leadership positions; (2) have a career conditional appointment or career status. Civilians who are eligible must—

- Be serving in grades GS-12 through GS-14 (GS-11s and GS-15s by exception) or equivalent non-appropriated fund grades who are, or are destined to be, in sustaining basic leadership positions.
- Have career condition appointments or career status.
- Serve in Schedule A-Excepted appointments without time limitation, or under an Excepted Service appointment in the Defense Civilian Intelligence Personnel System.
- Be serving in or have potential for advancement to key leadership positions.

Location: Contact the Army Management Staff College, Ft. Belvoir, VA web site: <http://www.amsc.belvoir.army.mil>

Course description: The SBLM program is the Army's only leadership, management, and decision-making educational institution encompassing the breadth of the Army's sustaining base, geo-political interests through strategic systems to direct soldier support. It provides graduate-level advanced professional development across the functional areas in sustaining base. These areas include—

- Leadership, Management, and Decision Making
- National Security
- Military Forces and Doctrine
- Force Integration
- Resource Management
- Acquisition and Logistics
- Personnel Management
- Information Management
- Installation Management

The program focuses on broad-based leadership, management, decision-making, and knowledge of the Army and its context. The academic program emphasizes executive-level education over training, and focuses on enduring principles and concepts over transient or procedural activities.

For more information: <http://www.amsc.belvoir.army.mil/res.htm>
<http://www.cpol.army.mil/train/catalog/ch01/sblm.htm>

Supervisor Level—

- Leadership Education and Development (LEAD) Course

Eligibility: LEAD is mandatory leadership training for all first-time supervisors of DA Civilian employees appointed within the past 12 months.

Location: Local commands are responsible for conducting the LEAD courses. Contact your servicing Civilian Personnel Advisory Center for class dates and location. Course information can be found at the Civilian Leadership Training Division's web site: <http://www-cgsc.army.mil/cal/cltd/cltdfr.htm>

Course description: LEAD assesses participants' leadership effectiveness, employee and team effectiveness, and motivation and influence of employees. It trains supervisors to communicate effectively with employees, conduct effective counseling sessions, manage individual and team conflicts, create strategies to develop individuals into fully functioning teams, make effective decisions, and explain the effect of values on individual and team effectiveness.

For more information: <http://www-cgsc.army.mil/cal/cltd/lead.htm>

- Leadership Education and Development Train-the-Trainer (LEAD-TTT) Course

Eligibility: This course is designed to certify DA personnel (civilian and military) as facilitators of the LEAD course. Nominees must: (1) complete the LEAD course; (2) submit a Joint Management/Instructor Memorandum of Agreement in which the nominee's supervisor and the installation/activity commander indicate their support of the nomination and agree to allow the nominee to participate as a LEAD course facilitator for a minimum of 6 weeks over a two-year period.

Location: Taught by Civilian Leadership Training Division facilitators at Kansas City, Missouri.

Course description: The LEAD-TTT course provides instruction in practical application of leadership doctrine and competencies including professional ethics, counseling skills, communications, group development theory, team building, motivation, problem solving and decision making, and co-facilitating skills required to successfully facilitate the LEAD course.

For more information: <http://www-cgsc.army.mil/cal/cltd/cltdfr.htm>

- Supervisory Development Course

Eligibility: This course is mandatory for all civilian supervisors GS-5 and above and all military supervisors of civilian employees. It is optional for any employee who wishes to enhance supervisory skills.

Location: It is a DA mandatory correspondence course.

Course description: This course covers the systems which make the supervisor's job easier, particularly those that deal with how to lead and supervise people. It concentrates on how to use the various systems to build a better organization and create a better work environment for people you supervise. This course covers subjects such as safety, classification, performance appraisals, counseling, etc. Case studies are used based on actual cases processed through the DOD Civilian Personnel Management Service Office of Complaint Investigations. Participants must complete both the Managing and Leading course and the Human Resources Management course to receive full credit.

For more information: <http://www.cpol.army.mil>
(U.S. Army Training and Doctrine Command)
Links to the on-line subcourses—

ST5001: http://155.217.58.58/cgi-bin/atdl.dll/accp/st5001/st5001_top.htm

ST5002: http://155.217.58.58/cgi-bin/atdl.dll/accp.st5002/st5002_top.htm

- Sustaining Base Leadership and Management (SBLM) Program

Eligibility: Civilian nominees must: (1) be serving in or have potential for advancement to key leadership positions; (2) have a career conditional appointment or career status. Civilians who are eligible must—

- Be serving in grades GS-12 through GS-14 (GS-11s and GS-15s by exception) who are, or are destined to be, in sustaining basic leadership positions.
- Have career condition appointments or career status.
- Serve in schedule A excepted appointments without time limitation, or under an Excepted Service appointment in the Defense Civilian Intelligence Personnel System.
- Be serving in or have potential for advancement to key leadership positions.

Location: Contact the Army Management Staff College, Ft. Belvoir, VA web site:
<http://www.amsc.belvoir.army.mil>

Course description: The SBLM program is the Army's only leadership, management, and decision-making education institution encompassing the breadth of the Army's sustaining base, geo-political interests through strategic systems to direct soldier support. It provides graduate-level advanced professional development across the functional areas in sustaining base. These areas include—

- Leadership, Management, and Decision Making
- National Security

-
- Military Forces and Doctrine
 - Force Integration
 - Resource Management
 - Acquisition and Logistics
 - Personnel Management'
 - Information Management
 - Installation Management

The program focuses on broad-based leadership, management, decision-making, and knowledge of the Army and its context. The academic program emphasizes executive-level education over training, and focuses on enduring principles and concepts over transient or procedural activities.

