



NAVY SHORE INFRASTRUCTURE TRANSFORMATION (NSIT)

Workforce Development Career Progression Program

Human Resources
Community Management Plan

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Version 4.0

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Foreword

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

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

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

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

Community Manager Signature

Date

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1.0 Introduction

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

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

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

Table 1. Human Resources Community Occupational Series

Series	OPM Series Title
0201	Human Resources Management
0203	Human Resources Assistance
0260	Equal Employment Opportunity
0361	Equal Opportunity Assistance

2.0 Community Management Plan Guiding Principles

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

2.1 CNIC Mission and Vision

The CNIC mission and vision states:

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

2.2 Shared Practices

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

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

2.3 Human Resources Community Vision Statement

“Human Resource Community professionals dedicated to delivering exceptional services in support of mission excellence.”

3.0 Community Management Organization

The senior professional of each CNIC Community organization is responsible for communicating the vision and implementing appropriate Community practices in alignment with CNIC’s mission. The Community Management Board annually reviews this CMP, updates the future workforce competencies, and identifies employees within the Community to be leaders. Community leaders work together as a team to facilitate workforce shaping, recruitment, competency development, training, mentoring, retention, and succession planning. Leaders at each level have responsibilities as follows:

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

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

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

4.0 Community Competency/Career Progression Framework

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

4.1 Competency Progression

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

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

CNIC Civilian Workforce Development Model



Figure 1. CNIC Workforce Development Model

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

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

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

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

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

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

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

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

Competency		
Advocacy of Customer's Mission and Culture	Advocacy of Customer's Mission and Culture is the focus of ensuring quality, understanding, value, and support of the customer.	
Knowledge	Skills	Abilities
Knowledge and application of Civilian Personnel Management Programs	Skill in applying analytical and problem solving techniques to improve processes	Ability to analyze problems to identify significant factors, gather pertinent data, recognize potential solutions, and communicate recommendations
Knowledge and application of position and organizational design/assessment practices	Skill in time management, multi-tasking, and prioritization of tasks	Ability to counsel others and assist them to grow personally and professionally
Knowledge and application of succession planning	Skill to use human resource management programs to support business and management goals	Ability to develop technically sound and creative solutions to HR issues considering organizational objectives and goals, as well as legal and regulatory limitations
Knowledge and application of workforce diversity		Ability to identify and resolve issues/constraints
Knowledge and understanding of labor relations including negotiated grievance procedures, collective bargaining agreements, and official notification process		Ability to provide effective
Knowledge of contracting and		

<p>procurement rules related to human resources management</p> <p>Knowledge of customer's policies, organization, operations, work practices, and parameters sufficient to provide effective human resources (HR) services, obtain information, evaluate compliance, and recommend necessary changes, control measures, and best management practices</p> <p>Knowledge of strategic human resource practices</p>		<p>customer service that focuses on the needs of the customer</p>
Competency		
Coaches and Develops Others	<p>A developmental relationship in which a more experienced person assists a less experienced person develop by sharing knowledge, skills, information and perspective in a specified capacity.</p>	
Knowledge	Skills	Abilities
<p>Knowledge and application of succession planning</p> <p>Knowledge and application of workforce diversity</p> <p>Knowledge and understanding of labor relations including negotiated grievance procedures, collective bargaining agreements, and official notification process</p> <p>Knowledge of all applicable DoD/OPNAV/SECNAV/CNIC instructions, manuals, accrediting agencies, and inspections</p> <p>Knowledge of professional coaching approaches</p>	<p>Skill in conflict management</p> <p>Skill in determining the need for and management/execution of organizational change, including recommendations of outsourcing, implementation of new/revised policies/procedures, and realignment and/or transfer of functions in support of command goals and initiatives</p> <p>Skill in observation and listening</p> <p>Skill to communicate HR information to non-HR customers</p>	<p>Ability to advise management on traditional and alternative discipline methods</p> <p>Ability to counsel others and assist them to grow personally and professionally</p> <p>Ability to cultivate collaborative relationships</p> <p>Ability to empower, motivate, and guide others</p> <p>Ability to identify and resolve issues/constraints</p> <p>Ability to mentor and coach others</p> <p>Ability to promote and support the goals and initiatives of equal employment opportunity (EEO) and diversity programs</p>
Competency		
Communications	<p>The process of clearly transferring or interchanging/exchanging thoughts, opinions, or information by speech, writing, or signs from one source to another.</p>	
Knowledge	Skills	Abilities
<p>Knowledge and application of Civilian Personnel</p>	<p>Skill in applying interviewing techniques</p>	<p>Ability to communicate effectively both orally and in</p>

<p>Management Programs</p> <p>Knowledge and application of the organization’s mission, vision, policies, procedures, and objectives</p> <p>Knowledge of personnel management practices, policies, and procedures</p> <p>Knowledge to promote, coordinate, and improve program policies, standards, and activities</p>	<p>Skill in conflict management</p> <p>Skill in effective oral and written communications</p> <p>Skill in observation and listening</p> <p>Skill in the use of office automation, applicable software, and communications</p> <p>Skill to communicate HR information to non-HR customers</p> <p>Skill to develop communications material and techniques</p> <p>Skill to develop, coordinate, and provide human resource training and promote awareness of it</p>	<p>writing</p> <p>Ability to develop presentations, briefings, and reports</p> <p>Ability to encourage and facilitate cooperation and promote a “win-win” approach</p> <p>Ability to foster productive and positive working relationships via responsiveness, collaboration, and communication with internal and external customers</p> <p>Ability to mentor and coach others</p> <p>Ability to negotiate and persuade</p> <p>Ability to provide clerical, technical, and administrative work in all aspects of the program(s)</p> <p>Ability to provide effective customer service that focuses on the needs of the customer</p> <p>Ability to use automated systems</p>
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Competency

Compliance Compliance is adhering to, and demonstrating adherence to, a standard or regulation.

Knowledge	Skills	Abilities
<p>Knowledge and application of Civilian Personnel Management Programs</p> <p>Knowledge and application of occupational families, pay plans, series, grade level definitions, and classification standards</p> <p>Knowledge and understanding of attendance and leave issues</p> <p>Knowledge and understanding of Civilian Employee Assistance Program (CEAP)</p> <p>Knowledge and understanding of labor relations including negotiated grievance procedures, collective</p>	<p>Skill in conflict management</p> <p>Skill in effective oral and written communications</p> <p>Skill in the use of computer systems and software</p> <p>Skill to consult and communicate the goals and objectives of human resource programs with all levels of personnel</p> <p>Skill to determine the need for organizational change</p>	<p>Ability to analyze problems to identify significant factors, gather pertinent data, recognize potential solutions, and communicate recommendations</p> <p>Ability to communicate effectively both orally and in writing</p> <p>Ability to develop technically sound and creative solutions to HR issues considering organizational objectives and goals, as well as legal and regulatory limitations</p> <p>Ability to develop, administer, evaluate, and advise on equal employment opportunity</p>

<p>bargaining agreements, and official notification process</p> <p>Knowledge and understanding of the performance appraisal review process</p> <p>Knowledge of all applicable DoD/OPNAV/SECNAV/CNIC instructions, manuals, accrediting agencies, and inspections</p> <p>Knowledge of employment and labor laws</p> <p>Knowledge of performance standards, organizational goals, and objectives</p> <p>Knowledge of strategic human resource practices</p>		<p>programs, policies, and laws</p> <p>Ability to interpret and apply rules, regulations, case law, and negotiated agreements to civilian personnel management</p> <p>Ability to provide full range of innovative human resources management advisory services</p> <p>Ability to provide technical advice, guidance, and assistance to the customer</p>
Competency		
Interpersonal Relations	Interpersonal relations is communicating through listening, self presentation, problem-solving, decision making, negotiating, and conflict management.	
Knowledge	Skills	Abilities
<p>Knowledge and application of Civilian Personnel Management Programs</p> <p>Knowledge and understanding of organizational structure and relationships</p>	<p>Skill in conflict management</p> <p>Skill in effective oral and written communications</p> <p>Skill in mediating disputes and settlement agreements</p> <p>Skill in observation and listening</p> <p>Skill to communicate HR information to non-HR customers</p> <p>Skill to facilitate and organize a collaborative and cohesive team</p>	<p>Ability to advise management on traditional and alternative discipline methods</p> <p>Ability to analyze problems to identify significant factors, gather pertinent data, recognize potential solutions, and communicate recommendations</p> <p>Ability to communicate effectively both orally and in writing</p> <p>Ability to counsel others and assist them to grow personally and professionally</p> <p>Ability to cultivate collaborative relationships</p> <p>Ability to empower, motivate, and guide others</p> <p>Ability to encourage and facilitate cooperation and promote a “win-win” approach</p> <p>Ability to foster productive and positive working relationships via responsiveness, collaboration, and</p>

		<p>communication with internal and external customers</p> <p>Ability to interpret and apply rules, regulations, case law, and negotiated agreements to civilian personnel management</p> <p>Ability to resolve employment challenges</p>
Competency		
Measurement	<p>Measurement is the process of assigning a number to an attribute (or phenomenon) according to a rule or set of rules. The term can also be used to refer to the result obtained after performing the process.</p>	
Knowledge	Skills	Abilities
<p>Knowledge and application of data management</p> <p>Knowledge of established metrics for assessing program performance</p> <p>Knowledge of pay settings, pay systems, and pay retention</p> <p>Knowledge of performance standards, organizational goals, and objectives</p> <p>Knowledge of processes, principles, concepts, policies, and objectives applicable to a program or administrative area</p> <p>Knowledge of purposes, methods, and techniques of management analysis</p> <p>Knowledge of the principles of content and records management</p> <p>Knowledge to gather and analyze data (data mining)</p>	<p>Skill in applying analytical and problem solving techniques to improve processes</p> <p>Skill in conducting research and fact-finding</p> <p>Skill in effective oral and written communications</p> <p>Skill in performing data analysis for affirmative action</p> <p>Skill in the use of office automation, applicable software, and communications</p>	<p>Ability to analyze problems to identify significant factors, gather pertinent data, recognize potential solutions, and communicate recommendations</p> <p>Ability to conduct surveys and studies of operations to determine proper application of improved methods or approved industry techniques</p> <p>Ability to design, develop, gather, compile, review, and analyze data/information</p> <p>Ability to identify, develop, and analyze metrics to measure program effectiveness</p> <p>Ability to interpret data to draw conclusions and make recommendations for change to policy or process</p> <p>Ability to monitor attendance and leave administration</p> <p>Ability to perform program assessment</p>
Competency		
Process Improvement	<p>Process improvement is a series of actions taken to identify, analyze and improve existing processes within an organization to meet new goals and objectives.</p>	
Knowledge	Skills	Abilities
<p>Knowledge and application of Civilian Personnel</p>	<p>Skill in applying analytical and problem solving techniques to</p>	<p>Ability to analyze problems to identify significant factors, gather pertinent data,</p>

<p>Management Programs</p> <p>Knowledge and application of data management</p> <p>Knowledge of business processes to improve efficiency and effectiveness</p> <p>Knowledge of established metrics for assessing program performance</p> <p>Knowledge of Lean Six Sigma (LSS)</p> <p>Knowledge of processes, principles, concepts, policies, and objectives applicable to a program or administrative area</p> <p>Knowledge of project management</p> <p>Knowledge of purposes, methods, and techniques of management analysis</p> <p>Knowledge of strategic human resource practices</p> <p>Knowledge of the principles of content and records management</p> <p>Knowledge of workforce planning methods, techniques, and practices</p>	<p>improve processes</p> <p>Skill in determining the need for and management/execution of organizational change, including recommendations of outsourcing, implementation of new/revised policies/procedures, and realignment and/or transfer of functions in support of command goals and initiatives</p> <p>Skill in effective oral and written communications</p>	<p>recognize potential solutions, and communicate recommendations</p> <p>Ability to conduct surveys and studies of operations to determine proper application of improved methods or approved industry techniques</p> <p>Ability to cultivate collaborative relationships</p> <p>Ability to design, develop, gather, compile, review, and analyze data/information</p> <p>Ability to develop technically sound and creative solutions to HR issues considering organizational objectives and goals, as well as legal and regulatory limitations</p> <p>Ability to identify, develop, and analyze metrics to measure program effectiveness</p> <p>Ability to interpret and apply rules, regulations, case law, and negotiated agreements to civilian personnel management</p> <p>Ability to interpret data to draw conclusions and make recommendations for change to policy or process</p> <p>Ability to project future total force requirements based on projected workload and forthcoming operations</p> <p>Ability to use automated systems</p>
Competency		
Resolves Conflict	<p>Conflict resolution is the process of attempting to resolve a dispute or a conflict. Successful conflict resolution occurs by listening to and providing opportunities to meet each side's needs, and adequately address their interests so that they are each satisfied with the outcome.</p>	
Knowledge	Skills	Abilities
<p>Knowledge and application of Civilian Personnel Management Programs</p> <p>Knowledge and application of the organization's mission,</p>	<p>Skill in applying analytical and problem solving techniques to improve processes</p> <p>Skill in conflict management</p>	<p>Ability to analyze problems to identify significant factors, gather pertinent data, recognize potential solutions, and communicate</p>

<p>vision, policies, procedures, and objectives</p>	<p>Skill in establishing schedules and milestones</p> <p>Skill in mediating disputes and settlement agreements</p> <p>Skill to communicate effectively orally and in writing with others</p>	<p>recommendations</p> <p>Ability to communicate effectively both orally and in writing</p> <p>Ability to encourage and facilitate cooperation and promote a “win-win” approach</p> <p>Ability to foster productive and positive working relationships via responsiveness, collaboration, and communication with internal and external customers</p> <p>Ability to identify and resolve issues/constraints</p> <p>Ability to promote and support the goals and initiatives of equal employment opportunity (EEO) and diversity programs</p>
<p>Competency</p>		
<p>Strategic and Creative Thinking</p>		<p>Strategic and creative thinking is envisioning and defining a desired future to achieve business goals.</p>
<p>Knowledge</p>	<p>Skills</p>	<p>Abilities</p>
<p>Knowledge and application of Civilian Personnel Management Programs</p> <p>Knowledge of Lean Six Sigma (LSS)</p> <p>Knowledge of workforce planning management and development</p>	<p>Skill in applying analytical and problem solving techniques to improve processes</p> <p>Skill in conflict management</p>	<p>Ability to analyze problems to identify significant factors, gather pertinent data, recognize potential solutions, and communicate recommendations</p> <p>Ability to interpret and apply rules, regulations, case law, and negotiated agreements to civilian personnel management</p> <p>Ability to provide effective customer service that focuses on the needs of the customer</p> <p>Ability to provide full range of innovative human resources management advisory services</p>
<p>Competency</p>		
<p>Strategic Decision Making</p>		<p>Strategic decision making is the outcome of cognitive reasoning, based on available information, leading to the selection of a course of action among several alternatives.</p>
<p>Knowledge</p>	<p>Skills</p>	<p>Abilities</p>
<p>Knowledge and application of Civilian Personnel</p>	<p>Skill in applying analytical and problem solving techniques to</p>	<p>Ability to analyze problems to identify significant factors,</p>

