



NAVY SHORE INFRASTRUCTURE TRANSFORMATION (NSIT)

Workforce Development Career Progression Program

Safety
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) Safety 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 Safety 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 Safety Community.

Table 1. Safety Community Occupational Series

Series	OPM Series Title
0018	Safety and Occupational Health Management
0019	Safety Technician

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 Safety 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 Safety Community Vision Statement

“To enhance operational readiness by enabling personnel to establish, promote, and maintain a safe and healthful workplace by providing leadership, knowledge and tools necessary to carry out their safety and health responsibilities.”

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, Safety 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 Safety 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		
Communications	The process of clearly transferring or interchanging/exchanging thoughts, opinions, or information by speech, writing, or signs from one source to another.	
Knowledge	Skills	Abilities
Knowledge of all technical aspects of all Safety programs	Skill in conflict management principles and techniques	Ability to act as a Headquarters representative for a variety of safety programs and initiatives
Knowledge of established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes	Skill in effective oral and written communication Skill in the use of computer systems and software	Ability to collaborate and provide technical advice, guidance, and assistance on operations to organizational personnel and external organizations
Knowledge of safety and health practices and procedures associated with work processes	Skill to consult and communicate the goals and objectives of safety programs with all levels of personnel Skill to develop communications material and techniques Skill to develop, coordinate, and provide technical safety training to promote awareness of safety hazards to supervisors and employees using a wide variety	Ability to encourage and facilitate cooperation and innovation Ability to lead and mentor/coach others Ability to persuade and influence key leaders and

	<p>of materials, publications, exhibits, protective devices, and visual aids</p> <p>Skill to provide technical and administrative guidance, encompassing all safety and occupational health issues that impact the readiness of units, tenants, base operations, and unique military operations</p>	groups
Competency		
Compliance Evaluation	Review and assure that personnel are aware of and take steps to comply with relevant laws and regulations.	
Knowledge	Skills	Abilities
<p>Knowledge of construction standards, practices, techniques, and equipment hazards resulting from new construction or modification of existing buildings</p> <p>Knowledge of established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes</p> <p>Knowledge of project management</p> <p>Knowledge of regulations and standards pertaining to a wide variety of programs and functions of safety programs</p>	<p>Skill in effective oral and written communication</p> <p>Skill in the use of computer systems and software</p> <p>Skill to consult and communicate the goals and objectives of safety programs with all levels of personnel</p> <p>Skill to develop communications material and techniques</p> <p>Skill to develop safety directives and procedures on a wide variety of safety functions to include training, inspections, hazard abatement, mishaps, and other safety related initiatives</p> <p>Skill to interpret and apply regulations and standards pertaining to a wide variety of programs and functions of safety programs</p> <p>Skill to provide technical and administrative guidance, encompassing all safety and occupational health issues that impact the readiness of units, tenants, base operations, and unique military operations</p> <p>Skill to review all reports that cover Government personnel for disabling injuries, fatalities, permanent disability, property damages, injuries to visiting public on Government Installations, and vehicle</p>	<p>Ability to collaborate and provide technical advice, guidance, and assistance on operations to organizational personnel and external organizations</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 inspect safety conditions and provide information on safety standards and techniques</p> <p>Ability to interpret established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes</p>