For more information: <http://www.amsc.belvoir.army.mil/res.htm>
<http://www.cpol.army.mil/train/catalog/ch01/sblm.htm>

Manager Level—

- Manager Development Course

Eligibility: This course is available to new managers who supervise other managers or first-level supervisors.

Location: It is available as a correspondence course from the Army Institute for Professional Development web site: <http://www.atsc.army.mil/accp/aipd.htm>

Course description: The Manager Development Course introduces new managers to the skills necessary to perform their duties at a high level in a diverse organization. Participants will apply management processes to their work, identify special emphasis programs that affect managers, and assist subordinate supervisors in their professional growth. Courses include training in—

- Organizational culture
- Time management
- Objectives and plans
- Problem solving and decision making
- Planning, programming, and budgeting
- Manpower management
- Communications
- Information technology applications
- The Army Environmental Program
- Equal Employee Opportunity
- Professional ethics

-
- Internal management control
 - Army family team building

For more information:

<https://hosta.atsc.eustis.army.mil/cgi-bin/atdl.dll/accp/st6000/st6000.htm>

- Organization Leadership for Executives (OLE)

Eligibility: There is no grade restriction. First priority is designated for managers (supervisors of supervisors or managers of programs, resources, and/or policy). Others in the grade of GS-12 – GS/GM 15 are eligible and are encouraged to apply.

Location: OLE is conducted by the Civilian Leadership Training Division (CLTD) at Kansas City, Missouri and regional sites. For more information, see the CLTD web site: <http://www-cgsc.army.mil/cal/cltd/cltdfr.htm>

Course description: OLE trains leaders with increased self-awareness able to visualize, communicate and forge the organization's future. This course will explain and demonstrate the leadership skills and competencies required to perform at the managerial level. Emphasis is given to material that these leaders can use in leading their organizations to increasing levels of excellence. Course objectives deal with training leaders to conduct an organization assessment; communicate influentially; establish an effective organization climate; manage organizational change; develop an organization strategic plan; diagnosis of their own personal effectiveness; and build high-performing teams. OLE is entirely experiential in nature to assist the leader in looking beyond daily activities to assessing and interpreting, in an ever-enlarging way, the external environment; the organization; the leadership process; the need for subordinate development at all levels; and the need for continuing self-development.

For more information: <http://www-cgsc.army.mil/cal/cltd/ole/htm>

- Personnel Management for Executives (PME) I & II (Civilian Manager Level)

Eligibility: Federal employees, GS/GM-13/14, and equivalent wage grade and field grade military personnel are eligible to attend on a space-available basis. GS-12s and GS-15s are accepted on an exception basis. The primary audience is managers and second-level supervisors. First line supervisors and team leaders with responsibility for providing leadership, guidance, and direction over the work of others will also be considered.

With all eligibility requirements met, PME II students must wait at least 24 months after graduating from PME I before attending PME II.

Location: Contact the Army Management Staff College, Registrar's Office, (703) 805-4757; or e-mail: registrar@amsc.belvoir.army.mil

Course description: PME I is a two-week development experience that explores leadership concepts as well as practical application through a challenging curriculum and networking opportunities. Major subject areas include adaptive change, the role of the leader, ethical decision-making, communication, stress and wellness, personal leadership styles and diversity. Daily presentations by subject matter experts, along with interactive exercises and simulations, action learning peer groups, and relevant reading material characterize the experience. The program is a forum for military and civilian Federal executives and is designed to improve leadership and management competencies, expand perspectives, and generate ideas. Students focus on “people issues” within their organizations.

PME II is a challenging, five-day program where guest speakers and action learning peer groups combine with individual and group activities to meet the challenges to today’s uncertainty, change and opportunity. Discovery topics include change, power, transformational leadership and character. It develops advanced leadership competencies around a core theme that explores emerging issues.

For more information: http://www.amsc.belvoir.army.mil/amsc_pme.htm; <http://www.cpol.army.mil/train/catalog/ch01pme1.htm>; and/or http://www.cpol.army.mil/train/catalog_ch01pme2.htm

Senior Manager Level—

- Senior Service College (SSC) Fellowship Program

Eligibility: Each year the DA selects a limited number of officers as SSC Fellows to participate in fellowships at government and civilian universities and agencies in lieu of resident attendance at a senior service college. Forty-four officers from the Active Component, Army National Guard, and Army Reserve will be assigned to the U.S. Army War College to study and conduct research.

Location: Forty-four officers from the Active Component, Army National Guard, and Army Reserve will be assigned to the U.S. Army War College. Carlisle Barracks, Pennsylvania. They will participate in fellowships at 20 separate locations in the U.S. and Canada. Fellows attend summer orientations at the U.S. Army War College and the Pentagon. If not in attendance at Carlisle Barracks of the U.S. Army War College, Fellows are fully affiliated with the resident class. They are considered an extension of the U.S. Army War College.