<p>Management Programs</p> <p>Knowledge of all applicable DoD/OPNAV/CNIC instructions, manuals, accrediting agencies, and inspections</p>	<p>improve processes</p> <p>Skill in determining the need for and management/execution of organizational change, including recommendations of outsourcing, implementation of new/ revised policies/procedures, and realignment and/or transfer of functions in support of command goals and initiatives</p> <p>Skill in developing and implementing policy and planning that ensures compliance with standards, infrastructures, and architectures that establish the framework for the management of all HR programs</p> <p>Skill in evaluating and developing a business plan that takes into consideration factors such as requirements for new services and staffing allocation</p> <p>Skill in performing managerial or administrative duties associated with analyzing, developing, evaluating, or promoting improvements in the policies, plans, methods, procedures, systems, or techniques of a program</p>	<p>gather pertinent data, recognize potential solutions, and communicate recommendations</p> <p>Ability to develop technically sound and creative solutions to HR issues considering organizational objectives and goals, as well as legal and regulatory limitations</p> <p>Ability to interpret data to draw conclusions and make recommendations for change to policy or process</p> <p>Ability to provide full range of innovative human resources management advisory services</p>
Competency		
Updating and Using Relevant Knowledge and Technology	<p>The process of identifying and gaining knowledge to remain current technically by applying new knowledge or equipment/technology to your job.</p>	
Knowledge	Skills	Abilities
<p>Knowledge and application of data management</p> <p>Knowledge of computer applications to present financial data using the appropriate format (i.e., spreadsheet, narrative, graphic)</p> <p>Knowledge of programmatic principles, concepts, policies, and objectives</p> <p>Knowledge of purposes, methods, and techniques of</p>	<p>Skill in conducting research and fact-finding</p> <p>Skill in effective oral and written communications</p> <p>Skill in the use of office automation, applicable software, and communications</p> <p>Skill to collaborate and network</p> <p>Skill to integrate computer application advancements/software into work activities</p>	<p>Ability to adapt to a changing environment and act as a change agent</p> <p>Ability to learn independently</p> <p>Ability to use automated systems</p> <p>Ability to use available resources and computer applications to enhance understanding and increase work efficiency</p>

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

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

Competency		
Financial Management	The efficient and effective determination and allocation of an organization’s financial resources.	
Knowledge	Skills	Abilities
Knowledge of budgetary and financial principles, metrics, and techniques Knowledge of Navy budget planning, formulation, execution, and control process including Operations & Maintenance, Navy (O&MN), reimbursable(s) and funds transfers Knowledge of Office of Management and Budget’s long-term goals for performance measures Knowledge of policies and procedures to manage, plan, and develop current and future financial requirements	Skill in effective budget preparation, presentation, and justification Skill in formulating, executing, and reporting on a budget	Ability to apply financial management principles, metrics, and techniques as they relate to short- and long-range planning of programs and objectives Ability to develop, install, or advise on financial or other management control programs for operations Ability to identify, plan for, and execute budgetary and financial requirements Ability to perform strategic planning, cost-benefit analysis, planning, programming, budgeting, execution, technical support, and process improvement Ability to prepare a wide variety of short and long range budget proposals and reports that profile execution/accomplishment of phased progress on a monthly/quarterly/semi-annual and/or annual basis

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

Competency		
Performance Management	The systematic process by which an organization involves its employees in improving individual and organizational effectiveness in the accomplishment of an organization’s mission and goals.	
Knowledge	Skills	Abilities
<p>Knowledge and application of Civilian Personnel Management Programs</p> <p>Knowledge and application of employee development program practices and procedures</p> <p>Knowledge and application of succession planning</p> <p>Knowledge of guidelines and procedures for flexible work arrangements</p> <p>Knowledge of personnel management practices, policies, and procedures</p> <p>Knowledge of strategic human resource practices</p> <p>Knowledge of workforce planning methods, techniques, and practices</p>	<p>Skill in interviewing techniques</p> <p>Skill in performing managerial or administrative duties associated with analyzing, developing, evaluating, or promoting improvements in the policies, plans, methods, procedures, systems, or techniques of a program</p> <p>Skill in recruiting, hiring, and retaining employees</p> <p>Skill in writing job announcements and individual evaluations</p>	<p>Ability to apply compensation philosophy to the total workforce strategy</p> <p>Ability to foster productive and positive working relationships via responsiveness, collaboration, and communication with internal and external customers</p> <p>Ability to identify and address conduct and performance issues</p> <p>Ability to identify and understand current administration policy initiatives and implications</p> <p>Ability to manage human resources and/or military and civilian manpower requirements</p> <p>Ability to manage, plan, and develop current and future total workforce requirements</p> <p>Ability to project future total workforce and program requirements based on projected workload and forthcoming operations</p> <p>Ability to promote and support the goals and initiatives of equal employment opportunity (EEO) and diversity programs</p> <p>Ability to supervise, lead, and mentor/coach others and understand cultural and generational differences</p>

Competency		
Program Management	The process of managing multiple ongoing projects emphasizing coordination and prioritization of resources across projects, departments, and entities to ensure a global focus.	
Knowledge	Skills	Abilities
<p>Knowledge and application of project management principles</p> <p>Knowledge of business practices applicable to program and technical requirements sufficient to evaluate bid responsiveness, contractor responsiveness, and contractor performance</p> <p>Knowledge of command policies and procedures</p> <p>Knowledge of continual process improvement and innovation</p> <p>Knowledge of current technology tools and trends</p> <p>Knowledge of customer service and customer expectations</p> <p>Knowledge of Information Technology (IT)/Knowledge Management tools and techniques</p> <p>Knowledge of Lean Six Sigma (LSS)</p> <p>Knowledge of performance management principles and techniques</p> <p>Knowledge of programmatic principles, concepts, policies, and objectives</p> <p>Knowledge of project management tools for planning and implementation</p> <p>Knowledge of the goals, principles, methods, and techniques of multiple programs in evaluating needs and in planning, organizing, advising on, and administering activities and programs</p>	<p>Skill in application of organizational practices and procedures</p> <p>Skill in applying professional knowledge of principles, theories, methods, or data to practical situations and problems</p> <p>Skill in formulating objectives and strategies to accomplish organizational goals</p> <p>Skill in managing, directing, or administering a program that includes a variety of technical functions including business plan development and impact statements</p> <p>Skill in performing managerial or administrative duties associated with analyzing, developing, evaluating, or promoting improvements in the policies, plans, methods, procedures, systems, or techniques of a program</p> <p>Skill in reviewing and understanding technical proposals, contractual terms/conditions, and contract scope</p> <p>Skill in using job-relevant information systems and/or software applications</p> <p>Skill to create and manage a world-class customer service organization</p> <p>Skill to develop a Statement of Work or change an existing Statement of Work</p> <p>Skill to identify potential risks and implement control measures to minimize risks</p>	<p>Ability to conduct surveys and studies of operations to determine proper application of improved methods or approved industry techniques</p> <p>Ability to define and integrate internal and external customer requirements, resources, and program constraints</p> <p>Ability to evaluate work, programs, or operations to determine proper application of improved industry techniques</p> <p>Ability to gather and analyze data</p> <p>Ability to identify and integrate best practices</p> <p>Ability to identify, develop, and analyze metrics to measure program effectiveness</p> <p>Ability to interpret and apply regulations, instructions, and procedures</p> <p>Ability to lead programs that include a variety of technical functions including development of strategic and business plans</p> <p>Ability to make risk-based decisions by using performance indicators</p> <p>Ability to manage, direct, or administer a program</p> <p>Ability to perform duties associated with managing, directing or administering a program with a variety of technical functions to include business plan development and impact statements</p> <p>Ability to perform managerial or administrative work primarily associated with</p>

		<p>analyzing, developing, evaluating, or promoting improvements in the policies, plans, methods, procedures, systems, or techniques of a program</p> <p>Ability to perform strategic planning, cost-benefit analysis, planning, programming, budgeting, execution, technical support, and process improvement</p> <p>Ability to plan, execute, and evaluate the effectiveness of information and communications programs in furthering agency goals</p> <p>Ability to plan, organize, evaluate, and analyze work</p> <p>Ability to provide briefings and presentations to senior leadership</p> <p>Ability to provide full range of innovative human resources management advisory services</p> <p>Ability to provide technical advice, guidance, and assistance on operations to organizational personnel</p>
Competency		
Strategic Management	The process of specifying the organization’s mission, vision, and goals; developing policies and plans designed to achieve these goals, and maximizing the allocation and utilization of resources and tools to implement required policies, plans, projects, and programs.	
Knowledge	Skills	Abilities
<p>Knowledge and application of Civilian Personnel Management Programs</p> <p>Knowledge and application of the organization’s mission, vision, policies, procedures, and objectives</p> <p>Knowledge of all applicable DoD/OPNAV/CNIC instructions, manuals, accrediting agencies, and inspections</p>	<p>Skill in applying analytical and problem solving techniques to improve processes</p> <p>Skill in managing, directing, or administering a program that includes a variety of technical functions including business plan development and impact statements</p> <p>Skill in performing managerial or administrative duties associated with analyzing, developing, evaluating, or</p>	<p>Ability to advocate the use of standardized procedures and practices in support of an organization</p> <p>Ability to anticipate national security needs</p> <p>Ability to communicate a clear mission and set of values</p> <p>Ability to conduct surveys and studies of operations to determine proper application of improved methods or</p>

<p>Knowledge of current challenges and the evolving role of Government in addressing them</p> <p>Knowledge of external factors that affect the organization and shape stakeholders' views</p> <p>Knowledge of how services, stakeholders, partners, and customers integrate toward accomplishing the organization's goals</p> <p>Knowledge of initiatives and effective strategies for dealing with conflicting priorities</p> <p>Knowledge of national and international policies and trends that affect the organization</p> <p>Knowledge of strategic concepts of the national security policy</p>	<p>promoting improvements in the policies, plans, methods, procedures, systems, or techniques of a program</p> <p>Skill in strategic analysis</p> <p>Skill in strategic development including formulation, management, measurement, and execution</p> <p>Skill in strategic planning and implementation</p> <p>Skill to communicate how the local organization partners with the larger organization</p> <p>Skill to determine the need for and management/execution of organizational change, including recommendations on most effective organization, implementation of new/revised policies/procedures, and realignment and/or transfer of functions in support of command goals and initiatives</p> <p>Skill to develop collaborative partnerships across organizational lines</p>	<p>approved industry techniques</p> <p>Ability to develop methodologies for synthesizing organizations to execute complex missions</p> <p>Ability to develop technically sound and creative solutions to HR issues considering organizational objectives and goals, as well as legal and regulatory limitations</p> <p>Ability to envision, develop, coordinate, and implement strategic change to meet organizational goals</p> <p>Ability to formulate objectives and priorities, and implement plans consistent with organizational interests</p> <p>Ability to identify and set organizational goals</p> <p>Ability to interpret data to draw conclusions and make recommendations for change to policy or process</p> <p>Ability to interpret requirements and implement solutions in support of mission goals</p> <p>Ability to negotiate strategies and tactics to influence situations</p>
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- Organizational Competencies:** Include those KSAs and behaviors required by senior managers/EDs to effectively oversee the operations of the various Community members. Career progression to this level requires advanced skills in situational, institutional, and team leadership.

Due to the increased level of responsibility and accountability that the ED position entails, progression to this tier requires the acquisition of additional competencies. ED competencies build off of the Community competencies described above and are summarized in [Appendix B](#).

4.2 Competency/Career Progression Process

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

Competency/Career Progression Process

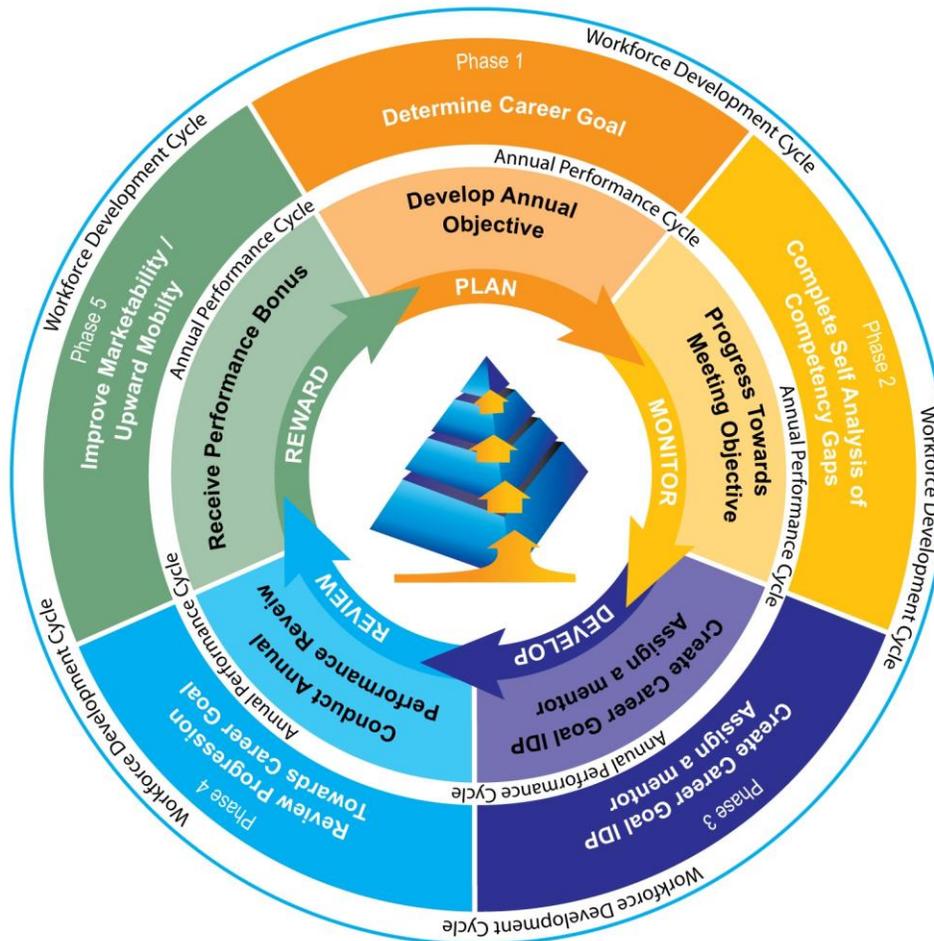


Figure 2. Competency/Career Progression Process

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

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

Although the competency/career progression path varies for each Human Resources Community professional, there is a common approach to guide your career development. The Competency/Career Progression Process illustrated in Figure 2 includes a five-phase approach. Each phase of this iterative process is

described below along with questions that you need to address and activities that you need to complete to plan and progress in your career.