	accidents	
Competency		
Data Analysis	The process of modeling and transforming data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making.	
Knowledge	Skills	Abilities
<p>Knowledge of construction standards, practices, techniques, and equipment hazards resulting from new construction or modification of existing buildings</p> <p>Knowledge of established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes</p> <p>Knowledge of regulations and standards pertaining to a wide variety of programs and functions of safety programs</p>	<p>Skill in effective oral and written communication</p> <p>Skill in interpreting engineering drawings and specifications sufficient to identify hazardous conditions</p> <p>Skill in the use of computer systems and software</p> <p>Skill to perform research and compile briefs and/or factual information</p> <p>Skill to perform work primarily associated with analyzing, developing, evaluating, or promoting improvements in the policies, plans, methods, procedures, systems, or techniques</p> <p>Skill to review all reports that cover Government personnel for disabling injuries, fatalities, permanent disability, property damages, injuries to visiting public on Government Installations, and vehicle accidents</p>	<p>Ability to interpret established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes</p> <p>Ability to review, analyze, and interpret data and trends</p>
Competency		
Develop Programs and Program Guidance	The systematic process that fosters the ability to identify, plan, develop, implement, and evaluate an organization's programs.	
Knowledge	Skills	Abilities
<p>Knowledge of construction standards, practices, techniques, and equipment hazards resulting from new construction or modification of existing buildings</p> <p>Knowledge of established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work</p>	<p>Skill in applying business process improvement and methodologies</p> <p>Skill in the use of computer systems and software</p> <p>Skill to consult and communicate the goals and objectives of safety programs with all levels of personnel</p> <p>Skill to develop programs to maintain compliance and eliminate or minimize</p>	<p>Ability to act as a headquarters representative for a variety of safety programs and initiatives</p> <p>Ability to collaborate and provide technical advice, guidance, and assistance on operations to organizational personnel and external organizations</p> <p>Ability to conduct surveys and studies of operations to determine proper application</p>

<p>processes</p> <p>Knowledge of project management</p> <p>Knowledge of safety and health practices and procedures associated with work processes</p> <p>Knowledge of regulations and standards pertaining to a wide variety of programs and functions of safety programs</p>	<p>injury/illness as well as property and productivity losses</p> <p>Skill to develop safety directives and procedures on a wide variety of safety functions to include training, inspections, hazard abatement, mishaps, and other safety related initiatives</p> <p>Skill to plan, organize, direct, manage, implement, evaluate, and maintain a safety and occupational health program</p> <p>Skill to perform duties associated with managing, directing, or administering a program that includes a variety of technical functions</p> <p>Skill to perform work primarily associated with analyzing, developing, evaluating, or promoting improvements in the policies, plans, methods, procedures, systems, or techniques</p>	<p>of improved methods or approved industry techniques</p> <p>Ability to interpret established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes</p> <p>Ability to persuade and influence key leaders and groups</p> <p>Ability to review and provide technical advice and guidance on training syllabi</p>
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Competency

<p>Hazard Identification/Risk Assessment/Risk Communications</p>	<p>The process of identifying, assessing, and communicating potential or actual risks/hazards of an agent, object, or activity that could or is causing adverse health effects including: root cause of hazard, types of injury, and conditions of exposure.</p>
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Knowledge	Skills	Abilities
<p>Knowledge of all technical aspects of all safety programs</p> <p>Knowledge of construction standards, practices, techniques, and equipment hazards resulting from new construction or modification of existing buildings</p> <p>Knowledge of established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes</p> <p>Knowledge of regulations and standards pertaining to a wide variety of programs and functions of safety programs</p>	<p>Skill in conflict management principles and techniques</p> <p>Skill in effective oral and written communication</p> <p>Skill in interpreting engineering drawings and specifications sufficient to identify hazardous conditions</p> <p>Skill in the use of computer systems and software</p> <p>Skill to consult and communicate the goals and objectives of safety programs with all levels of personnel</p> <p>Skill to interpret and apply regulations and standards pertaining to a wide variety of programs and functions of</p>	<p>Ability to collaborate and provide technical advice, guidance, and assistance on operations to organizational personnel and external organizations</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 encourage and facilitate cooperation and innovation</p> <p>Ability to inspect safety conditions and provide information on safety standards and techniques</p> <p>Ability to inspect safety</p>