Course description: Several conferences are held at the U.S. Army War College during each academic year. In many cases, students will be invited to participate in the conferences. The Strategic Leadership Working Group provides an opportunity to explore the subject of Strategic Leadership. Conferences focus on the developmental process and the potential contributions of educational institutions. The Strategy Conference brings together prominent military and civilian strategists who present

formal papers on specialized issues of national security strategy and national military strategy.

For more information:

<http://carlisle-www.army.mil/usawc/daa/Pam2000/page43.html>

- Defense Leadership and Management Program (DLAMP)

Eligibility: This course is available to permanent, full-time DOD civilian employees who permanently occupy GS-12, 13, 14, or 15 (or equivalent level) positions.

Location: All new participants will attend a two-week program in Southbridge, Massachusetts. The program will include an orientation to DLAMP and the first of the mandatory graduate-level courses, Business Research. After completion of the Business Research course, participants are required to complete up to 18 advanced graduate-level college courses specially designed with a defense focus. Participants are required to complete a career-broadening rotational assignment, normally outside their Component or functional area, of at least 12 consecutive months. (Previous assignments may fulfill this requirement). Participants are required to complete a senior-level course in professional military education (PME), with an emphasis on national security decision-making, lasting at least three months. Participants are also required to complete Component-and occupational-specific development courses, as appropriate. Geographic mobility is encouraged and may be mandated by some Components.

Course description: DLAMP is a systematic program of “joint” civilian leader training, education, and development within and across the DOD. The following is a summary of program elements:

- Orientation/Business Research
- Graduate-level courses – required to complete up to 18 advanced graduate-level college courses specially designed with a defense focus.
- Rotational Assignments – required to complete a rotational assignment, normally outside their Component or functional area, of at least 12 consecutive months.
- Professional Military Education – required to complete a senior-level course in professional military education with an emphasis on national security decision-making, lasting at least 3 months.
- Component- and Occupation-specific development courses.

For more information: <http://dlamp.dfas.mil/info.html>

Senior Executive Service Level—

- General Officer/Senior Executive Service Orientation Training Conference

Eligibility: This course is mandatory for all installation commanders, deputy installation commanders, and Major Command staff principals with installation responsibilities. It is optional for all other General Officers and Senior Executive Service officials on a space-available basis.

Location: To be determined. Contact the U.S. Army SES Office, ATTN: SAMR-SES (Room 2C670), 111 Army Pentagon, Washington, DC 20310-0111; telephone: (703) 695-2975.

Course description: This course is designed and developed to fulfill Chief of Staff, Army intent to better equip installation commanders for that challenging duty. It addresses the leadership and management requirements of Base Operations Support from the commander's viewpoint. Emphasis is on the influence and relationships of people, money, facilities, logistics, organizations, and doctrine of Base Operations Support. The curriculum incorporates evolving initiatives, trends, and issues affecting installations.

SES Training course description: This course assists newly appointed SES members in the transition to the Army's Executive Team by providing discussion and insight on the strategic and operational challenges faced by senior leaders and by obtaining a unified frame of reference and a common understanding of Army mission and challenges.

For more information: <http://www.amsc.belvoir.army.mil/goic.htm>

- General Officer/Senior Executive Service Force Integration Course

Eligibility: Mandatory for all installation commanders, deputy installation commanders, and Major Command staff principals with installation responsibilities. It is optional for all other General Officers and Senior Executive Service officials on a space-available basis

Location: Army Force Management School, Fort Belvoir, VA.

Course description: The Force Integration Course familiarizes senior executives with the how to and why of determining force requirements and alternative means of resourcing requirements in order to accomplish Army functions and missions as related to their executive-level management positions within the joint/combined arena.

For more information: http://www.cpol.army.mil/ses/fi_goses.htm

- Center for Creative Leadership (CCL) Leadership Development Program

Eligibility: Participants are executives, middle- and upper-level managers who can benefit from developmental experiences focusing on leadership capacities as part of a self-awareness-based learning process. The program is best suited for managers who

learn through a variety of experiences, including case studies, discussion and reflection, small-group activities, and extensive feedback.

Location: There are 4 CCL locations: Greensboro, North Carolina; Colorado Springs, Colorado; San Diego, California; and Brussels, Belgium.

Course description: By combining in-depth assessment, individual feedback and coaching, change management, and activity-based learning, this course stimulates long-term improvements and change in leadership style and behaviors. LDP is designed to help leaders be more effective and successful in their professional as well as their personal lives. Special features of this course include a variety of 360-degree assessment tools; a videotaped session that helps coaching skills; and a power half-day leadership and team problem-solving activity that pulls all of the classroom elements together and gives participants a variety of opportunities to practice new behaviors that can be implemented back on the job.

For more information: <http://www.ccl.org>
<http://www.ccl.org/programs/openenroll/ldp.htm>

- Equal Opportunity Seminar for General Officers and Senior Executive Service Members

Eligibility: This course is mandatory for all installation commanders, deputy installation commanders, and Major Command staff principals with installation responsibilities. It is optional for all other General Officers and Senior Executive Service officials on a space-available basis.

Location: Cocoa Beach, Florida or contact the Defense Equal Opportunity Management Institute, 740 O'Malley Road, Patrick AFB, FL 32915-3399; telephone: (407) 5976, DSN: 854-5976.

Course description: This course familiarizes senior leaders with their equal opportunity responsibilities.