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

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

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

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

Phase 5: Improve marketability/upward mobility. Your rewards and opportunities for advancement and upward mobility are the result of meeting and/or exceeding your performance goals. Although this is the end phase of the annual performance review cycle, it is also the starting point of an iterative process that allows you to reset or adjust your career goals. Think of this process as your personal professional improvement program and, at any time throughout this process, you have the opportunity to change or modify your career plan.

4.3 Community Competency/Career Progression

CNIC Installation, Region, Headquarters Competency/Career Progression

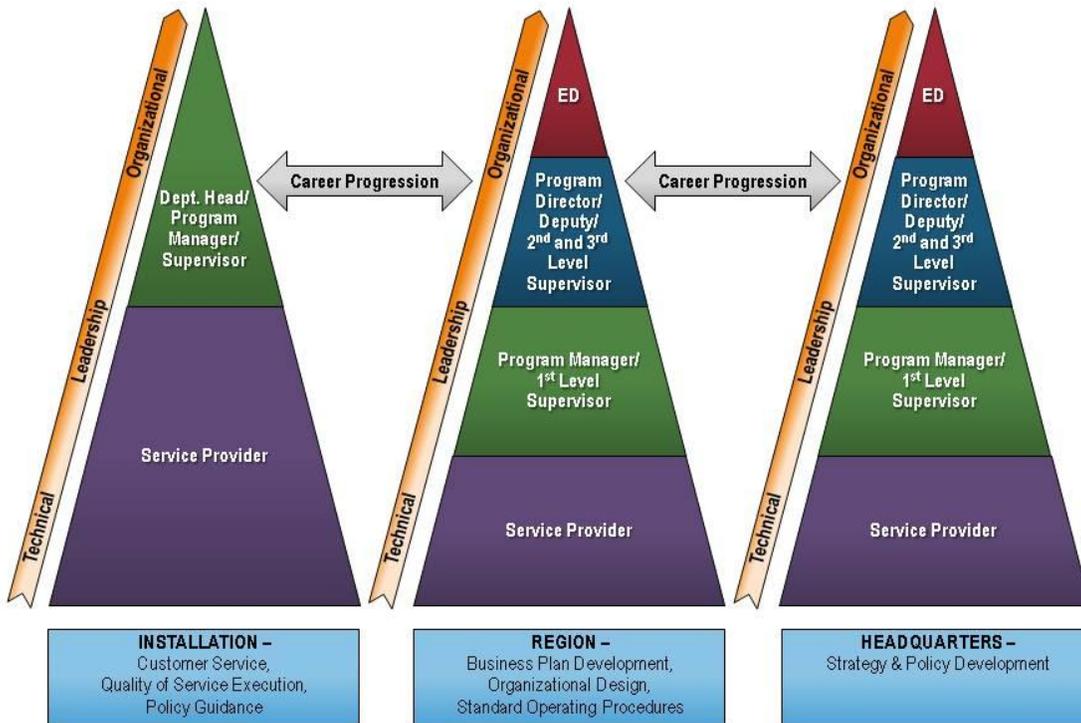


Figure 3. Community Competency/Career Progression

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

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

Phase 1: Determine career goal. Using the interactive link on the CNIC N15 portal for the Community, select the tier of your career goal position to identify the competencies associated with that tier/position. Then select one of the competencies to identify the associated KSAs.

Phase 2: Conduct self-analysis of competency gaps. Create a list of your current competencies and KSAs through an honest, critical self-assessment. Compare those with the competencies and KSAs for

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

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

- You are considered the “go to” person in your area of expertise both internally and externally
- You create new applications for and/or lead the development of resource materials

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

Table 4. Experience Recommendations for Service Provider

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

Table 5. Experience Recommendations for Leadership

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

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

Table 6. Assignment Recommendations for Service Provider

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

Table 7. Assignment Recommendations for Leadership

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

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

Table 8. Professional Certification/License Opportunities

Organization	Web Site
Action Learning Certificate	http://www.astd.org
Advisory Compensation Analyst (ACA) Certification	http://www.cpms.osd.mil
Associate Certified Coach (ACC)	http://www.coachfederation.org
Career Planning and Talent Management Certificate Program	http://www.astd.org
Certificate in Human Resource Management	http://www.hrcertification.com
Certificate Program for Human Resources Generalists	http://www.hrcertification.com
Certificate Program for Senior Human Resources Managers	http://www.hrcertification.com
Certified Americans with Disabilities Act (ADA) Administrator	http://www.hrcertification.com
Certified Benefits Professional (CBP [®])	http://www.worldatworksociety.org
Certified Compensation Professional (CCP [®])	http://www.worldatworksociety.org
Certified Employee Assistance Professional (CEAP)	http://www.eapassn.org
Certified Executive Compensation Professional™ (CECP)	http://www.worldatworksociety.org
Certified Fair Labor Standards Act (FLSA) Administrator	http://www.hrcertification.com
Certified Occupational Safety and Health Act (OSHA)	http://www.hrcertification.com

Organization	Web Site
Administrator	
Certified Personnel Consultants (CPC)	http://www.recruitinglife.com
Collaboration and Alternative Dispute Resolution (CADR) Program	http://www.flra.gov
Compensation Certificate Program	http://www.cpms.osd.mil
Consulting Skills for Trainers Certificate Program	http://www.astd.org
Facilitating Organizational Change Certificate Program	http://www.astd.org
Global Professional in Human Resources (GPHR®)	http://www.hrci.org http://www.villanovau.com
Human Capital Strategist (HCS) Certification	http://www.hci.org
Human Resources Certification	http://www.amanet.org
Human Resources Information Professional (HRIP) Certification	http://www.ihrim.org
Human Resources Management Training and Certification Program	http://www.hrcertification.com
Integrated Leave Management Training and Certification Program	http://www.hrcertification.com
International Public Management Association Certified Professional (IPMA-CP)	http://ipma-hr.org
International Public Management Association Certified Specialist (IPMA-CS)	http://ipma-hr.org
Leadership Education and Development (LEAD) Program	http://www.leadership.opm.gov
Lean Six Sigma (LSS) Certification	http://www.6sigma.us
Master Certified Coach (MCC)	http://www.coachfederation.org
Myers-Briggs Type Indicator® (MBTI®) Certification Program	http://www.amanet.org
Performance Management Certificate Program (PMCP)	http://www.cpms.osd.mil
Performance Management Training and Certification Program	http://www.hrcertification.com
Professional Certified Coach (PCC)	http://www.coachfederation.org
Professional in Human Resources (PHR®) Certification	http://www.hrci.org http://www.villanovau.com
Professional Team Building	http://www.amanet.org http://www.teambuilders.com http://www.professionalteambuilding.com
Project Management	http://www.pmi.org http://www.golearn.gov
Recruiting and Hiring Training and Certification Program	http://www.hrcertification.com
Senior Professional in Human Resources (SPHR®) Certification	http://www.hrci.org http://www.villanovau.com
Strategic Workforce Planning (SWP) Certification	http://www.hci.org

Organization	Web Site
Work-Life Certified Professional (WLCP®)	http://www.worldatworksociety.org

5.0 Workforce Development Resources

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

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

Table 9. Education Recommendations for Service Provider

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

Table 10. Education Recommendations for Leadership

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

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

Detailed lists of training are available in two appendices:

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

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

Table 11. Professional Associations (Potential Affiliations)

Organization	Web Site
Alliance of Information and Referral Systems (AIRS)	http://www.airs.org
American Arbitration Association® (AAA)	http://www.adr.org
American Association for Affirmative Action (AAAA)	http://www.affirmativeaction.org
American Management Association (AMA)®	http://www.amanet.org
American Society of Training and Development (ASTD)	http://www.astd.org
Employee Assistance Professionals Association	http://www.eapassn.org
Employee Relocation Council (ERC®)	http://www.worldwideerc.org
Equal Employment Advisory Council	http://www.eeac.org
Government Employee Training Association	http://www.government-portals.com
Human Capital Institute	http://www.hci.org
International Association for Human Resources Information Management (IHRIM)	http://www.ihrim.org
International Coach Federation (ICF)	http://www.coachfederation.org
International Public Management Association for Human Resources (IPMA-HR)	http://ipma-hr.org
National Association of Personnel Services	http://www.recruitinglife.com
National Contract Management Association (NCMA)	http://www.ncmahq.org
Society for Human Resource Management (SHRM)	http://www.shrm.org
Society of Federal Labor and Employee Relations Professionals (SFLERP)	http://www.sflerp.org
Toastmasters International	http://www.toastmasters.org
WorldatWork Society of Certified Professionals	http://www.worldatworksociety.org

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

feedback to ensure the goals are reached. All CNIC professionals are encouraged to seek and become mentors.

Workforce Development Gateway Page. A variety of general and specific Workforce Development information including topics, such as professional development, Community management, diversity, and recruiting/retention are located within the N15 Gateway site at <https://g2.cnice.navy.mil/solutions/ewd/default.aspx>. You are highly encouraged to become familiar with this site.

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

The following IDP resources are available on the N15 Workforce Development Gateway site IDP Web page at <https://g2.cnice.navy.mil/solutions/ewd/WDPages/IDP.aspx>:

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

APPENDIX A

Acronym List

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Acronym List

AAA	American Arbitration Association
AAAA	American Association for Affirmative Action
AC	Advanced Course
ACA	Advisory Compensation Analyst
ACC	Associate Certified Coach
ADA	Americans with Disabilities Act
AIRS	Alliance of Information and Referral Systems
AMA	American Management Association
ASTD	American Society of Training and Development
BC	Basic Course
CA	Community Advocate
CADR	Collaboration and Alternative Dispute Resolution
CBP	Certified Benefits Professional
CCA	Core Competency Area
CCP	Certified Compensation Professional
CEAP	Certified Employee Assistance Program
CEAP	Certified Employee Assistance Professional
CECP	Certified Executive Compensation Professional
CES	Civilian Education System
CMP	Community Management Plan
CNIC	Commander, Navy Installations Command
COBRA	Consolidated Omnibus Budget Reconciliation Act
COOP	Continuity of Operations Planning
COR	Contracting Officer Representative
COTR	Contracting Officer Technical Representative
CP	Community Champion
CPC	Certified Personnel Consultant
CTC	Concurrent Technologies Corporation
DoD	Department of Defense
DON	Department of the Navy
DRMC	Defense Resources Management Course
DSLDP	Defense Senior Leader Development Program
ED	Executive Director
EEO	Equal Employment Opportunity

ELDP	Executive Leadership Development Program
ERC	Employee Relocation Council
FAC-COTR	Federal Acquisition Certification for Contracting Officer Technical Representative
FES	Factor Evaluation System
FLSA	Fair Labor Standards Act
FMA	Financial Management Association
FMLA	Family and Medical Leave Act
FOIA	Freedom of Information Act
GAO	Government Accountability Office
GPHR	Global Professional in Human Resources
GPRA	Government Performance and Results Act
GRP	Global Remuneration Professional
GS	General Schedule
HCAAF	Human Capital Assessment and Accountability Program
HCS	Human Capital Strategist
HPI	Human Performance Improvement
HQ	Headquarters
HR	Human Resources
HRD SA	Human Resources Development Strategic Advisor
HRIP	Human Resources Information Professional
IC	Intermediate Course
ICF	International Coach Federation
IDP	Individual Development Plan
IHRIM	International Association for Human Resources Information Management
IPMA-CP	International Public Management Association Certified Professional
IPMA-CS	International Public Management Association Certified Specialist
IPMA-HR	International Public Management Association for Human Resources
IT	Information Technology
KSA	Knowledge, Skill, and Ability
LDP	Leadership Development Program
LEAD	Leadership Education and Development
LSS	Lean Six Sigma
MBTI	Myers-Briggs Type Indicator
MCC	Master Certified Coach
N15	Workforce Planning/Development and Strategy
NCMA	National Contract Management Association

NSIT	Navy Shore Infrastructure Transformation
NSPS	National Security Personnel System
NWCF	Navy Working Capital Funds
O&MN	Operations and Maintenance, Navy
OCHR	Office of Civilian Human Resources
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OPNAV	Chief of Naval Operations
OPNAV N1	Chief of Naval Operations (Manpower and Personnel)
ORSA	Operations Research/Systems Analysis
OSHA	Occupational Safety and Health Act
OWCP	Office of Workers Compensation Program
PA	Privacy Act
PAAT	Performance Appraisal Assess Tool
PCC	Professional Certified Coach
PHR	Professional in Human Resources
PMCP	Performance Management Certificate Program
POM	Program Objective Memorandum
PR	Program Review
SCD	Service Computation Date
SECDEF	Secretary of Defense
SECNAV	Secretary of the Navy
SEP	Special Emphasis Program
SES	Senior Executive Service
SFLERP	Society of Federal Labor and Employee Relations Professionals
SHRM	Society of Human Resources Management
SME	Subject Matter Expert
SPHR	Senior Professional in Human Resources
SWP	Strategic Workforce Planning
TWMS	Total Workforce Management Services
USERRA	Uniformed Services Employment and Reemployment Rights Act
WLCP	Work-Life Certified Professional
YA	Professional/Analytical pay plan in NSPS

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APPENDIX B

Executive Director Competencies

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Executive Director Competencies

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

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

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APPENDIX C

Community Population Distribution

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Community Population Distribution

Pay Plan	Occupational Series	Pay Grade														
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
GS	0201					9		12		39		113	212	81	26	11
GS	0203				17	640	40	150	4	8	1	2				
GS	0260					4		3		5		22	28	15	1	
GS	0361					2	2	3								

Career Group	Pay Plan	Occupational Series	Pay Band		
			01	02	03
Standard	YA	0201		1	

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

Note: General Schedule (GS) and National Security Personnel System (NSPS) pay plans differ in grade structure. Professional/Analytical (YA) is a pay plan within the NSPS Standard Career Group.