	safety programs	conditions, investigate, compile data on accidents, and provide information on safety standards and techniques Ability to interpret established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes
Competency		
Inspection, Investigation, and Monitoring	Organized examination or formal evaluation involving the measurements, tests, and, gauges applied to certain characteristics of an object or activity. The results are compared to determine compliance with requirements and standards.	
Knowledge	Skills	Abilities
<p>Knowledge of all technical aspects of all safety programs</p> <p>Knowledge of established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes</p> <p>Knowledge of construction standards, practices, techniques, and equipment hazards resulting from new construction or modification of existing buildings</p> <p>Knowledge of regulations and standards pertaining to a wide variety of programs and functions of safety programs</p>	<p>Skill in conflict management principles and techniques</p> <p>Skill in effective oral and written communication</p> <p>Skill in the use of computer systems and software</p> <p>Skill to develop programs to maintain compliance and eliminate or minimize injury/illness as well as property and productivity losses</p> <p>Skill to interpret and apply regulations and standards pertaining to a wide variety of programs and functions of safety programs</p> <p>Skill to provide technical and administrative guidance, encompassing all safety and occupational health issues that impact the readiness of units, tenants, base operations, and unique military operations</p> <p>Skill to review all reports that cover Government personnel for disabling injuries, fatalities, permanent disability, property damages, injuries to visiting public on Government Installations, and vehicle accidents</p>	<p>Ability to collaborate and provide technical advice, guidance, and assistance on operations to organizational personnel and external organizations</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 encourage and facilitate cooperation and innovation</p> <p>Ability to inspect safety conditions and provide information on safety standards and techniques</p> <p>Ability to inspect safety conditions, investigate, compile data on accidents, and provide information on safety standards and techniques</p> <p>Ability to interpret established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes</p> <p>Ability to review, analyze, and</p>

		interpret data and trends Ability to use and maintain support equipment
Competency		
Review Documents, Plans, and Projects	The process of subjecting work, research, or ideas to the scrutiny of others who are experts in the same field.	
Knowledge	Skills	Abilities
<p>Knowledge of construction standards, practices, techniques, and equipment hazards resulting from new construction or modification of existing buildings</p> <p>Knowledge of established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes</p> <p>Knowledge of project management</p> <p>Knowledge of regulations and standards pertaining to a wide variety of programs and functions of safety programs</p>	<p>Skill in effective oral and written communication</p> <p>Skill in interpreting engineering drawings and specifications sufficient to identify hazardous conditions</p> <p>Skill in the use of computer systems and software</p> <p>Skill to interpret and apply regulations and standards pertaining to a wide variety of programs and functions of safety programs</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 interpret established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes</p>
Competency		
Training	Acquisition of knowledge, skills, and/or abilities through teaching vocational or practical skills and knowledge that relate to a specific topic.	
Knowledge	Skills	Abilities
<p>Knowledge of established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes</p> <p>Knowledge of safety and health practices and procedures associated with work processes</p> <p>Knowledge of regulations and standards pertaining to a wide variety of programs and functions of safety programs</p>	<p>Skill in effective oral and written communication</p> <p>Skill in the use of computer systems and software</p> <p>Skill to consult and communicate the goals and objectives of safety programs with all levels of personnel</p> <p>Skill to develop safety directives and procedures on a wide variety of safety functions to include training, inspections, hazard abatement, mishaps, and other safety related initiatives</p> <p>Skill to develop, coordinate, and provide technical safety training</p>	<p>Ability to collaborate and provide technical advice, guidance, and assistance on operations to organizational personnel and external organizations</p> <p>Ability to encourage and facilitate cooperation and innovation</p> <p>Ability to interpret established safety and health (including explosives) standards, environmental conditions, protective devices, accident prevention, and work processes</p> <p>Ability to lead and</p>

	<p>to promote awareness of safety hazards to supervisors and employees using a wide variety of materials, publications, exhibits, protective devices, and visual aids</p> <p>Skill to perform research and compile briefs and/or factual information</p>	<p>mentor/coach others</p> <p>Ability to review and provide technical advice and guidance on training syllabi</p>
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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
<p>Knowledge of budgetary and financial principles, metrics, and techniques</p> <p>Knowledge of Enterprise-wide resources and budget planning, tracking, and execution</p> <p>Knowledge of Office of Management and Budget's long-term goals for performance measures</p> <p>Knowledge of policies and procedures to manage, plan, and develop current and future financial requirements</p>	<p>Skill in effective budget preparation, presentation, and justification</p> <p>Skill in formulating, executing, and reporting on a budget</p>	<p>Ability to apply financial management principles, metrics, and techniques as they relate to short- and long-range planning of programs and objectives</p> <p>Ability to develop, install, or advise on financial or other management control programs for operations</p> <p>Ability to identify, plan for, and execute budgetary and financial requirements</p>
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</p>	<p>Skill in conflict management to respond in a constructive manner</p>	<p>Ability and commitment to serve the public</p> <p>Ability to adapt to a changing</p>

<p>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 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>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>
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Competency

Personnel Management The efficient and effective planning, programming, budgeting, and execution of an organization’s total force.