For more information: http://www.cpol.army.mil/ses/eo_semin.htm

- APEX Orientation Program

Eligibility: This course is an orientation for senior civilians and senior political appointees. All senior civilian employees who have been in the SES for less than one year will be required to attend. SES members who transfer into DOD from other government agencies will also be required to attend.

Location: Contact the Washington Headquarters Services, Personnel and Security, 1777 N. Kent Street, Arlington, Virginia 22209-2164; telephone: (703) 588-0400.

Course description: This is the initial orientation course for all new SES members (career and non-career) within the DOD. The course will address issues and topics of common concern such as DOD goals and priorities; the Joint Chiefs and Joint Commands; Component plans and perspectives; Service structures; acquisition; budget and financial administration; personnel and resources; leadership; evolving issues; logistics; diversity; ethics; integrity; conflict of interest; and protocol. The course will include a one-week residential seminar and a week of travel to four Unified Combatant Commands and neighboring military installations. Additionally, a series of executive seminars will be provided to increase the participant's understanding of the domestic and international issues that affect the DOD and shape its priorities.

For more information: <http://persec.whs.mil/apex/apexprog.html>

Military Officer Training

Intern Level—

- Officer Basic Course (OBC)

Eligibility: The participant must be an entry level, Active Duty, U.S. Army Medical Department (AMEDD) commissioned officer (including being a member of the Active-Guard Reserve Program); also, available to participants who are a Reserve Component Medical Service Corps officer possessing either the 70B67 or 67J00 area of concentration. Participants may also attend course on a space-available basis, regardless of soldier's AMEDD area of concentration if soldier is assigned to the Army National Guard or U.S. Army Reserve.

Location: Proponent service schools.

Course description: The OBC course includes a physical training program; a field training exercise that includes nuclear, biological and chemical warfare defense, land navigation, weapons training, maintenance; and Combat Health Support. The course is divided into three modules: Preparation, Common Core, and Track. This course will help officers develop—

- Competency to perform officer/soldier skills to standard.
- An ability to apply the concepts of Combat Health Support.
- An attitude of professionalism in the performance of assigned duties.

For more information: <http://www.cs.amedd.army.mil/obc/>

Supervisor Level—

- Officer Advanced Course (OAC)

Eligibility: The OAC is available to the following: Phase 1 - Active and Reserve Component commissioned officer and warrant officers in any AMEDD branch. Active duty officers must have 4 years with preferably no more than 7 years of commissioned or warrant service prior to the resident phase. Participants must have credit for the AMEDD Officer Basic Course or the equivalent branch-qualifying course and credit for the AMEDD Officer Advanced Course or equivalent precludes enrollment. Phase 2 - includes participants successfully completing Phase 1.

Location: Proponent service schools.

Course description: The OAC is a branch-specific course that provides captains an opportunity to acquire the leader, tactical, and technical skills needed to lead company-size units and serve at battalion and/or brigade staff levels. The 6-8-CSS, AMEDD

OAC is designed to meet the manpower requirements of the AMEDD and to prepare the graduate to perform skills crucial to future military assignments. The course provides advanced military education level training for Active and Reserve Component AMEDD officers of all corps. Phase 1 consists of 17 subcourses and is available through correspondence course study in book or CD ROM format. Phase 2 is 10 weeks of resident training at the AMEDDC&S, Fort Sam Houston, Texas.

For more information: <http://www.cs.amedd.army.mil/oac/>

- Combined Arms and Services Staff School (CAS³)

Eligibility: Students must attend the six-week course, the Staff Process phase of the Captains Career Course. As part of the Captains Professional Military Education program, all basic branch officers attend the course immediately after completion of branch/technical training at Officer Advanced Courses. CAS³ attendance is mandatory for all officers, except as prescribed for those in selected special branches.

Location: CAS³ consists of a prerequisite nonresident phase (Phase I), and a resident phase (Phase II) at Fort Leavenworth, KS.

Course description: The Staff Process Course is designed to train officers of the Active and Reserve Components to function as staff officers with the Army in the field. It develops officers to function as staff officers by improving their abilities to analyze and solve military problems, communicate, and interact as members of a staff and broaden understanding of Army operations, organization, and procedures. The goal is to—

- Improve ability to analyze and solve military problems.
- Improve communication skills.
- Improve ability to interact and coordinate as a member of a staff.
- Improve understanding of Army organizations, operations, and procedures.

For more information: <http://www-cgsc.army.mil/cas3/cas3info.htm>

- Pre-Command Course (PCC)

Eligibility: PCC is available to incoming Initial Entry Training (IET) Brigade and Battalion Commanders and Command Sergeants Major. Incoming commanders must attend this course prior to assuming command. Field Grade Officers assigned to IET Brigades/Battalions and Brigade Chaplains may also attend on a space-available basis.

Location—

- Branch-specific PCC instruction is provided at the officer's branch school.

-
- Branch-immaterial PCC instruction is conducted by the CGSC School for Command Preparation. Attendance is mandatory for all Active Component and Reserve Components command designees.
 - Tactical Commanders Development Program instruction is attended by selected command designees following branch-immaterial PCC.

Course description: PCC assists in preparing students for the demanding leadership requirements of training our Army's new soldiers. It is specifically designed to provide these senior leaders with the information required to develop and sustain high performance IET units that will provide our Army with basically trained, discipline, motivated, and physically fit soldiers, who espouse the Army's core values and are focused on teamwork. It is 2 weeks of comprehensive instruction focusing on the unique aspects of the IET environment utilizing classroom instruction, seminars, and site visits that ensure leaders have the detailed information needed for successful transition into their IET units.