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APPENDIX D

Technical Training Opportunities by Competency

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Technical Training Opportunities by Competency

Advocacy of Customer's Mission and Culture		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Advisory Compensation Analyst (ACA) Certification - HR Specialist http://www.cpms.osd.mil Learn foundational knowledge needed to be effective management advisor.</p> <p>Base Compensation http://www.shrm.org Learn the fundamentals of base compensation.</p> <p>Coping with Change http://www.donhr.navy.mil Learn appropriate and acceptable ways to manage change.</p> <p>Customer Service http://www.donhr.navy.mil Gain the knowledge and skills necessary to create and maintain a high level of customer service.</p> <p>Federal Employee Benefits http://www.graduateschool.edu Be able to advise new, current, and separating employees about their benefits.</p> <p>Federal Employee Relations http://www.graduateschool.edu Understand the complexities of Federal employee relations.</p> <p>Federal Staffing and Placement http://www.graduateschool.edu Learn how to recruit and hire the right people with the right skills for the jobs.</p> <p>Introduction to Hiring Reform http://www.hru.gov Learn the basics of hiring reform.</p> <p>Management Analysis: An Introduction http://www.federaltraining.com Find out what it takes to</p>	<p>Entry-level courses plus:</p> <p>Advisory Compensation Analyst (ACA) Certification - HR Advisor http://www.cpms.osd.mil Gain knowledge needed to be effective management advisor.</p> <p>Calculating Service Computation Dates http://www.graduateschool.edu Learn how to calculate and make changes to Service Computation Dates (SCDs) using the methods prescribed in The Guide to Processing Personnel Actions.</p> <p>Certified Americans with Disabilities Act (ADA) Administrator http://www.hrcertification.com Learn about ADA with what questions can be asked about an individual's disability and what "reasonable accommodations" employers need to make.</p> <p>Certified Employee Assistance Professional (CEAP) http://www.eapassn.org Gain the knowledge required for competence in the employee assistance practice.</p> <p>Conducting Employee Performance Evaluations http://www.nationalseminarstraining.com Learn how to develop an effective evaluation action plan.</p> <p>Customer Service Excellence http://www.graduateschool.edu Learn to identify your internal and external customers and discover the latest methods for enhancing customer service and handling problems.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>A Workshop on OPM's Performance Appraisal Assessment Tool (PAAT) http://www.hru.gov Understand PAAT and its use for revising or designing new programs.</p> <p>Action Learning Certificate http://www.astd.org Learn an effective way to solve problems, build teams, develop leaders, and create learning organizations.</p> <p>Advanced Position Classification http://www.graduateschool.edu Learn the procedures used to evaluate positions under the Factor Evaluation System (FES) and the narrative system.</p> <p>Advisory Compensation Analyst (ACA) Certification - HR Strategic Partner http://www.cpms.osd.mil Gain knowledge needed to be effective strategic management advisor.</p> <p>Facilitating Organizational Change Certificate Program http://www.astd.org Become a facilitator of change in your organization.</p> <p>Federal Workforce Analysis and Planning http://www.graduateschool.edu Use a workforce planning model to align workforce placement with agency's mission.</p> <p>Health Care Reform: Impacts on Employers and Employees http://www.shrm.org Gain insight into the health</p>

<p>succeed as a management analyst or management assistant.</p> <p>Processing Federal Personnel Actions http://www.graduateschool.edu Learn the forms, terminology, codes, remarks, processes, and procedures that are used to effect a personnel action.</p>	<p>Employee Conduct and Performance http://www.graduateschool.edu Develop the skills necessary to deal with common performance and conduct problems.</p> <p>Fundamentals of Marketing: Your Action Plan for Success http://www.amanet.org Learn the fundamentals behind successful marketing.</p> <p>Mediating Employee Disputes http://www.graduateschool.edu Learn how to mediate employee disputes and maintain productive work relationships.</p> <p>Office Management http://www.graduateschool.edu Learn practical strategies and gain hands-on experience to raise the performance level of your office.</p> <p>Recruiting and Hiring Training and Certification Program http://www.hrcertification.com Learn key information on legally permissible questions and steps in the interviewing process, handling pre-employment screening, performing reference and background checks, making job offers, and holding an effective new-employee orientation meeting.</p> <p>Recruiting, Interviewing, and Selecting Employees http://www.amanet.org Learn everything you need to know about employee selection.</p> <p>Time Management http://www.graduateschool.edu Discover practical techniques for managing time and increasing your professional and personal effectiveness.</p>	<p>plan changes coming between now and 2018.</p> <p>How to Conduct Effective Workplace Investigations http://www.amanet.org Learn how to conduct a fair and thorough investigation that gets to the truth of the matter and mitigates the impact on the workplace.</p> <p>Human Resources Development Strategic Advisor (HRD SA) http://www.cpms.osd.mil Learn to manage and consult on learning, education, and development programs essential for organizational productivity, individual proficiency, and personal career growth.</p> <p>Integrated Leave Management Training and Certification Program http://www.hrcertification.com Gain understanding of Family and Medical Leave Act (FMLA), ADA, Consolidated Omnibus Budget Reconciliation Act (COBRA), and Workers' Compensation and learn which rule or law takes precedence over another.</p> <p>Introduction to Human Resource Management for Supervisors http://www.graduateschool.edu Overview of human resource management issues, including staffing, classification, pay administration, employee labor relations, employee relations, and EEO.</p> <p>Managing Talent for Mission Success http://www.astd.org Gain an overview of the talent management process and functions and how to apply them.</p> <p>Strategic Human Resources: Delivering Business Results</p>
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		http://www.shrm.org Learn the basic concepts of strategy from theory to execution.
Coaches and Develops Others		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Advisory Compensation Analyst (ACA) Certification - HR Specialist http://www.cpms.osd.mil Learn foundational knowledge needed to be effective management advisor.</p> <p>Associate Certified Coach (ACC) http://www.coachfederation.org This certification is for the practiced coach.</p> <p>Coping with Change http://www.donhr.navy.mil Learn appropriate and acceptable ways to manage change.</p> <p>Customer Service http://www.donhr.navy.mil Gain the knowledge and skills necessary to create and maintain a high level of customer service.</p> <p>Federal Employee Relations http://www.graduateschool.edu Understand the complexities of Federal employee relations.</p> <p>Federal Equal Employment Opportunity (EEO) Counseling http://www.graduateschool.edu Prepare to be an effective EEO counselor.</p> <p>Preventing Sexual Harassment in the Workplace http://www.graduateschool.edu Become aware of the seriousness and consequences of sexual harassment in the workplace.</p>	<p>Entry-level courses plus:</p> <p>Advisory Compensation Analyst (ACA) Certification - HR Advisor http://www.cpms.osd.mil Gain knowledge needed to be effective management advisor.</p> <p>Certified Personnel Consultants (CPC) http://www.recruitinglife.com Gain knowledge about the Federal laws affecting the staffing industry and the work of professional personnel consultants in the United States.</p> <p>Coaching http://www.golearn.gov Learn how to strengthen your coaching skills by using a four-step process to facilitate professional growth of the employees you coach.</p> <p>Customer Service Excellence http://www.graduateschool.edu Learn to identify your internal and external customers and discover the latest methods for enhancing customer service and handling problems.</p> <p>Employee Conduct and Performance http://www.graduateschool.edu Develop the skills necessary to deal with common performance and conduct problems.</p> <p>Instructor Training http://www.graduateschool.edu Sharpen and improve your instructional skills and become a more polished presenter. Discover proven training techniques for large and small</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Advisory Compensation Analyst (ACA) Certification - HR Strategic Partner http://www.cpms.osd.mil Gain knowledge needed to be effective strategic management advisor.</p> <p>Coaching and Mentoring for Excellence https://www.leadership.opm.gov Maximize employee development and performance.</p> <p>Coaching for Human Resource Professionals http://www.ccl.org Learn to strengthen your leadership skills and build the coaching relationship to develop the skills of others.</p> <p>Consulting Skills for Trainers Certificate Program http://www.astd.org Learn the behaviors and processes for effective internal consulting.</p> <p>Facilitating Organizational Change Certificate Program http://www.astd.org Become a facilitator of change in your organization.</p> <p>Getting Results Without Authority http://www.amanet.org Learn key elements of influencing others when there is lack of authority - personal power, persuasion, and negotiation.</p> <p>Human Resources Development Strategic Advisor (HRD SA)</p>

	<p>groups.</p> <p>Internal Consulting Skills for Federal HR Professionals http://www.graduateschool.edu Learn to operate as an HR consultant within your organization.</p> <p>Professional Certified Coach (PCC) http://www.coachfederation.org This certification is for the proven coach.</p> <p>Train the Trainer http://www.businesstrainingworks.com Teaches participants how to determine the needs of an audience, improve classroom charisma, handle hecklers, use activities effectively, and more.</p> <p>Training Essentials http://www.businesstrainingworks.com Cover all elements of designing and delivering effective training.</p> <p>Work-Life Certified Professional (WLCP®) http://www.worldatworksociety.org Gain knowledge that supports a comprehensive understanding of work-life effectiveness.</p>	<p>http://www.cpms.osd.mil Learn to manage and consult on learning, education, and development programs essential for organizational productivity, individual proficiency, and personal career growth.</p> <p>Integrated Leave Management Training and Certification Program http://www.hrcertification.com Gain understanding of FMLA, ADA, COBRA, and Workers' Compensation and learn which rule or law takes precedence over another.</p> <p>Legal Aspects of Supervision http://www.shrm.org Focus on key employment law concepts and how they translate into day-to-day practices that minimize an organization's exposure.</p> <p>Master Certified Coach (MCC) http://www.coachfederation.org This certification is for the expert coach.</p> <p>Roles and Responsibilities of the Equal Employment Opportunity (EEO) Advisory Committee http://www.graduateschool.edu Build a strong, effective EEO advisory committee.</p>
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Communications

Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Ability to Arrange Meetings and Events http://www.federaltraining.com Learn to plan and implement all aspects of special events and meetings.</p> <p>Ability to Communicate Orally http://www.federaltraining.com Learn tips for communicating positively, professionally, and assertively in any situation.</p> <p>Communication http://www.graduateschool.edu</p>	<p>Entry-level courses plus:</p> <p>Building Better Work Relationships: New Techniques for Results-oriented Communication http://www.amanet.org Build successful work relationships and interact with people in a positive way to achieve your organizational goals.</p> <p>Communication Skills http://www.graduateschool.edu</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Briefing Techniques http://www.graduateschool.edu Learn how to organize a briefing logically, how to analyze and deal with any type of audience, manage hostile or negative questions, manage a question and answer period.</p> <p>Communicating for Results http://www.graduateschool.edu Learn to overcome barriers to</p>

<p>Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.</p> <p>Customer Service http://www.donhr.navy.mil Gain the knowledge and skills necessary to create and maintain a high level of customer service.</p> <p>Customer Service Skills for Federal Employees http://www.federaltraining.com Discover proven methods for providing outstanding customer service.</p> <p>Drafting Letters of Acceptance and Dismissal Decisions http://eeotraining.eeoc.gov Learn the tools and techniques for drafting acceptance letters and dismissal decisions on Federal agency EEO cases.</p> <p>English Grammar Review http://www.donhr.navy.mil Learn the most common grammatical mistakes, improve word choice through vocabulary development, and apply practical grammar rules.</p> <p>Federal Writing Boot Camp http://www.federaltraining.com Learn easy-to-follow rules for writing effective sentences and paragraphs.</p> <p>Fundamentals of Writing http://www.graduateschool.edu Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.</p> <p>Interpersonal Communication Skills http://www.federaltraining.com Discuss numerous methods to improve how you talk and how you communicate.</p> <p>Listening Skills</p>	<p>Discover how to analyze verbal and nonverbal communications, write clearly and concisely, organize and deliver an oral presentation, and break down communication barriers to work better with others.</p> <p>Customer Service Excellence http://www.graduateschool.edu Learn to identify your internal and external customers and discover the latest methods for enhancing customer service and handling problems.</p> <p>How to Communicate with Diplomacy, Tact, and Credibility http://www.amanet.org Learn how to choose and use the most appropriate words and emotional tone for every business situation.</p> <p>Interpersonal Communications http://www.graduateschool.edu Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.</p> <p>Naval Correspondence Manual and Contemporary Navy Writing http://www.donhr.navy.mil Learn the standards and procedures used when preparing all types of Navy correspondence.</p> <p>Stress Management http://www.graduateschool.edu Manage your stress and reap the rewards, including fewer job errors, reduced absenteeism, improved decision making, and lowered hostility.</p> <p>Technical Report Writing http://www.donhr.navy.mil Learn to build precision and clarity into reports, instructions,</p>	<p>effective communication. Develop strategies to increase your ability to be understood.</p> <p>Communicating Strategically http://www.managementconcepts.com Discover a more strategic approach when communicating with others.</p> <p>Constructive Conflict Resolution http://www.graduateschool.edu Discover constructive approaches to positive resolution. Develop the tools for quickly analyzing and responding to difficult situations to create practical positive outcomes.</p> <p>Handling Difficult Conversations http://www.graduateschool.edu Learn techniques for handling such conversations with skill and confidence. Emphasis on performance and other workplace conversations.</p> <p>Technical Writing (3 days) http://www.graduateschool.edu Master proven techniques for writing clear, concise technical documents by applying proven readability formulas and incorporating an easy six-step writing process. Learn how to conduct an audience analysis, eliminate common writing mistakes, organize your document and employ other methods to produce a reliable, readable technical document.</p>
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<p>http://www.donhr.navy.mil Learn to improve your listening habits and get others to listen well to you.</p> <p>Naval Correspondence http://www.donhr.navy.mil Receive a detailed review of the fundamentals and principles for the preparation of naval correspondence.</p> <p>Plain Language Writing for Federal Employees http://www.federaltraining.com Learn to produce workplace documents in accordance with the Government's plain language writing requirements.</p> <p>Strategies for Developing Effective Presentation Skills http://www.amanet.org Develop your presentation skills and learn how to present your ideas with conviction, control, and poise.</p>	<p>work statements, and other technical materials.</p> <p>Writing for Results http://www.graduateschool.edu Learn practical techniques for adding power to written reports, executive summaries, and briefings.</p> <p>Writing Skills Workshop http://www.donhr.navy.mil Upgrade your skills in writing and editing reports, memos, and proposals.</p>	
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Compliance		
Introductory/Functional/ Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Applying for Jobs Using Schedule A http://www.hru.gov Gain a basic overview and related requirements.</p> <p>Basic Classification http://www.hru.gov Learn the purpose of the classification system and the resources and tools used in the classification process.</p> <p>Category Rating http://www.hru.gov Learn to successfully implement category rating.</p> <p>Certified Fair Labor Standards Act (FLSA) Administrator http://www.hrcertification.com Learn all basic and detailed rules for worker eligibility, minimum wage, overtime pay, and hours-worked requirements.</p> <p>Compensation Certificate</p>	<p>Entry-level courses plus:</p> <p>Appropriations Laws for Business Operations in Government http://www.managementconcepts.com Learn how to apply key financial and legal principles of Government interagency transactions; differentiate between services that may or may not be performed as interagency transactions; describe and apply revolving fund characteristics, pricing, and other related issues.</p> <p>Appropriations Law Seminar http://www.managementconcepts.com Understand sources of appropriations law; how an office gets “money” and what happens to funds at the end of the year; flexibilities and limitations in the use of</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Advanced Appropriations Law Seminar http://www.graduateschool.edu Expand your knowledge and skills by engaging in in-depth discussions of the significant legal issues facing Federal financial managers; for example, contracts that cross fiscal years.</p> <p>Advanced Benefits Workshop http://www.hru.gov Learn annuity computations; nonappropriated fund service; reemployed annuitants; special retirements; and uniformed services employment and reemployment rights act (USERRA).</p> <p>Compensation Certificate Program - HR Strategic Partner</p>