Knowledge	Skills	Abilities
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<p>Knowledge of guidelines and procedures for flexible work arrangements</p> <p>Knowledge of personnel management practices, policies, and procedures</p> <p>Knowledge of succession planning</p> <p>Knowledge to manage, plan,</p>	<p>Skill in interviewing techniques</p> <p>Skill in recruiting, hiring, and retaining employees</p> <p>Skill in writing job announcements and individual evaluations</p>	<p>Ability to apply compensation philosophy to the total workforce strategy</p> <p>Ability to identify and address conduct and performance issues</p> <p>Ability to identify and understand current administration policy initiatives</p>
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<p>evaluate, and develop the current and future total workforce requirements</p>		<p>and implications</p> <p>Ability to manage human resources and/or military and civilian manpower requirements</p> <p>Ability to manage, plan, and develop current and future total workforce requirements</p> <p>Ability to project future total workforce and program requirements based on projected workload and forthcoming operations</p> <p>Ability to promote and support the goals and initiatives of equal employment opportunity (EEO) and diversity programs</p>
Competency		
Program Management	<p>The process of managing multiple ongoing projects emphasizing coordination and prioritization of resources across projects, departments, and entities to ensure a global focus.</p>	
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</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</p>	<p>Ability to act as a Headquarters representative for a variety of safety programs and initiatives</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</p>

<p>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>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 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 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>Skill to perform managerial or administrative work primarily associated with analyzing, developing, evaluating, or promoting improvements in the policies, plans, methods, procedures, systems, or techniques</p>	<p>regulations, instructions, and procedures</p> <p>Ability to lead programs that include a variety of technical functions including development of strategic and business plans</p> <p>Ability to make risk-based decisions by using performance indicators</p> <p>Ability to manage, direct, or administer a program</p> <p>Ability to perform duties associated with managing, directing or administering a program with a variety of technical functions to include business plan development and impact statements</p> <p>Ability to perform managerial or administrative work primarily associated with analyzing, developing, evaluating, or promoting improvements in the policies, plans, methods, procedures, systems, or techniques of a program</p> <p>Ability to plan, execute, and evaluate the effectiveness of information and communications programs in furthering agency goals</p> <p>Ability to plan, organize, evaluate, and analyze work</p> <p>Ability to provide briefings and presentations to senior leadership</p> <p>Ability to provide technical advice, guidance, and assistance on operations to organizational personnel</p>
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Competency		
Strategic Management	The process of specifying the organization’s mission, vision, and goals; developing policies and plans designed to achieve these goals, and maximizing the allocation and utilization of resources and tools to implement required policies, plans, projects, and programs.	
Knowledge	Skills	Abilities
<p>Knowledge and application of the organization’s mission, vision, policies, procedures, and objectives</p> <p>Knowledge of all applicable DoD/OPNAV/CNIC instructions, manuals, accrediting agencies, and inspections</p> <p>Knowledge of current challenges and the evolving role of Government in addressing them</p> <p>Knowledge of external factors that affect the organization and shape stakeholders’ views</p> <p>Knowledge of how services, stakeholders, partners, and customers integrate toward accomplishing the organization’s goals</p> <p>Knowledge of initiatives and effective strategies for dealing with conflicting priorities</p> <p>Knowledge of national and international policies and trends that affect the organization</p> <p>Knowledge of strategic concepts of the national security policy</p>	<p>Skill in strategic analysis</p> <p>Skill in strategic development including formulation, management, measurement, and execution</p> <p>Skill in strategic planning and implementation</p> <p>Skill to communicate how the local organization partners with the larger organization</p> <p>Skill to determine the need for and management/execution of organizational change, including recommendations on most effective organization, implementation of new/revised policies/procedures, and realignment and/or transfer of functions in support of command goals and initiatives</p> <p>Skill to develop collaborative partnerships across organizational lines</p>	<p>Ability to advocate the use of standardized procedures and practices in support of an organization</p> <p>Ability to anticipate national security needs</p> <p>Ability to communicate a clear mission and set of values</p> <p>Ability to develop methodologies for synthesizing organizations to execute complex missions</p> <p>Ability to envision, develop, coordinate, and implement strategic change to meet organizational goals</p> <p>Ability to formulate objectives and priorities, and implement plans consistent with organizational interests</p> <p>Ability to identify and set organizational goals</p> <p>Ability to interpret requirements and implement solutions in support of mission goals</p> <p>Ability to negotiate strategies and tactics to influence situations</p>