For more information: <http://jackson-222.army.mil/pcc/pcc.htm>

Manager Level—

- Command and General Staff Officer Course (CGSOC)

Eligibility: Officers must be Captains (Promotable) or higher and have less than 14 years of Active Federal Commissioned Service as of the date the selection board convenes. Participants must have graduated from or have credit for completing a branch Captains Career Course. Selected officers will prepare for duty as staff officers and field grade commanders primarily at brigade and higher echelons.

Location: Active component officers are considered for resident attendance at Fort Leavenworth, Kansas during an eligibility window that opens upon selection for Major and extends through four subsequent, consecutive selection board considerations. Attendance usually occurs between the 10th and 15th year. The nonresident version (correspondence) is equivalent to the resident course for satisfying career-schooling requirements. Officers not selected for resident Command and Staff College attendance are encouraged to complete their MEL 4 military education by enrolling in and completing the nonresident CGSOC administered by the Directorate of Nonresident Studies of the U.S. Army Command and General Staff College.

Course description: CGSOC educates officers in the values and attitudes of the profession of arms and in the conduct of military operations during peace, conflict, and war with emphasis at corps and division levels. It is a 40-week and 2-day course (1-250-C2) that prepares officers of the Active and Reserve Components, other services, and other countries for command and higher-echelon staff responsibilities. Instruction is designed to develop student reasoning and decision-making ability, character self-expression, and teamwork. Participants must recognize a problem,

determine the basic issues involved, obtain the necessary information for a solution, and understand and properly apply principles. They must also analyze problems based on available information, and arrive at logical solutions or decisions with reasonable speed. Participants must communicate their reasoning and decisions with faculty both orally and in writing, and know how to supervise to ensure proper execution. They are educated in sound doctrine and procedures. Instruction is oriented primarily on developing logical, practical, and original reasoning ability in military problem solving rather than on the merits of any single solution. The goals of the CGSOC are to develop officers who—

- Display tactical and technical combined arms proficiency.
- Can prepare, fight, and sustain forces across the spectrum of conflict.
- Can apply the perspectives of military theory and history.
- Understand how the Army builds a capable force by structuring, manning, equipping, training, sustaining, stationing, deploying, and funding organizations.
- Understand joint force employment at the operational and tactical levels of war.
- Are instilled with joint attitudes and perspectives.
- Communicate effectively in a variety of media.
- Can solve complex problems by systematically and under pressure.
- Embody the principles, attitudes, and values of military leadership.
- Understand the roles of the military in a free society.
- Confidently accept higher levels of responsibility.

For more information: <http://www-cgsc.army.mil/dsa/pubs/cir351-1/contents.htm>
<http://ww-cgsc.army.mil/college.htm>

Senior Manager Level—

- Senior Service College (SSC) Fellowship Program

Eligibility: Each year the DA selects a limited number of officers as SSC Fellows to participate in fellowships at government and civilian universities and agencies in lieu of resident attendance at a senior service college. Forty-four officers from the Active Component, Army National Guard, and Army Reserve will be assigned to the U.S. Army War College to study and conduct research.

Location: Forty-four officers from the Active Component, Army National Guard, and Army Reserve will be assigned to the U.S. Army War College. Carlisle Barracks, Pennsylvania. They will participate in fellowships at 20 separate locations in the U.S. and Canada. Fellows attend summer orientations at the U.S. Army War College and the Pentagon. If not in attendance at Carlisle Barracks of the U.S. Army War College, Fellows are fully affiliated with the resident class. They are considered an extension of the U.S. Army War College.

Course description: Several conferences are held at the U.S. Army War College during each academic year. In many cases, students will be invited to participate in the conferences. The Strategic Leadership Working Group provides an opportunity to explore the subject of Strategic Leadership. Conferences focus on the developmental process and the potential contributions of educational institutions. The Strategy Conference brings together prominent military and civilian strategists who present formal papers on specialized issues of national security strategy and national military strategy.

For more information: <http://carlisle-www.army.mil/usawc/daa/Pam2000/page43.html>

Senior Executive Service—

- General Officer/Senior Executive Service Orientation Training Conference

Eligibility: This course is mandatory for all installation commanders, deputy installation commanders, and Major Command staff principals with installation responsibilities. It is optional for all other General Officers and Senior Executive Service officials on a space-available basis.

Location: Contact the U.S. Army SES Office, ATTN: SAMR-SES (Room 2C670), 111 Army Pentagon, Washington, DC 20310-0111; telephone: (703) 695-2975.

Course description: This course is designed and developed to fulfill Chief of Staff, Army intent to better equip installation commanders for that challenging duty. It addresses the leadership and management requirements of Base Operations Support from the commander's viewpoint. Emphasis is on the influence and relationships of people, money, facilities, logistics, organizations, and doctrine of Base Operations Support. The curriculum incorporates evolving initiatives, trends, and issues affecting installations.

For more information: <http://www.amsc.belvoir.army.mil/goic.htm>

- General Officer/Senior Executive Service Force Integration Course (SES Level)

Eligibility: Mandatory for all installation commanders, deputy installation commanders, and Major Command staff principals with installation responsibilities. It is optional for all other General Officers and Senior Executive Service officials on a space-available basis

Location: Army Force Management School, Fort Belvoir, VA.