<p>Program - HR Specialist http://www.cpms.osd.mil Learn to make strategic compensation decisions.</p> <p>Customer Service http://www.donhr.navy.mil Gain the knowledge and skills necessary to create and maintain a high level of customer service.</p> <p>EEO in the Federal Sector http://www.graduateschool.edu Understand the basics of EEO laws as they affect Federal employment. Learn about theories of discrimination, Federal sector EEO process, techniques for identifying and avoiding workplace discrimination, harassment and retaliation, and responsibilities for affirmative employment in the Federal sector.</p> <p>Equal Employment Opportunity (EEO) – Its Place in the Federal Government http://www.graduateschool.edu Understand the history of and need for the EEO program, as well as the consequences of discrimination.</p> <p>Federal Employee Benefits http://www.graduateschool.edu Be able to advise new, current, and separating employees about their benefits.</p> <p>Federal Equal Employment Opportunity (EEO) Counseling http://www.graduateschool.edu Prepare to be an effective EEO counselor.</p> <p>Federal Labor Relations http://www.graduateschool.edu Gain a solid foundation in the area of Federal labor-management relationships.</p> <p>Federal Staffing and Placement http://www.graduateschool.edu Learn how to recruit and hire the right people with the right skills for the jobs.</p>	<p>appropriations; what to do when more than one appropriation or fund is available; what constitutes a legal obligation; criteria for recording obligations, including contracts, salaries, and grants, and more.</p> <p>Certificate Program for HR Generalists http://www.hrcertification.com Discover best practices and indispensable strategies for every HR function.</p> <p>Certified Americans with Disabilities Act (ADA) Administrator http://www.hrcertification.com Learn about ADA with what questions can be asked about an individual's disability and what "reasonable accommodations" employers need to make.</p> <p>Certified Benefits Professional (CBP®) http://www.worldatworksociety.org Learn solid strategies and understanding of benefits.</p> <p>Certified Compensation Professional (CCP®) http://www.worldatworksociety.org Learn all areas of compensation.</p> <p>Certified Occupational Safety and Health Act (OSHA) Administrator http://www.hrcertification.com Learn how to properly handle and respond to OSHA inspections.</p> <p>Certified Personnel Consultants (CPC) http://www.recruitinglife.com Gain knowledge about the Federal laws affecting the staffing industry and the work of professional personnel consultants in the United States.</p>	<p>http://www.cpms.osd.mil Learn to make strategic compensation decisions.</p> <p>Defense Resources Management Course (DRMC) http://www.nps.edu Gain an orientation on the overall functioning of the defense management process.</p> <p>Diversity and Tolerance Training http://www.diversity-matters.net Learn to meet your diversity and human resources management objectives at multiple levels.</p> <p>Fair Labor Standards Act (FLSA) Training http://www.hrclassroom.com Discover the key aspects of properly following the FLSA.</p> <p>Family and Medical Leave Act (FMLA) http://www.hrclassroom.com Learn the key aspects of the FMLA.</p> <p>Federal Appropriations Law http://www.graduateschool.edu Gain a solid foundation of Federal Government appropriations law using the Government Accountability Office (GAO) Principles of Appropriations Law (Red Book), Volumes I and II.</p> <p>Federal Appropriations Law Update http://www.graduateschool.edu Discover recent changes in appropriations law And maintain expertise in the field of Federal appropriations.</p> <p>Federal Performance Management http://www.graduateschool.edu Gain the skills needed to make meaningful performance distinctions.</p> <p>Federal Position Management http://www.graduateschool.edu Discover how to use position</p>
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<p>Freedom of Information and Privacy Acts http://www.graduateschool.edu Learn how to respond to Freedom of Information Act (FOIA) and Privacy Act (PA) requests.</p> <p>Fundamentals of Human Resources Management http://www.amanet.org Gain a solid overview of all aspects of HR.</p> <p>General Schedule (GS) 101 http://www.cpms.osd.mil Receive an introduction to the General Schedule.</p> <p>Introduction to Federal Contracting http://www.donhr.navy.mil Gain understanding of the Federal acquisition process, and specific information about simplified acquisition procedures.</p> <p>Introduction to Federal Equal Employment Opportunity (EEO) http://www.graduateschool.edu Learn to prevent actions of illegal discrimination that could cost your agency thousands of dollars in lost productivity, administrative costs, and legal fees.</p> <p>Job Analysis http://www.hru.gov Learn to develop an assessment plan by assessing minimum qualification, writing questionnaire items, and implementation considerations.</p> <p>Military Spouse Employment http://www.hru.gov Gain a basic overview of military spouse employment and related requirements.</p> <p>Occupational Questionnaires http://www.hru.gov Learn to develop and implement occupational questionnaires.</p> <p>Performance Management</p>	<p>Compensation Certificate Program - HR Advisor http://www.cpms.osd.mil Learn to make strategic compensation decisions.</p> <p>Customer Service Excellence http://www.graduateschool.edu Learn to identify your internal and external customers and discover the latest methods for enhancing customer service and handling problems.</p> <p>EEO Training for New Investigators http://eeotraining.eeoc.gov Learn the basics of EEO law and theories of discrimination.</p> <p>Equal Employment Opportunity (EEO) Counseling http://www.graduateschool.edu Learn the processes for resolving allegations of discrimination based on race, color, religion, sex, national origin, age, or disability.</p> <p>Fair Labor Standards Act http://www.graduateschool.edu Equip yourself with the information, understanding, and ability to correctly apply the provisions of the FLSA.</p> <p>Global Remuneration Professional (GRP) http://www.worldatworksociety.org Gain knowledge that spans across borders for professionals to excel around the world.</p> <p>HR Generalist http://www.shrm.org Learn the latest trends, useful metrics, and relevant employment laws.</p> <p>IPMA-Certified Specialist (IPMA-CS) http://www.ipma-hr.org Demonstrate proficiency at the mastery level in different specialized areas.</p> <p>Pay Setting for General Schedule (GS) Positions</p>	<p>management tools, techniques, and methods to support a high-performing organization.</p> <p>Global Professional in Human Resources (GPHR®) Certification http://www.hrcertification.com Earn your GPHR Certification.</p> <p>Global Professional in Human Resources (GPHR®) Certification Preparation http://www.shrm.org Prepare for the GPHR exam by learning to develop global and cross-border HR policies.</p> <p>Health Care Reform: Impacts on Employers and Employees http://www.shrm.org Gain insight into the health plan changes coming between now and 2018.</p> <p>Human Capital Strategist (HCS) Certification http://www.hci.org Gain the foundational framework, practical application, and tools to move the needle in your organization and career.</p> <p>Human Resources Certification http://www.amanet.org Earn your certification by successfully completing three qualifying AMA seminars within 24 months.</p> <p>Human Resources Information Professional (HRIP) Certification http://www.ihrim.org Gain a comprehensive understanding and proficiency of the defined body of knowledge in HR information management.</p> <p>Integrated Leave Management Training and Certification Program http://www.hrcertification.com Gain understanding of FMLA, ADA, COBRA, and Workers' Compensation and learn which rule or law takes precedence</p>
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<p>Certificate Program (PMCP) - HR Specialist http://www.cpms.osd.mil Gain the knowledge and skills to manage any DoD performance management program.</p> <p>Position Classification: An Introduction http://www.graduateschool.edu Learn the basics of the Federal job classification system as well as the impact of decisions on how positions are classified.</p> <p>Preventing Sexual Harassment in the Workplace http://www.graduateschool.edu Become aware of the seriousness and consequences of sexual harassment in the workplace.</p> <p>Principles of Classification http://www.graduateschool.edu Learn how to apply the basic, crosscutting principles needed to classify and analyze positions in all systems, including alternative classification systems.</p> <p>Processing Federal Personnel Actions http://www.graduateschool.edu Learn the forms, terminology, codes, remarks, processes, and procedures that are used to effect a personnel action.</p> <p>Setting Basic Pay http://www.hru.gov Understand the basis for pay-setting rules, interpret pay policies and regulations, and set pay for various types of personnel actions.</p> <p>SHRM Essentials® of HR Management http://www.shrm.org Gain an overview of human resource roles and responsibilities.</p> <p>Streamlining JOA's and Describing Minimum Qualifications</p>	<p>http://www.graduateschool.edu Learn how to set pay for employees under the General Schedule in this extensive technical course.</p> <p>Performance Management Certificate Program (PMCP) - HR Advisor http://www.cpms.osd.mil Gain the knowledge and skills to manage any DoD performance management program.</p> <p>PHR/SPHR Certification Preparation http://www.shrm.org Prepare for the PHR/SPHR exam with an overview of the HR body of knowledge.</p> <p>Position Classification http://www.graduateschool.edu Develop skills in selecting and applying position classification standards and writing position evaluation statements.</p> <p>Recruiting and Hiring Training and Certification Program http://www.hrcertification.com Learn key information on legally permissible questions and steps in the interviewing process, handling pre-employment screening, performing reference and background checks, making job offers, and holding an effective new-employee orientation meeting.</p> <p>Recruiting, Interviewing, and Selecting Employees http://www.amanet.org Learn everything you need to know about employee selection.</p> <p>Work-Life Certified Professional (WLCP®) http://www.worldatworksociety.org Gain knowledge that supports a comprehensive understanding of work-life effectiveness.</p>	<p>over another.</p> <p>Interviewing and Hiring Practices http://www.hrclassroom.com Learn important aspects regarding interviewing and hiring practices.</p> <p>Investigator Refresher http://eeotraining.eeoc.gov Receive instruction on recent developments in Federal sector EEO.</p> <p>IPMA-Certified Professional (IPMA-CP) http://www.ipma-hr.org An internationally recognized certification designed for public sector HR professionals to enhance their knowledge, build skills, and advance their careers.</p> <p>Legal Aspects of Supervision http://www.shrm.org Focus on key employment law concepts and how they translate into day-to-day practices that minimize an organization's exposure.</p> <p>Master of Science in Human Resources (HR) Development http://www1.villanova.edu Gain a comprehensive background in the basic human resource competencies with emphasis on global, strategic, and developmental issues.</p> <p>Performance Management Certificate Program (PMCP) - HR Strategic Partner http://www.cpms.osd.mil Gain the knowledge and skills to manage any DoD performance management program.</p> <p>Professional in Human Resources (PHR®) Certification http://www.hrci.org Earn your PHR Certification.</p> <p>Roles and Responsibilities of the Equal Employment Opportunity (EEO) Advisory Committee</p>
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<p>http://www.hru.gov Learn regulatory requirements of posting jobs.</p> <p>Structured Interviews http://www.hru.gov Gain the knowledge and practice to develop, conduct, and score structured interviews.</p> <p>Veterans Appointing Authorities http://www.hru.gov Understand the basics and related requirements.</p>		<p>http://www.graduateschool.edu Build a strong, effective EEO advisory committee.</p> <p>Senior Professional in Human Resources (SPHR®) Certification http://www.hrcertification.com Earn you SPHR Certification.</p> <p>Workers Compensation and Disability Retirement http://www.graduateschool.edu Develop the knowledge and skills you need to handle claims for the Office of Workers Compensation Program (OWCP) and Federal disability retirement.</p>
Interpersonal Relations		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Aspiring Leader Program http://www.graduateschool.edu Practice core leadership skills and competencies which are essential to the success of an organization.</p> <p>Customer Service http://www.donhr.navy.mil Gain the knowledge and skills necessary to create and maintain a high level of customer service.</p> <p>Customer Service Skills for Federal Employees http://www.federaltraining.com Discover proven methods for providing outstanding customer service.</p> <p>Dealing with Difficult People http://www.federaltraining.com Review and practice methods for communicating professionally with all types of difficult people.</p> <p>Diversity: Awareness to Action http://www.hrclassroom.com Understand the importance of diversity in the workplace and the employer's own policy on diversity.</p> <p>Federal Employee Relations</p>	<p>Entry-level courses plus:</p> <p>Building Better Work Relationships: New Techniques for Results-oriented Communication http://www.amanet.org Build successful work relationships and interact with people in a positive way to achieve your organizational goals.</p> <p>Certified Employee Assistance Professional (CEAP) http://www.eapassn.org Gain the knowledge required for competence in the employee assistance practice.</p> <p>Certified Personnel Consultants (CPC) http://www.recruitinglife.com Gain knowledge about the Federal laws affecting the staffing industry and the work of professional personnel consultants in the United States.</p> <p>Customer Service Excellence http://www.graduateschool.edu Learn to identify your internal and external customers and discover the latest methods for</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Coaching for Human Resource Professionals http://www.ccl.org Learn to strengthen your leadership skills and build the coaching relationship to develop the skills of others.</p> <p>Getting Results Without Authority http://www.amanet.org Learn key elements of influencing others when there is lack of authority - personal power, persuasion, and negotiation.</p> <p>How to Conduct Effective Workplace Investigations http://www.amanet.org Learn how to conduct a fair and thorough investigation that gets to the truth of the matter and mitigates the impact on the workplace.</p> <p>Interpersonal Skills: Developing Effective Relationships http://www.managementconcepts.com Increase productivity and</p>