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

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

4.2 Competency/Career Progression Process

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

Competency/Career Progression Process

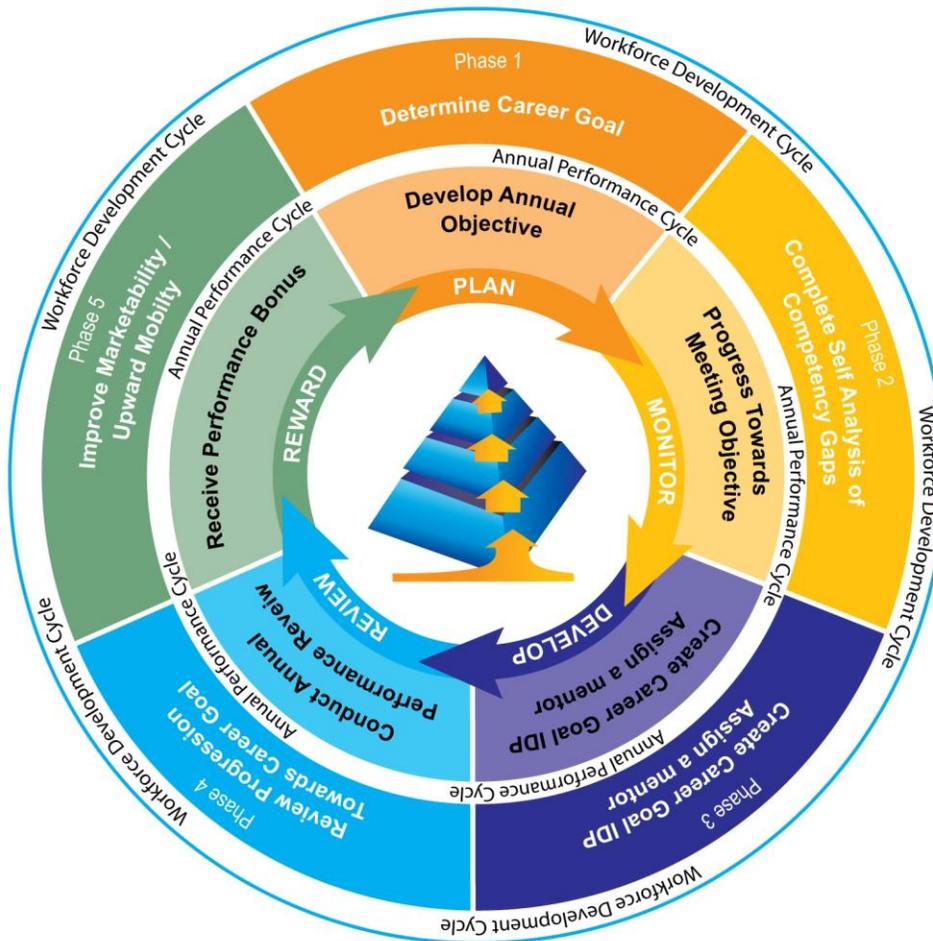


Figure 2. Competency/Career Progression Process

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

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

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

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

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

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

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

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

4.3 Community Competency/Career Progression

CNIC Installation, Region, Headquarters Competency/Career Progression

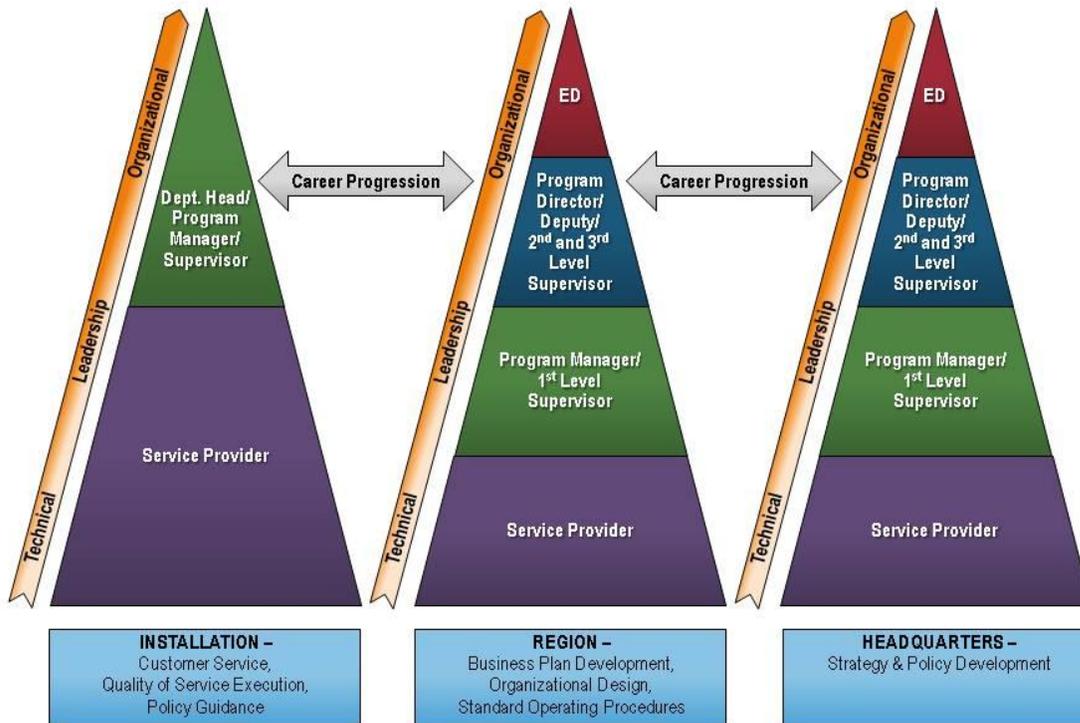


Figure 3. Community Competency/Career Progression

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

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

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

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

your career goal position. Establish a list of competencies and KSAs that you need to acquire in order to be competitive for your career goal.