Course description: The Force Integration Course familiarizes senior executives with the how to and why of determining force requirements and alternative means of resourcing requirements in order to accomplish Army functions and missions as related to their executive-level management positions within the joint/combined arena.

For more information: http://www.cpol.army.mil/ses/fi_goses.htm

- Equal Opportunity Seminar for General Officers and Senior Executive Service Members (Civilian SES Level and Military General Officer Level)

Eligibility: This course is mandatory for all installation commanders, deputy installation commanders, and Major Command staff principals with installation responsibilities. It is optional for all other General Officers and Senior Executive Service officials on a space-available basis

Location: Cocoa Beach, Florida or contact the Defense Equal Opportunity Management Institute, 740 O'Malley Road, Patrick AFB, FL 32915-3399; telephone: DSN: 854-5976.

Course description: This course familiarizes senior leaders with their equal opportunity responsibilities.

For more information: http://www.cpol.army.mil/ses/eo_semin.htm

- Center for Creative Leadership (CCL) Leadership Development Program

Eligibility: Participants are executives, middle- and upper-level managers who can benefit from developmental experiences focusing on leadership capacities as part of a self-awareness-based learning process. The program is best suited for managers who learn through a variety of experiences, including case studies, discussion and reflection, small-group activities, and extensive feedback.

Location: There are 4 CCL locations: Greensboro, North Carolina; Colorado Springs, Colorado; San Diego, California; and Brussels, Belgium.

Course description: By combining in-depth assessment, individual feedback and coaching, change management, and activity-based learning, this course stimulates long-term improvements and change in leadership style and behaviors. LDP is designed to help leaders be more effective and successful in their professional as well as their personal lives. Special features of this course include a variety of 360-degree assessment tools; a videotaped session that helps coaching skills; and a power half-day leadership and team problem-solving activity that pulls all of the classroom elements together and gives participants a variety of opportunities to practice new behaviors that can be implemented back on the job.

For more information: <http://www.ccl.org>
<http://www.ccl.org/programs/openenroll/ldp.htm>

Military Enlisted Training

Intern Level—

- Primary Leadership Development Course (PLDC)

Eligibility: Active Army or Reserve Component enlisted soldier eligible for reenlistment and recommended by immediate commander attend PLDC. Attendance is mandatory for promotion to Sergeant. Sergeants are the first priority; Specialists (Promotable) and Corporals (Promotable) are the second priority.

Course description: PLDC provides basic leadership training for soldiers selected for promotion to Sergeant. It provides an opportunity to acquire the skills, knowledge, and behaviors needed to lead a team size unit and serves as the foundation for further training and development.

For more information: <http://knox-www.army.mil/school/ncoa/pldc.htm>

Team Leader/High Potential Professional—

- Basic Noncommissioned Officer Course (BNCOC)

Eligibility: The BNCOC course is available to Active Army or Reserve Component enlisted personnel selected by Personnel Command (PERSCOM) (Active Army) or recommended by Unit Commander (Reserve Component). Participants must be qualified in the military occupational specialty of course attended. First priority will be given to Staff Sergeants and Sergeants (P). Second priority will be given to Sergeants and Corporals (P)/Specialists (P) performing in positions for which the training is designed. All, except staff sergeants, must have successfully completed the PLDC at least six months prior to attending BNCOC course.

Location: Proponent service schools.

Course description: BNCOC is a two-phased course with Phase 1 a 12-day non-military occupational specialty course taught in a Noncommissioned Officer Academy live-in environment using classroom instruction with practical application. This course uses Training Support Packages and the small group process to teach the theory and principles of battle focused common leader training, and the war-fighting skills required to lead a squad-sized element in combat. This Phase is a prerequisite to attending the military occupational specialty-specific training in Phase 2. Phase 2 is a hands-on, performance-oriented training conducted in a field training environment with instruction in the following areas: Tactics, Maintenance, Gunnery, Weapons, Safety, Troop Leading Procedures, Physical Fitness, and Simulation Training.

For more information: <http://knox-www.army.mil/school/ncoa/ncoa/htm>

Supervisor Level—

- Advanced Noncommissioned Officer Course (ANCOC)

Eligibility: Participants must have been selected for promotion to Sergeant First Class. They attend ANCOC within a year after the release of the appropriate Sergeant First class selection list.

Location: Proponent service schools.

Course description: ANCOC is a two-phased course with Phase 1 a 12 day, non-military occupational specific course taught in an Noncommissioned Officer Academy live-in environment using classroom instruction with practical application. This course uses Training Support Packages and the small group process to teach the theory and principles of battle focused common leader training, and the war-fighting skills required to lead a platoon-sized element in combat. This Phase is a prerequisite to attending the military occupational specialty-specific training in Phase 2. Phase 2 is a hands-on, performance-oriented training conducted in a field-training environment with instructions in platoon tactical training, gunnery, maintenance management, training management, leadership skills, and staff support functions using the “train-the-trainer” concept.

For more information:

<http://knox-www.army.mil/school/ncoa/ANCOCPHASE1.htm>

Manager Level—

- First Sergeants Course

Eligibility: Participants must be a Sergeant First Class, Sergeant First Class (Promotable), or a Master Sergeant. They must be an ANCOC graduate, and be a selectee for, or filling, a valid First Sergeant or Detachment Sergeant position.