<p>http://www.graduateschool.edu Understand the complexities of Federal employee relations.</p> <p>Interpersonal Communication Skills http://www.federaltraining.com Discuss numerous methods to improve how you talk and how you communicate.</p> <p>Management Analysis: An Introduction http://www.federaltraining.com Find out what it takes to succeed as a management analyst or management assistant.</p>	<p>enhancing customer service and handling problems.</p> <p>Diversity Practitioner of the 21st Century: What New Practitioners Need to Know http://www.shrm.org Discover the broad range of knowledge, tasks, and competencies necessary to practice effectively in the twenty-first century.</p> <p>Employee Conduct and Performance http://www.graduateschool.edu Develop the skills necessary to deal with common performance and conduct problems.</p> <p>Fundamentals of Marketing: Your Action Plan for Success http://www.amanet.org Learn the fundamentals behind successful marketing.</p> <p>Global Remuneration Professional (GRP) http://www.worldatworksociety.org Gain knowledge that spans across borders for professionals to excel around the world.</p> <p>How to Communicate with Diplomacy, Tact, and Credibility http://www.amanet.org Learn how to choose and use the most appropriate words and emotional tone for every business situation.</p> <p>Interpersonal Communications http://www.graduateschool.edu Learn proven techniques to work more productively and improve your everyday interactions with others. Discover conflict resolution strategies and negotiation techniques, as well as tips on tact and diplomacy.</p> <p>Mediating Employee Disputes http://www.graduateschool.edu Learn how to mediate</p>	<p>become more successful on the job by improving the quality of working relationships with peers, employees, supervisors, customers, and others.</p> <p>Interviewing and Hiring Practices http://www.hrclassroom.com Learn important aspects regarding interviewing and hiring practices.</p> <p>Leadership Skills for Non-Supervisors http://www.graduateschool.edu Learn to handle different personality types, delegate effectively, overcome conflict, and build high-performing teams.</p> <p>Myers-Briggs Type Indicator® (MBTI®) Certification Program http://www.amanet.org Become certified to administer the world's most widely used personality assessment.</p> <p>Team Building http://www.donhr.navy.mil Examine the four stages of team development.</p> <p>Teamwork Skills for Non-Supervisors http://www.federaltraining.com Recognize the commonalities and differences of personality styles and begin to explore the connection between communication, work, and relationships.</p> <p>The 7 Habits of Highly Effective People® 3-Day Signature Program http://www.amanet.org Develop a new outlook and create dramatic change.</p>
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	<p>employee disputes and maintain productive work relationships.</p> <p>Recruiting and Hiring Training and Certification Program http://www.hrcertification.com Learn key information on legally permissible questions and steps in the interviewing process, handling pre-employment screening, performing reference and background checks, making job offers, and holding an effective new-employee orientation meeting.</p> <p>Recruiting, Interviewing, and Selecting Employees http://www.amanet.org Learn everything you need to know about employee selection.</p> <p>Work-Life Certified Professional (WLCP®) http://www.worldatworksociety.org Gain knowledge that supports a comprehensive understanding of work-life effectiveness.</p>	
Measurement		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Base Compensation http://www.shrm.org Learn the fundamentals of base compensation.</p> <p>Basic Records Operations https://nara.learn.com Learn what to file, how to file it, and how to remove files no longer needed for current business. It covers the variety of activities involved in the maintenance and use, as well as the disposition, of Federal records.</p> <p>Data Collection and Analysis http://www.graduateschool.edu Learn how to collect and analyze data for a management study or audit.</p>	<p>Entry-level courses plus:</p> <p>Basic Statistics http://www.graduateschool.edu Master the basics of statistics, from frequency distribution to sampling to regression analysis, even if you have no prior knowledge of the subject.</p> <p>Calculating Service Computation Dates http://www.graduateschool.edu Learn how to calculate and make changes to Service Computation Dates (SCDs) using the methods prescribed in The Guide to Processing Personnel Actions.</p> <p>Cost-Benefit Analysis</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Advanced Electronic Records Management https://nara.learn.com Learn the special considerations for creating and managing electronic records; investigate issues, people, and tools related to electronic records management; and look at emerging technologies and their implications for records management.</p> <p>Advanced Position Classification http://www.graduateschool.edu Learn the procedures used to evaluate positions under the</p>

<p>Discover how the data shapes the results and reliability of the management study or audit.</p> <p>Introduction to Program Evaluation http://www.graduateschool.edu Learn evaluation by identifying, discovering, generating, and displaying information about an organization's program effectiveness.</p> <p>Management Analysis: Overview http://www.graduateschool.edu Receive a solid foundation in management analysis techniques.</p> <p>Position Classification: An Introduction http://www.graduateschool.edu Learn the basics of the Federal job classification system as well as the impact of decisions on how positions are classified.</p>	<p>Workshop http://www.graduateschool.edu Receive a solid foundation in the planning framework for cost-benefit studies, including cost types and "behaviors," present-value concept, cost-effectiveness versus cost-benefit, internal rate of return, Office of Management and Budget (OMB) Circular A-94, and more.</p> <p>Electronic Records Management https://nara.learn.com Learn the skills and knowledge needed to manage electronic records throughout the records life cycle, and to take steps required to transition from a paper to an electronic records environment.</p> <p>Management Analysis: Data Gathering http://www.graduateschool.edu Gain the knowledge and skills you need to produce thoroughly researched, useful management studies and learn the tools and techniques to analyze and collect data.</p> <p>Management Analysis: Designing and Conducting a Study http://www.graduateschool.edu Learn how to design and conduct a study.</p> <p>Management Analysis: Planning http://www.graduateschool.edu Explore topics such as planning a system using functional analysis systems technique, using decision trees to organize data, developing a thorough study proposal, and applying the weighted ranking technique in decision making.</p> <p>Operations Research/Systems Analysis (ORSA) Familiarization http://www.almc.army.mil Designed for working with analysts or requiring the</p>	<p>Factor Evaluation System (FES) and the narrative system.</p> <p>An Introduction to Project Management http://www.golearn.gov Learn through processes to meet the cost, quality, and time expectations on a project.</p> <p>Decision Support: Building New Analytical Skills http://www.graduateschool.edu Develop skills and capabilities for improved financial and performance management and decision making.</p> <p>HR Metrics: Driving HR Success Through Analytics http://www.shrm.org Learn skillful application of analytics to be the point of leverage to improve the contribution and stature of HR.</p> <p>Management Analysis: Advanced Applications http://www.graduateschool.edu Learn to apply and synthesize information, concepts, rules, and principles to reach a higher level of management analysis comprehension and performance in this hands-on workshop.</p> <p>Managing Talent for Mission Success http://www.astd.org Gain an overview of the talent management process and functions and how to apply them.</p> <p>Navy Working Capital Funds (NWCF) 101 http://www.finance.hq.navy.mil Gain an introduction to Navy Working Capital Funds (NWCF) Budget and accounting principles.</p>
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	<p>understanding of basic analytical tools.</p> <p>Pay Setting for General Schedule (GS) Positions http://www.graduateschool.edu Learn how to set pay for employees under the General Schedule (GS) in this extensive technical course.</p> <p>Position Classification http://www.graduateschool.edu Develop skills in selecting and applying position classification standards and writing position evaluation statements.</p>	
Process Improvement		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Ability to Research, Analyze, and Solve Problems http://www.federaltraining.com Sharpen your analytical and critical thinking skills for improved problem solving and research techniques.</p> <p>Basic Records Operations https://nara.learn.com This course describes what to file, how to file it, and how to remove files no longer needed for current business. It covers the variety of activities involved in the maintenance and use, as well as the disposition, of Federal records.</p> <p>Data Collection and Analysis http://www.graduateschool.edu Learn how to collect and analyze data for a management study or audit. Discover how the data shapes the results and reliability of the management study or audit.</p> <p>Human Performance Improvement (HPI) Basics http://www.astd.org Be introduced to the three basic principles of HPI.</p> <p>Introduction to Program Evaluation http://www.graduateschool.edu</p>	<p>Entry-level courses plus:</p> <p>Basic Statistics http://www.graduateschool.edu Master the basics of statistics, from frequency distribution to sampling to regression analysis, even if you have no prior knowledge of the subject.</p> <p>Cost-Benefit Analysis Workshop http://www.graduateschool.edu Receive a solid foundation in the planning framework for cost-benefit studies, including cost types and "behaviors," present-value concept, cost-effectiveness versus cost-benefit, internal rate of return, Office of Management and Budget (OMB) Circular A-94 and more.</p> <p>Electronic Records Management https://nara.learn.com Learn the skills and knowledge needed to manage electronic records throughout the records life cycle, and to take steps required to transition from a paper to an electronic records environment.</p> <p>Human Performance Improvement in the Workplace http://www.astd.org</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Advanced Electronic Records Management https://nara.learn.com Learn the special considerations for creating and managing electronic records, investigate issues, people, and tools related to electronic records management and look at emerging technologies and their implications for records management.</p> <p>Career Planning and Talent Management Certificate Program http://www.astd.org Learn the right skills to meet the strategic challenges of the organization and employee career-paths to align with these objectives.</p> <p>Decision Support: Building New Analytical Skills http://www.graduateschool.edu Develop skills and capabilities for improved financial and performance management and decision-making.</p> <p>Federal Employee Performance Standards http://www.graduateschool.edu</p>

<p>Learn evaluation by identifying, discovering, generating, and displaying information about an organization's program effectiveness.</p> <p>Management Analysis: Overview http://www.graduateschool.edu Receive a solid foundation in management analysis techniques.</p> <p>Managing Your Priorities and Workload http://www.federaltraining.com Gain control of your projects and your priorities.</p>	<p>Use the three primary principles that underlie HPI to solve organizational problems.</p> <p>Management Analysis: Data Gathering http://www.graduateschool.edu Gain the knowledge and skills you need to produce thoroughly researched, useful management studies, and learn the tools and techniques to analyze and collect data.</p> <p>Management Analysis: Designing and Conducting a Study http://www.graduateschool.edu Learn how to design and conduct a study.</p> <p>Management Analysis: Planning http://www.graduateschool.edu Explore topics such as planning a system using functional analysis systems technique, using decision trees to organize data, developing a thorough study proposal, and applying the weighted ranking technique in decision making.</p> <p>Office Management http://www.graduateschool.edu Learn practical strategies and gain hands-on experience to raise the performance level of your office.</p> <p>Operations Research/Systems Analysis (ORSA) Familiarization http://www.almc.army.mil Designed for working with analysts or requiring the understanding of basic analytical tools.</p> <p>Organizational Change and the Role of Human Resources http://www.graduateschool.edu Learn to assist in designing and developing the new organization and in right-sizing, regionalizing, downsizing, or restructuring the agency.</p> <p>Pay Options for Recruitment and Retention</p>	<p>Gain the necessary skills to develop or revise employee performance standards.</p> <p>HR Metrics: Driving HR Success Through Analytics http://www.shrm.org Learn skillful application of analytics to be the point of leverage to improve the contribution and stature of HR.</p> <p>Human Resources Development Strategic Advisor (HRD SA) http://www.cpms.osd.mil Learn to manage and consult on learning, education, and development programs essential for organizational productivity, individual proficiency, and personal career growth.</p> <p>Human Resources Measurement and Metrics http://www.amanet.org Use tools and metrics to confidently measure the quality and cost-effectiveness of HR in every area.</p> <p>Legal Aspects of Supervision http://www.shrm.org Focus on key employment law concepts and how they translate into day-to-day practices that minimize an organization's exposure.</p> <p>Management Analysis: Advanced Applications http://www.graduateschool.edu Learn to apply and synthesize information, concepts, rules, and principles to reach a higher level of management analysis comprehension and performance in this hands-on workshop.</p> <p>Managing Talent for Mission Success http://www.astd.org Gain an overview of the talent management process and functions and how to apply them.</p>
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	<p>http://www.graduateschool.edu Use pay flexibilities to recruit and retain high quality employees.</p>	<p>Selecting Human Performance Improvement (HPI) Solutions http://www.astd.org Learn the practical tools and skills to build a seamless delivery system for your solutions.</p> <p>The 7 Habits of Highly Effective People® 3-Day Signature Program http://www.amanet.org Develop a new outlook and create dramatic change.</p>
Resolves Conflict		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Critical Thinking for Problem Solving http://www.managementconcepts.com Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.</p> <p>Customer Service http://www.donhr.navy.mil Gain the knowledge and skills necessary to create and maintain a high level of customer service.</p> <p>Dealing with Difficult People http://www.federaltraining.com Review and practice methods for communicating professionally with all types of difficult people.</p>	<p>Entry-level courses plus:</p> <p>Conflict Resolution Skills for HR Professionals http://www.shrm.org Understand the nature and cause of workplace conflicts.</p> <p>Customer Service Excellence http://www.graduateschool.edu Learn to identify your internal and external customers and discover the latest methods for enhancing customer service and handling problems.</p> <p>Mediating Employee Disputes http://www.graduateschool.edu Learn how to mediate employee disputes and maintain productive work relationships.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Collaboration and Alternative Dispute Resolution (CADR) Program https://www.flra.gov Learn to resolve disputes with collaboration and alternative dispute resolution and labor-management cooperation activities.</p> <p>Conflict Resolution Skills https://www.leadership.opm.gov Effective approaches to handling difficult people or circumstances.</p> <p>Constructive Conflict Resolution http://www.graduateschool.edu Discover constructive approaches to positive resolution. Develop the tools for quickly analyzing and responding to difficult situations to create practical positive outcomes.</p> <p>Decision Making and Problem Solving http://www.graduateschool.edu Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions.</p>