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

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

4.4 Safety Community Series Distribution

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

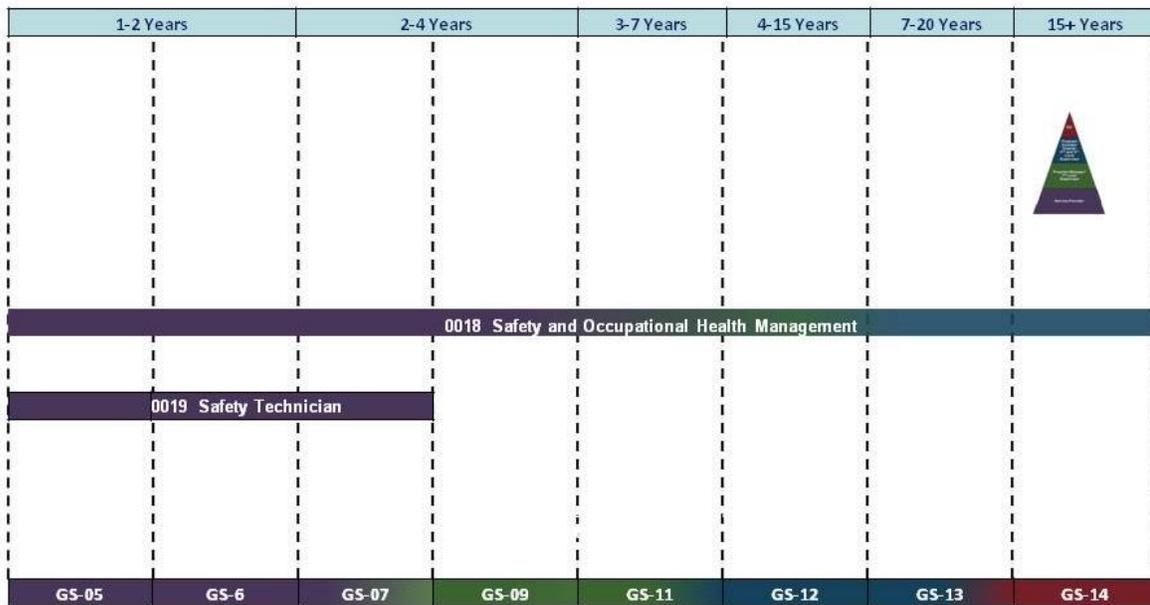


Figure 4. Safety Community Series Distribution

4.5 Career Enhancement

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

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

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

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

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

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

Table 4. Experience Recommendations for Service Provider

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

Table 5. Experience Recommendations for Leadership

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

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

Table 6. Assignment Recommendations for Service Provider

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

Table 7. Assignment Recommendations for Leadership

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

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

Table 8. Professional Certification/License Opportunities

Organization	Web Site
32-Hour Safety Committee Member Certificate	http://www.oshatrain.org
36-Hour OSH Supervisor Certificate	http://www.oshatrain.org
36-Hour OSH Trainer-the-Trainer Certificate	http://www.oshatrain.org
36-Hour Safety Committee Leader Certificate	http://www.oshatrain.org
40-Hour OSH Specialist Certificate	http://www.oshatrain.org
48-Hour OSH Manager Certificate	http://www.oshatrain.org
Accident Investigation Technician (AIT) Certification	http://naspweb.com
Advanced Safety Professional (ASP)	http://naspweb.com
Associate Safety Health Manager (ASHM)	http://www.ishm.org
Associate Safety Professional® (ASP)	http://www.bcsp.org
Bloodborne Pathogens Technician (BPT)	http://naspweb.com
Certificate in Safety Management	http://www.asse.org
Certified DOT Alcohol and Drug Abuse Prevention Technician (ADT)	http://naspweb.com
Certified DOT HAZMAT Technician (CDT)	http://naspweb.com
Certified Emergency Management Specialist (CEMS)	http://naspweb.com
Certified Environmental, Safety, and Health Trainer (CET)	http://www.neshta.org