Location: Phase I is self-study. Phase II is conducted at Fort Bliss, Texas, at certain Army Reserve and National Guard Centers in the U.S., or by video teletraining at locations worldwide.

Course description: The course consists of 2 phases. Phase I contains 31 self-study lessons consisting of 60 lesson hours with a 3 hour examination taken via the Internet. Students will have 60 days to complete Phase I before attending Phase II. Phase II includes 3 weeks of interactive small-group instruction. Major subjects of study include training management, unit administration, communicative skills, discipline and morale, logistics and maintenance, tactical operations, and physical fitness training.

For more information: <http://usasma.bliss.army.mil/FSC/>

Senior Manager Level—

- U.S. Army Sergeants Major Course

Eligibility: Participants must be assigned as, or pending assignment as, a Garrison, Area Support Group, or Base Support Battalion Sergeant Major. Reserve component Sergeants Major in these types of assignments are also eligible on a space-available basis.

Location: For resident training, this course is conducted at Fort Bliss, Texas. Selected participants may complete this course by corresponding studies. Attendance to resident or non-resident training is determined by a DA Selection Board.

Course description: This course is a highly experiential workshop designed for Garrison/Area Support Group/Base Support Battalion Sergeants Major. It is focused at the command group level and deals with the decisions that the garrison commander/sergeant major team will be asked to make on a daily basis, and on the information that they will need to make those decisions. The course introduces Army Base Operations Support and Installation Management functional area structure, as well as current doctrine and policy. The course employs panels, case studies, and practical exercises and explores actual garrison situations, and the tools, techniques, and procedures in use by commanders and sergeants major across the Major Commands to achieve mission requirements. The course is conducted in an interactive, seminar format and participants must actively participate in order for the objectives to be reached.

For more information: <http://www.amsc.belvoir.army.mil/gsgmc.htm>

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APPENDIX E

Other Training and Development Opportunities

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Other training and development opportunities may not be required for career progression, but they can assist employees in individual self-development and long-term career goals. Some examples are as follows:

U.S. Department of the Army (USDA) Leadership Development Academy (LDA) Graduate School

The LDA is focused on developing current and future Federal executives, managers, and leaders. It strengthens both individual and organization performance. The LDA offers long-term (six months to one year) career development programs that provide a broad range of executive, managerial and leadership training, plus continuing opportunities for professional development.

- Aspiring Leader Program

Eligibility: The Aspiring Leader Program is for Federal employees at the GS-5 through GS-6 levels for positions as team leaders, supervisors, and managers.

Course description: This program strengthens basic competencies in managerial skills such as—

- Oral and written communication
- Problem solving
- Leadership skills
- Interpersonal skills
- Self-direction
- Flexibility
- Customer service
- Decisiveness
- Technical competence

It is structured around three, 5-day residential seminars. Each seminar includes a daily classroom schedule and several mandatory evening sessions. This program is designed around classroom learning and self-study assignments to allow the employee to design the program to specifically fit his/her developmental needs.

For more information: http://grad.usda.gov/programs_services/lda/alp.cfm

- New Leader Program

Eligibility: The New Leader Program introduces GS-7 through GS-11 Federal employees to the core competencies of a first line supervisor.

Course description: This program provides practice in the team skills that are central to modern management. It is a six-month program that addresses nine basic

competencies, includes three five-day residential sessions and preparation of an individual development plan. The assignment will provide insight into the organization's mission, culture, and organizational structure.

For more information: http://grad.usda.gov/programs_services/lda/nlp.cfm

- Executive Leadership Program for Mid-Level Employees

Eligibility: This program is designed for mid-level employees at the GS-11 through GS-13 levels who have little or no supervisory experience.

Course description: This is a 12-month nationwide program that provides residential training, developmental work experiences, needs assessment and career planning that gives participants the skills, experience, and exposure to move into positions of more responsibility. It is structured around four, five-day residential seminars held within a 200 mile radius of the Washington, D.C. area. It is based on the Leadership Effective Framework model for effective leadership/managerial performance and will help participants acquire or enhance the competencies needed to become a successful leader and manager within the Federal government.

For more information: http://grad.usda.gov/programs_services/lda/welp/cfm

- Executive Potential Program

Eligibility: The Executive Potential Program offers training and development experiences for high-potential GS-13 through GS-15 Federal employees who are moving into managerial positions.

Course description: This program provides managerial needs assessment, individual development plans, developmental work assignments and residential training that address the competencies necessary for executive-level positions. It is a competency-based leadership development program designed to enhance the skills needed to become a successful leader by providing new and challenging experiences that will lead to leadership growth and senior-level positions. The program employs experiential learning supported by classroom instruction. These program components include—

- 360-degree assessment
- Four, one-week residential sessions
- Leadership Development Plan
- Senior Executive Mentor
- Developmental work assignments
- Experiential learning teams/projects
- Benchmarking
- Senior executive interviews and shadowing assignments

The residential session curriculum consists of four one-week intensive sessions focusing on—

- Individual development needs
- Team building
- Leadership skills
- Experiential learning project identification and project planning
- Leading change
- Leading people
- Managing for results
- Building coalitions/communications.