		<p>Getting Results Without Authority http://www.amanet.org Learn key elements of influencing others when there is lack of authority - personal power, persuasion, and negotiation.</p> <p>Myers-Briggs Type Indicator® (MBTI®) Certification Program http://www.amanet.org Become certified to administer the world's most widely used personality assessment.</p>
Strategic and Creative Thinking		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Ability to Research, Analyze, and Solve Problems http://www.federaltraining.com Sharpen your analytical and critical thinking skills for improved problem solving and research techniques.</p> <p>Aspiring Leader Program http://www.graduateschool.edu Practice core leadership skills and competencies which are essential to the success of an organization.</p> <p>Critical Thinking for Problem Solving http://www.managementconcepts.com Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.</p> <p>Customer Service http://www.donhr.navy.mil Gain the knowledge and skills necessary to create and maintain a high level of customer service.</p> <p>Designing an Assessment Strategy http://www.hru.gov Examine the variables when developing an assessment strategy.</p>	<p>Entry-level courses plus:</p> <p>Customer Service Excellence http://www.graduateschool.edu Learn to identify your internal and external customers and discover the latest methods for enhancing customer service and handling problems.</p> <p>Pay Options for Recruitment and Retention http://www.graduateschool.edu Use pay flexibilities to recruit and retain high quality employees.</p> <p>Problem-Solving Skills Workshop http://www.donhr.navy.mil Learn a systematic approach to problem solving.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Decision Support: Building New Analytical Skills http://www.graduateschool.edu Develop skills and capabilities for improved financial and performance management and decision making.</p> <p>How to Conduct Effective Workplace Investigations http://www.amanet.org Learn how to conduct a fair and thorough investigation that gets to the truth of the matter and mitigates the impact on the workplace.</p> <p>Human Capital Strategist (HCS) Certification http://www.hci.org Gain the foundational framework, practical application, and tools to move the needle in your organization and career.</p> <p>Human Resources Development Strategic Advisor (HRD SA) http://www.cpms.osd.mil Learn to manage and consult on learning, education, and development programs essential for organizational productivity, individual proficiency, and personal</p>

<p>Management Analysis: An Introduction http://www.federaltraining.com Find out what it takes to succeed as a management analyst or management assistant.</p>		<p>career growth.</p> <p>Leadership Skills for Non-Supervisors http://www.graduateschool.edu Learn to handle different personally types, delegate effectively, overcome conflict, and build high-performing teams.</p> <p>Master of Science in Human Resources (HR) Development http://www1.villanova.edu Gain a comprehensive background in the basic human resource competencies with emphasis on global, strategic and developmental issues.</p> <p>Strategic Human Resources: Delivering Business Results http://www.shrm.org Learn the basic concepts of strategy from theory to execution.</p> <p>Strategic Workforce Planning (SWP) Certification http://www.hci.org Understand the qualitative decision framework that can inform and transform organizational strategy.</p>
Strategic Decision Making		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Ability to Research, Analyze, and Solve Problems http://www.federaltraining.com Sharpen your analytical and critical thinking skills for improved problem solving and research techniques.</p> <p>Base Compensation http://www.shrm.org Learn the fundamentals of base compensation.</p> <p>Compensation Certificate Program - HR Specialist http://www.cpms.osd.mil Learn to make strategic compensation decisions.</p> <p>Critical Thinking for Problem Solving</p>	<p>Entry-level courses plus:</p> <p>Calculating Service Computation Dates http://www.graduateschool.edu Learn how to calculate and make changes to Service Computation Dates (SCDs) using the methods prescribed in The Guide to Processing Personnel Actions.</p> <p>Compensation Certificate Program - HR Advisor http://www.cpms.osd.mil Learn to make strategic compensation decisions.</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Advanced Position Classification http://www.graduateschool.edu Learn the procedures used to evaluate positions under the Factor Evaluation System (FES) and the narrative system.</p> <p>Compensation Certificate Program - HR Strategic Partner http://www.cpms.osd.mil Learn to make strategic compensation decisions.</p> <p>Decision Making and Problem Solving</p>

<p>http://www.managementconcepts.com Learn methodologies for changing ways of thinking in order to achieve breakthroughs on problems faced in the workplace.</p>		<p>http://www.graduateschool.edu Learn strategies to improve the impact of your decisions. Learn how to evaluate the possible outcomes of various decisions.</p> <p>Decision Support: Building New Analytical Skills http://www.graduateschool.edu Develop skills and capabilities for improved financial and performance management and decision making.</p> <p>Strategic Human Resources: Delivering Business Results http://www.shrm.org Learn the basic concepts of strategy from theory to execution.</p> <p>Strategic Workforce Planning (SWP) Certification http://www.hci.org Understand the qualitative decision framework that can inform and transform organizational strategy.</p>
Updating and Using Relevant Knowledge and Technology		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Microsoft® Access® (Introduction) http://www.graduateschool.edu Learn basic database management concepts: identifying database components, creating database tables, and managing those tables through the use of queries and filters.</p> <p>Microsoft® Excel® (Introduction) http://www.graduateschool.edu Discover this software application that offers three distinct processes for managing data: spreadsheet, database, and graphing. The primary feature, spreadsheet, is a number-crunching tool allowing for sophisticated calculations such as budgets, finances, inventories, or any task that is numerically</p>	<p>Entry-level courses plus:</p> <p>Microsoft Access (Intermediate) http://www.graduateschool.edu Build upon basic database concepts and develop multiple database relationships. Learn advanced properties of forms, reports, and queries. Create and modify charts, create filters, join tables in queries, and work with input masks.</p> <p>Microsoft Excel (Intermediate) http://www.graduateschool.edu Build on the skills found in the Excel Introduction course or upgrade your Excel knowledge. Learn more advanced concepts such as working with data ranges, linking multiple workbooks, and saving spreadsheets as Web</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Microsoft Access Advanced Applications Development http://www.graduateschool.edu Build on the intermediate database concepts of Microsoft Access. Learn advanced controls such as the Performance Analyzer, combo boxes, and dialog boxes. Other content includes macro development, custom switchboards, and the use of utilities such as the database splitter and the linked table manager.</p> <p>Microsoft Excel (Advanced) http://www.graduateschool.edu Explore the advanced database management features using the analysis components to budget and</p>

<p>oriented.</p> <p>Microsoft® Outlook® (Introduction) http://www.onlc.com Learn to send e-mails, schedule appointments and meetings, and create contacts, tasks, and notes.</p> <p>Microsoft® PowerPoint® (Introduction) http://www.graduateschool.edu Explore the functions of PowerPoint to develop dynamic slide shows for effective presentations.</p> <p>Microsoft® Word (Introduction) http://www.graduateschool.edu Explore the fundamentals of word processing and learn to create professional-looking documents in Word.</p>	<p>pages.</p> <p>Microsoft Outlook (Level 2) http://www.onlc.com Customize your Outlook environment.</p> <p>Microsoft PowerPoint (Intermediate) http://www.graduateschool.edu Go beyond the basics of presentations and learn professional style enhancements to slide shows. Customized color schemes, special animations, effective transitions, picture files, sound and video clips, hyperlinks, and action buttons.</p> <p>Microsoft Word (Intermediate) http://www.onlc.com Build on word processing basics by becoming proficient in searching files for text, editing tables, sorting table data and importing spreadsheet data, composing mail merge letters/envelopes/labels, and sorting records.</p> <p>Total Workforce Management Services (TWMS) https://twms.nmci.navy.mil Contains all Navy records for military and civilian personnel records come from authoritative databases.</p>	<p>manage financial expenses including templates, lists, macros, and audit tools.</p> <p>Microsoft Outlook (Level 3) http://www.onlc.com Build on the e-mail and calendaring skills to personalize e-mail, organize Outlook items, manage Outlook data files, share and link contacts, etc.</p> <p>Microsoft PowerPoint (Beyond the Basics) http://www.onlc.com Learn to enhance presentations with features that will transform basic presentations into a powerful means of communication.</p> <p>Microsoft Project http://www.graduateschool.edu Improve your ability to manage tasks and task-related resources, timelines, and costs. Learn to use this application's tools to better organize work and people, ensuring that projects are delivered on time and within budget.</p> <p>Microsoft Word (Advanced) http://www.onlc.com Learn to use Word to create, manage, revise, and distribute long documents and forms.</p>
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APPENDIX E

Leadership Training Opportunities by Competency

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Leadership Training Opportunities by Competency

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

the Federal budget process.		
Leadership		
Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
<p>Army Civilian Education System (CES) Basic Course (BC) http://cpol.army.mil Designed for civilian leaders who exercise direct leadership to effectively care for teams. Focuses on basic education in leadership and counseling fundamentals, interpersonal skills, and self-awareness.</p> <p>Critical Thinking http://www.amanet.org Master and apply critical thinking skills to make better business decisions.</p> <p>High-Impact Decision Making http://www.amanet.org Decide crucial matters with clarity and confidence.</p> <p>Interpersonal Skills for Managers http://www.amanet.org Improve your communication skills and every aspect of your work relationships.</p> <p>Introduction to Supervision http://www.graduateschool.edu Learn the basics of coaching, delegation, communication, and motivation.</p> <p>Leadership Development for HR Professionals http://www.ccl.org Gain the self-awareness and confidence needed to take on new leadership responsibilities.</p> <p>Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership through a complete leadership development curriculum for current and</p>	<p>Department Head courses plus:</p> <p>Advanced Leadership Communication Strategies http://www.amanet.org Learn superior leadership communication skills and the ability to adapt them to constantly changing circumstances.</p> <p>Army Civilian Education System (CES) Intermediate Course (IC) http://cpol.army.mil Designed for supervisory or managerial positions – focuses on planning and team building.</p> <p>Crisis Leadership Workshop https://www.leadership.opm.gov Plan for and respond to unexpected challenges.</p> <p>Decision Making http://www.managementconcepts.com Identify and apply strategies to manage decision making.</p> <p>Developing Executive Leadership http://www.amanet.org Deepen your self-awareness with executive leadership training and empower your staff to improve performance.</p> <p>Facilitation Skills for Leaders https://www.leadership.opm.gov Learn time-tested facilitation skills to develop and maintain effective group processes and optimize the contributions of others.</p> <p>Facilitator Workshop http://www.graduateschool.edu Learn how to facilitate complex human interactions in group</p>	<p>1st Level Supervisor courses plus:</p> <p>Army Civilian Education System (CES) Advanced Course (AC) http://cpol.army.mil Designed for supervisory or managerial positions.</p> <p>Defense Senior Leader Development Program (DSLDP) (multiple sources) http://www.cpms.osd.mil Designed to develop future civilian leaders by enabling them to assume broader responsibility in an increasingly complex environment; gain an Enterprise-wide perspective needed to lead organizations and programs; and achieve results in the Joint, interagency, and multi-national environments.</p> <p>Developing Employees http://www.dau.mil Gain strategies for maximizing return on management, growing competent employees, and keeping star performers motivated.</p> <p>Effective Executive Speaking http://www.amanet.org Learn to use powerful tools and techniques to turn every presentation or public speaking opportunity into a rewarding experience.</p> <p>Executive Development Seminar: Leading Change https://www.leadership.opm.gov Enhance your ability to communicate and interact positively with constituencies. Identify and plan for internal and external politics that impact your vision, mission,</p>