Organization	Web Site
Certified Ergonomics Technician (CET)	http://naspweb.com
Certified Hazardous Materials Manager (CHMM)	http://www.ihmm.org
Certified Hazardous Materials Practitioner (CHMP)	http://www.ihmm.org
Certified Industrial Hygienist (CIH)	http://www.abih.org
Certified Instructor Technologist (CIT)	http://www.neshta.org
Certified Loss Control Specialist (CLCS)	http://www.bcsp.org
Certified Occupational Safety Specialist (COSS)	http://www.coss.net
Certified Personal Protective Equipment Technician	http://naspweb.com
Certified Safety Administrator (CSA)	http://naspweb.com
Certified Safety and Health Manager (CSHM)	http://www.ishm.org
Certified Safety Auditor (SAC) Certification	http://naspweb.com
Certified Safety Consultant (CSC) Certification	http://naspweb.com
Certified Safety Manager (CSM)	http://naspweb.com
Certified Safety Professional (CSP)	http://www.bcsp.org
Certified Safety Supervisor (CSS)	http://www.nsms.us
Certified Safety Technician (CST)	http://www.nsms.us
Chemical Safety Technician (CST) Certification	http://naspweb.com
Commercial Driver's License (CDL) Program	http://www.fmcsa.dot.gov
Construction Health and Safety Technician (CHST) Certification	http://www.bcsp.org
Electrical Safety Technician (EST) Certification	http://naspweb.com
Environmental, Health and Safety Management Specialist (EHS) Certification	http://naspweb.com
Executive Program in Safety Management	http://www.asse.org
Fall Protection, Stairways, Ladders, and Scaffolds Safety Technician (SLT) Certification	http://naspweb.com
Fire Protection/Prevention, Exit Routes, and Emergency Plans Technician (FET) Certification	http://naspweb.com
Forklift Safety Technician (FST) Certification	http://naspweb.com
General Health and Recordkeeping Specialist for Construction (HRS) Certification	http://naspweb.com
Graduate Safety Practitioner® (GSP)	http://www.bcsp.org
Hazard Analysis Technician (HAT) Certification	http://naspweb.com
Hazardous Materials Manager-in-Training (HMMT)	http://www.ihmm.org
HAZWOPER Applications Specialist (HSC) Certification	http://naspweb.com
HAZWOPER Refresher Course (HZR) Certification	http://naspweb.com
HAZWOPER Validation (HZV)	http://naspweb.com
Integrated Safety Management Course (ISM)	http://naspweb.com
Leadership Education and Development (LEAD) Program	http://www.leadership.opm.gov