For more information: http://grad.usda.gov/programs_services/lda/epr.cfm

- Congressional Fellows Program

Eligibility: The Congressional Fellows Program is designed for senior-level agency managers, GS-13 through GS-15 and Uniform Service Equivalents.

Course description: This program gives senior-level agency managers from the Federal executive branch insight into Capitol Hill operations. Fellowship participants work in Congressional offices and on Congressional committees. It is a six-month program.

For more information: http://grad.usda.gov/programs_services/lda/cfp.cfm

The U.S. Office of Personnel Management, Federal Executive Institute

The Federal Executive Institute was established by President Lyndon B. Johnson in 1968 to develop the most talented and promising people to the programs it will offer.

- Harvard University Programs for Senior Executive Fellows

Eligibility: The Harvard University Programs are for managers who are at the GS-14/GS-15 level. Candidates for the Senior Executive Service strongly are desired. Directed primarily to promising upper-level managers who have advanced rapidly into senior positions and are now required to focus on the “large picture” of the organization.

Location: John F. Kennedy School of Government, Harvard University, Cambridge, MA.

Course description: Participants are expected to contribute their professional expertise to complement the program’s learning experience, and are selected to reflect a broad cross-section of functional and operational responsibilities. The program is a unique opportunity to gain perspectives on public policy and management, to strengthen managerial skills and to acquire insights into managerial practice, and to interact across

agency and executive-legislative branch boundaries. This program is not centrally funded by ACTEDS resources.

For more information: <http://cpol.army.mil/home/home.html>

APPENDIX F

Sample USACHPPM Individual Development Plan
CHPPM Form 413-R-E, NOV 2000

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***Sample Form**

INDIVIDUAL DEVELOPMENT PLAN

PRIVACY ACT STATEMENT: Section 4103 of Title 5 to U.S. Code authorizes collection of this information. This information will be used by staff management personnel and the Personnel Office servicing your locality, to plan and/or schedule training and development activities. Collection of your Social Security Number is authorized by Executive Order 9397. Furnishing this information on this form, including your Social Security Number, is voluntary.

Signature of Trainee

Section A - TRAINEE

1. Name <i>(Last, First, Middle Initial)</i>	2. Social Security No.	3. Period Covered <i>(dd mmm yyyy)</i> TO	4. Career Field/MOS/SSI
5. Position Title/Duty Title	6. Pay Plan/Series/Grade/Step/Rank	7. Organization Name/Directorate/Program	

Section B - DEVELOPMENTAL OBJECTIVES AND GOALS (Skills/Performance Enhancement, Career Accomplishments, etc.)

8. Short-Term Objectives	Date Completed <i>(dd/mm/yy)</i>	9. Long-Term Goals (2-5 Years)	Date Completed <i>(dd/mm/yy)</i>
a.		a.	
b.		b.	
c.		c.	
d.		d.	

Section C - PRIORITY 1* (see back for explanation)

10. Course Title/Number	Source	Location	Training Period	Hours	Tuition	Date Completed <i>(dd/mm/yy)</i>
a.						
b.						
c.						
d.						

Section D - PRIORITY 2* (see back for explanation)

11. Course Title/Number	Source	Location	Training Period	Hours	Tuition	Date Completed <i>(dd/mm/yy)</i>
a.						
b.						
c.						
d.						

Section E - PRIORITY 3* (see below for explanation)

12. Course Title/Number	Source	Location	Training Period	Hours	Tuition	Date Completed (dd/mm/yy)
a.						
b.						
c.						
d.						

Section F - APPROVAL/CONCURRENCE/CERTIFICATION

Supervisor/Authorizing Official: I certify that I will support the training and/or development outlined in this IDP and will recommend approval of training within budget constraints. I have counseled the employee for whom this IDP has been prepared.

13. SUPERVISOR/PROGRAM MANAGER/RATER

a. Type Name(*Last, First, Middle Initial*)

b. Date

c. Signature and Title

14. DIRECTOR/SENIOR RATER

a. Type Name(*Last, First, Middle Initial*)

b. Date

c. Signature and Title

15. Trainee: I have been counseled regarding my career goals and training or development needed to achieve these goals. I have included only goals that I can realistically expect to achieve during the time period specified.

a. Trainee Signature

b. Date

***Training Priorities:** These priorities should be used for all training, to include Army Civilian Training, Education, and Development System (ACTEDS), Universal, and Competitive Development training, as well as occupational and function skill training. Universal training provides standardized knowledge, skills and abilities across an occupational area to all individuals who have similar duties and responsibilities.

Priority 1: Training that is typically a condition of employment, must be successfully completed within a specified time period, and meet one or more of the following criteria: (a) Training is essential for mission accomplishment; (b) Training is mandated by higher authority (e.g., law of Department of Defense) or is required for certification, health or safety reasons; (c) Training is mandated by the Assistant Secretary of the Army (e.g., Manpower and Reserve Affairs) as an ACTEDS leader development core course; (d) Training is essential, functional intern training.

Priority 2: Training must be needed for effective performance and to improve the quality of mission accomplishment. It is recommended that training mandated or specified in an approved training plan for enhancement of performance resulting in the improvement in the quality of mission accomplishment should be completed within a specified time period.

Priority 3: This training, such as on-the-job training, is recommended for all individuals to improve or enhance knowledge, skills and abilities.

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January 2003



USACHPPM TG No. 261