<p>aspiring Government leaders.</p> <p>Leadership Essentials: Motivating Employees http://www.golearn.gov Develop an understanding of why motivating strategies are important as a leader and practical techniques for encouraging motivation among employees in your organization.</p> <p>Leading Teams and Groups http://www.graduateschool.edu Acquire the knowledge and skills you need to be an outstanding team/group leader.</p> <p>Leading with Emotional Intelligence http://www.amanet.org Learn how to apply emotional intelligence to specific leadership situations to gain the authority and success you strive for as a leader.</p> <p>Making the Transition from Staff Member to Supervisor http://www.amanet.org Learn how to effectively and smoothly manage the change in your role.</p> <p>Making the Transition to Management http://www.amanet.org Learn easy-to-apply tools needed to make a successful transition into your new role.</p> <p>Management Skills for New Managers http://www.amanet.org Gain crucial foundational skills to shift from being an individual contributor to a well-respected manager who can achieve team synergy and drive bottom-line performance.</p> <p>Management Skills for New Supervisors http://www.amanet.org Develop the crucial management tools to help fully lead and motivate your team to</p>	<p>settings.</p> <p>Improving Employee Performance http://www.graduateschool.edu Learn to handle performance issues effectively to maximize employee performance and build greater involvement and cooperation among staff.</p> <p>Leadership Development Program (LDP) http://www.ccl.org Designed to offer mid-level to upper-level managers an opportunity to stimulate a process of growth to help them become more successful and productive.</p> <p>Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership through a complete leadership development curriculum for current and aspiring Government leaders.</p> <p>Leadership Essentials http://www.graduateschool.edu Learn the difference between leading and managing; explore proven techniques to communicating effectively; think strategically; and move from a reactive environment to a proactive one.</p> <p>Leading People http://www.graduateschool.edu Develop insight and increase your awareness of leadership styles and how to adapt them to the needs of your organization.</p> <p>Leading Virtual and Remote Teams http://www.amanet.org Learn to lead cohesive long-distance teams.</p> <p>Managing Individual and Organizational Change http://www.shrm.org Understand the five stages of</p>	<p>and organization.</p> <p>Expanding Your Influence: Understanding the Psychology of Persuasion http://www.amanet.org Discover the psychological foundation to the laws of persuasion.</p> <p>Harvard University Program for Senior Executive Fellows http://ksgexecprogram.harvard.edu Learn to improve problem solving, strategic analysis, persuasion, and negotiation skills.</p> <p>Industrial College of the Armed Forces http://www.ndu.edu/icaf Focus on broad-based national security decision making for senior policymakers in a dynamic world environment with emphasis on postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events.</p> <p>Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership through a complete leadership development curriculum for current and aspiring Government leaders.</p> <p>Leading Change http://www.graduateschool.edu Gain the knowledge and skills to help shape your future organization and explore tools for understanding and facilitating change and strategies for managing and shaping change.</p> <p>Leading Through Constructive Conflict https://www.leadership.opm.gov Learn to lead your organization</p>
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<p>higher productivity.</p> <p>Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure http://www.amanet.org Learn how to manage more effectively in a constantly changing environment.</p> <p>Step Up to Leadership http://www.donhr.navy.mil Learn tools and techniques for successful leadership by coaching and empowering others.</p> <p>Stress Management in the Workplace http://www.worklifebalance.com Learn stress management tools that are unmatched in the measured results they will produce for you and your organization.</p> <p>Supervisory Development Seminar Week 1: Fundamentals https://www.leadership.opm.gov Learn the "nuts and bolts" of frontline supervision and give you the tools you need to transition successfully into the supervisory role.</p> <p>Team Development Seminar Week 1: Team Building https://www.leadership.opm.gov Develop fundamental skills for effective team participation, as well as provide a deeper understanding of teams - including the types, uses, and interpersonal dynamics of teams.</p> <p>Time Management for Supervisors http://www.graduateschool.edu Learn new organization habits and become a more effective manager. Learn to spend your time now, how to work smarter, and how to make</p>	<p>the change process and use activation techniques to help people who are resisting change.</p> <p>Mastering Employee Performance Conversations http://www.managementconcepts.com Learn to use various communication approaches to reach shared understanding of expectations and deliver performance-focused feedback.</p> <p>Mentoring as a Manager http://www.golearn.gov Acquire expertise as a mentor that will benefit your employees, your organization, and your own career.</p> <p>Negotiating Techniques http://www.graduateschool.edu Focus on issues of negotiation, including using multiple strategies, applying the no-fault formula and interest-based methods, and assessing the roles of truth-telling and empathy in the negotiation process.</p> <p>Negotiation Skills http://www.managementconcepts.com Learn proven tools to plan for various negotiation types and strategies for conducting successful multiparty negotiations.</p> <p>Persuading Others http://www.dau.mil Master the art and science behind successful persuasion.</p> <p>Successfully Managing People http://www.amanet.org Become the catalyst that motivates your team to heightened productivity.</p> <p>Supervisory Development Seminar Week 2: Learning to Lead https://www.leadership.opm.gov Develop a deeper understanding of conflict</p>	<p>in developing conflict competency by using instruments and tools grounded in emotional intelligence concepts.</p> <p>Management Development Seminar I: Leading from the Middle https://www.leadership.opm.gov Learn to think critically and develop your communication skills as a manager.</p> <p>Management Development Seminar II: Leading Organizations https://www.leadership.opm.gov Gain a systems understanding of managing organizations.</p> <p>Negotiating to Win http://www.amanet.org Develop an effective plan and strategy for any negotiation using the principles of persuasion.</p> <p>Resiliency Advantage https://www.leadership.opm.gov Develop the five levels of resiliency, learn how to be flexible and thrive during times of constant change and increase the adaptability of your workforce.</p> <p>Senior Executive Service (SES) Developmental Program http://www.graduateschool.edu Enhance executive competencies at the SES and GS-14/15 levels.</p> <p>Strategic Agility and Resilience: Embracing Change to Drive Growth http://www.amanet.org Enhance your ability to respond to complex and unpredictable business changes by mastering the competencies of agile leadership.</p> <p>Team Development Seminar Week 2: Team Leadership</p>
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<p>every minute productive.</p>	<p>resolution, the motivations and values of successful leaders, and the personal preferences that guide your behavior as well as the behavior of your direct reports.</p> <p>The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results http://www.amanet.org</p> <p>Learn practical techniques to shape your leadership messages, hone an authentic leadership voice and engage in powerful conversations that achieve results.</p>	<p>https://www.leadership.opm.gov</p> <p>Learn practical leadership techniques, and explore ways of engaging, motivating, and holding team members accountable.</p> <p>The DoD Executive Leadership Development Program (ELDP) http://www.cpms.osd.mil</p> <p>Increase your understanding and appreciation for today's war-fighters.</p>
<p>Performance Management</p>		
<p>Department Head/ Program Manager/ Supervisor</p>	<p>Program Manager 1st Level Supervisor</p>	<p>Program Director/Deputy/ 2nd/3rd Level Supervisor</p>
<p>Certified Executive Compensation Professional™ (CECP) http://www.worldatworksociety.org</p> <p>Understand strategy, plan design, administration, and evaluation of executive compensation plans.</p> <p>Discipline of Employees http://www.hrclassroom.com</p> <p>Understand and appreciate the gravity of the disciplinary process and the important aspects regarding discipline.</p> <p>HR Basics - RC Course http://www.nps.edu</p> <p>Explore the four HR core competency areas (CCAs).</p> <p>HR Introductory Course http://www.nps.edu</p> <p>Gain a greater understanding of the four HR core competency areas (CCAs).</p> <p>HR Management Training and Certification Program http://www.hrcertification.com</p> <p>Learn the basic roles of the HR department, such as how to recruit and hire, provide employee benefits, and manage a compensation</p>	<p>Department Head courses plus:</p> <p>AMA's Employment Law Course: Avoiding the Legal Pitfalls of EEO, FMLA and ADA http://www.amanet.org</p> <p>Gain a comprehensive overview of employee discrimination/EEO, the Family Medical Leave Act and the Americans with Disabilities Act.</p> <p>Business and Human Resources: Leading HR and Your Organization into the Future http://www.astd.org</p> <p>Understand how developments in the external environment will impact the organization and its relation to human capital.</p> <p>Certificate Program for Senior HR Managers http://www.hrcertification.com</p> <p>Gain a detailed understanding and in-depth knowledge of both HR management and employment law.</p> <p>Developing Customer-Focused Organizations https://www.leadership.opm.gov</p> <p>Focus on critical customer-</p>	<p>1st Level Supervisor courses plus:</p> <p>Advanced Program in HR Management: Driving Business Results Through Global HR Strategies http://www.astd.org</p> <p>Learn to align HR strategies with your organization's wider business objectives.</p> <p>Coaching: A Strategic Tool for Effective Leadership http://www.amanet.org</p> <p>Learn skills for coaching employees to improve the effectiveness of individuals and teams.</p> <p>Developing Leaders at All Levels: Fostering Initiative and Accountability http://www.amanet.org</p> <p>Develop your employees to demonstrate greater initiative and accountability.</p> <p>Diversity and Inclusion Strategic Leadership Program http://www.shrm.org</p> <p>Gain a thorough understanding of how workforce diversity and inclusion initiatives can help drive business results.</p>

<p>program.</p> <p>Human Capital Management Program http://www.nexportsolutions.com Learn many aspects of HR and more.</p> <p>Labor Relations for Supervisors and Managers http://www.donhr.navy.mil Gain an overview of Labor Relations in the Federal sector.</p> <p>Managing Organizational Knowledge http://www.astd.org Enhance employee performance and foster innovation.</p> <p>Managing under the ADA Training http://www.hrclassroom.com Learn how to properly manage under the Americans with Disabilities Act.</p> <p>Managing Workplace Negativity http://www.donhr.navy.mil Learn to manage difficult workplace situations.</p> <p>Performance Management Training and Certification Program http://www.hrcertification.com Learn to set and track goals to meet corporate and personal objectives and how to perform performance appraisals.</p> <p>Rehabilitate or Remove Employees with Performance/Conduct Issues http://www.donhr.navy.mil Get the guidance you need to perform successfully as a Special Emphasis Program (SEP) manager.</p> <p>Special Emphasis Program Management http://www.graduateschool.edu Get the guidance you need to perform successfully as a Special Emphasis Program</p>	<p>service tactics and explore the vital skills of planning, implementing, and sustaining strategic change to better manage citizen engagement.</p> <p>Diversity http://www.dau.mil Gain information on how to manage diversity to extract maximum value from employee differences through a Harvard ManageMentor 10 module.</p> <p>EEO for Supervisors and Managers http://www.graduateschool.edu Gain and understand diversity issues presented in the workplace and how to implement management's role in the EEO program, how to prevent sexual harassment, EEO complaint process, special emphasis programs, etc.</p> <p>Improving Your Managerial Effectiveness http://www.amanet.org Learn to develop proactive approaches to meet complex challenges with your team.</p> <p>Leading Human Capital for Peak Performance http://www.shrm.org Learn to address some of the most current developments in the area of human capital and the organizational practices that are linked with the high performance of individuals.</p> <p>Strategic Human Capital Management http://www.graduateschool.edu Develop the necessary tools you need to successfully accomplish organizational objective and abide by human resources laws and regulations.</p> <p>Succession Planning: Developing Leaders from Within http://www.amanet.org Learn to design and implement</p>	<p>Hiring Reform for Managers https://www.leadership.opm.gov Understand the hiring process and ensure new employees have a "successful transition into Federal service."</p> <p>HR Advanced Course http://www.nps.edu Learn to plan for a future force and consider personnel policy changes that can support that force.</p> <p>Leaders Growing Leaders https://www.leadership.opm.gov Build your organization by developing leaders at every level.</p> <p>Leading Across Generations https://www.leadership.opm.gov Learn to use generational differences to improve the workplace and increase productivity.</p> <p>Strategic HR Management https://www.leadership.opm.gov Learn how to use OPM's Federal Human Capital Assessment and Accountability Framework (HCAAF) to plan, guide, and measure your human capital efforts.</p>
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<p>(SEP) manager.</p> <p>Supervisor's Role in Human Resources Management http://www.donhr.navy.mil Learn Federal Government human resources rules and policies.</p> <p>Termination of Employees http://www.hrclassroom.com Understand the gravity of terminating an employee and the important aspects regarding the process.</p>	<p>an effective and flexible succession plan that will help your organization continue to grow and achieve its business goals.</p>	
Program Management		
Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
<p>Hiring and the ADA (Americans with Disabilities Act) http://www.hrclassroom.com Discuss the key aspects of pre-employment inquiries under the ADA.</p> <p>Installation Logistics Management http://www.almc.army.mil Coverage includes all functional areas of logistics responsibilities, practices, and problems at all levels of the organization to develop and increase effectiveness in logistics support at the Installation.</p> <p>Program Management Tools http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead.</p> <p>Program Manager's Course http://www.dau.mil Strengthen the analytical, critical thinking and decision-making skills of potential leaders of major defense acquisition programs and program support organizations.</p> <p>Program Manager's Skills http://www.dau.mil</p>	<p>Department Head courses plus:</p> <p>AMA's 5-Day MBA Workshop http://www.amanet.org Learn how key components of various business units must be integrated and aligned to achieve short and long-term success.</p> <p>Data Analysis and Modeling Techniques http://www.managementconcepts.com Improve analytical skills and refine approach to analyzing data for decision making.</p> <p>Evaluating and Presenting Analysis Results http://www.managementconcepts.com Learn to effectively communicate the implications of analysis results.</p> <p>Lean and Six Sigma http://www.golearn.gov Learn this data-driven improvement philosophy that views all activities within an organization as processes whose inputs can be controlled to effect significant improvements in process outputs.</p> <p>Program Management Office</p>	<p>1st Level Supervisor courses plus:</p> <p>Comprehensive Contracting Officer Technical Representative (COTR) Workshop http://www.graduateschool.edu Master the position of COTR or contracting officer representative (COR) from requirements determination through contract closeout. Cover all technical and professional business competencies required by the Federal Acquisition Certification for Contracting Officer Technical Representatives (FAC-COTR).</p> <p>Executive Program Manager's Course http://www.dau.mil Learn through the extensive use of open, interactive dialogue with senior DoD, congressional, Government Accountability Office (GAO), and industry leaders; tailored sessions on contemporary topics and issues.</p> <p>Managing Stakeholder Expectations and Relationships http://www.managementconcepts.com Learn to use a stakeholder-</p>

<p>Learn skills needed for handling key programmatic issues.</p> <p>Project Communications Management http://www.graduateschool.edu Learn the tools and techniques that project teams can use to build an effective communications plan.</p> <p>Project Management http://www.golearn.gov Learn how to use the tools and techniques of basic project management.</p> <p>Project Management Principles https://www.leadership.opm.gov Learn and apply key concepts about managing a project.</p> <p>Recordkeeping: A Program Manager's Survival Guide https://nara.learn.com Discover a practical guide to policies, procedures, and legal requirements for managing program information.</p>	<p>Course, Part A http://www.dau.mil Learn key program management office knowledge and skills.</p> <p>Program Management Tools Course, Part I http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead.</p> <p>Project Management Course http://www.graduateschool.edu Organize your project, track costs and time expenditures, manage quality and risk, evaluate human resources requirements, and overcome obstacles.</p> <p>Writing a Business Case http://www.golearn.gov Learn the principles for preparing an effective business case, including defining your business need, gathering relevant information, assessing the financial impact, and the writing process.</p>	<p>based approach to actively and successfully build and manage relationships.</p> <p>Program Management Office Course, Part B http://www.dau.mil Become effective leaders in a program office by honing analysis, synthesis, and evaluative skills.</p> <p>Program Management Tools Course, Part II http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead.</p>
Strategic Management		
Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
<p>Strategic Management http://www.graduateschool.edu Understand and obtain practice in interpreting strategic management concepts, processes, and procedures.</p> <p>Strategic Planning http://www.amanet.org Develop the best strategic planning to support your company's goals.</p> <p>Strategic Planning for Government Organizations http://www.graduateschool.edu Establish a solid framework with strategic planning, lessons learned from Government Performance and Results Act (GPRA)</p>	<p>Department Head courses plus:</p> <p>Moving from an Operational Manager to a Strategic Thinker http://www.amanet.org Learn to become an innovator, a persuasive player and a champion of strategic change.</p> <p>Strategic Execution: Getting It Done http://www.amanet.org Learn the skills to develop a flexible and achievable blueprint to execute your strategic plan.</p> <p>Strategic Human Capital Management http://www.graduateschool.edu Develop the necessary tools you need to successfully</p>	<p>1st Level Supervisor courses plus:</p> <p>Center for Global Leadership Series: Leadership for a Global Society https://www.leadership.opm.gov Lead your organization in an interconnected world.</p> <p>Congressional Operations Workshop http://www.graduateschool.edu Receive a comprehensive review of Congress, its culture and the legislative process.</p> <p>Continuity of Operations Planning (COOP) http://www.fema.gov Learn to build a comprehensive and viable COOP program that</p>

<p>implementation and practical guidance to meet your organization's challenges.</p> <p>Strategic Sourcing http://www.graduateschool.edu Learn to build a comprehensive strategic sourcing plan to transform your organization.</p>	<p>accomplish organizational objective and abide by human resources laws and regulations.</p> <p>Strategic Leadership http://www.ndu.edu Focus on broad-based national security decision making for senior policymakers in a dynamic world environment.</p> <p>Strategic Planning and Performance Measurement http://www.managementconcepts.com Learn how to set performance goals and objectives and how strategic planning impacts the organization and the individual.</p>	<p>an organization needs to continue essential operations following a disaster.</p> <p>Leading Strategically: From Vision to Performance https://www.leadership.opm.gov Learn practical skills for leaders in rapidly changing</p>
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