Organization	Web Site
Lean Six Sigma (LSS) Certification	http://www.6sigma.us
Licensed Safety Professional (LSP) Certification	http://naspweb.com
Machine Guarding Technician (MGT)	http://naspweb.com
Master Safety Administrator (MSA) Certification	http://naspweb.com
Materials Handling Safety Technician (MHT)	http://naspweb.com
Motorcycle Safety Foundation	http://www.msf-usa.org
National Traffic Safety Institute	http://www.ntsai.com
Navy Safety Center	http://www.safetycenter.navy.mil
Occupational Health and Safety Technologist (OHST)	http://www.bcsp.org
Occupational Safety and Health Administration (OSHA) Recordkeeping Technician (ORT) Certification	http://naspweb.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
Safety Inspections Technician (SIT) Certification	http://naspweb.com
Safety Planning Specialist (SPS) Certification	http://naspweb.com
Safety Trained Supervisor (STS) Certification	http://www.bcsp.org
Safety Training Specialist (STS) Certification	http://naspweb.com
Steel Erection Safety Technician (SET) Certification	http://naspweb.com
Trenching, Excavation, and Underground Construction Safety Technician (TET) Certification	http://naspweb.com
Violence: Prevention, Management, and Survival (VPS) Certification	http://naspweb.com
Welding, Cutting, Brazing Safety Technician (WST) Certification	http://naspweb.com

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 Hazardous Materials Professionals (AHMP)	http://www.achmm.org
American Association of Safety Councils (AASC)	http://www.safetycouncils.org
American Board of Industrial Hygiene (ABIH)	http://www.abih.org
American Conference of Governmental Industrial Hygienists (ACGIH®)	http://www.acgih.org
American Council for Construction Education (ACCE)	http://www.acce-hq.org
American Industrial Hygiene Association (AIHA)	http://www.aiha.org
American Society of Safety Engineers (ASSE)	http://www.asse.org
Board of Certified Safety Professionals (BCSP)	http://www.bcsp.org
Institute for Safety and Health Management (ISHM)	http://www.ishm.org
Institute of Industrial Engineers (IIE)	http://www.iinet2.org
International Association of Safety Professionals (IASP)	http://www.naspweb.com
Motorcycle Safety Foundation (MSF)	http://www.msf-usa.org
National Association of Safety Professionals (NASP)	http://www.naspweb.com
National Environmental, Safety, and Health Training Association (NESHTA)	http://www.neshta.org
National Fire Protection Association (NFPA)	http://www.nfpa.org
National Highway Traffic Safety Administration (NHTSA)	http://www.nhtsa.dot.gov
National Safety Council (NSC)	http://www.nsc.org
National Safety Management Society (NSMS)	http://www.nsms.us
The International System Safety Society	http://www.system-safety.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.cnic.navy.mil/solutions/ewd/default.aspx>. You are highly encouraged to become familiar with this site.

IDP. Your IDP translates and personalizes the Safety Community's Competency/Career Progression. It is a "living document," jointly developed between you and your supervisor. IDPs provide you and your supervisor with a plan of action to help gain essential skills and identify training that may enhance

your competencies and KSAs. Your IDP charts your developmental objectives in the short-term (1 to 2 years) and long-term (3 to 5 years). These objectives are reviewed and updated at least annually.

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

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

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

APPENDIX A

Acronym List

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Acronym List

AAA	American Automobile Association
AASC	American Association of Safety Councils
ABIH	American Board of Industrial Hygiene
AC	Advanced Course
ACCE	American Council for Construction Education
ACGIH	American Conference of Governmental Industrial Hygienists
ADT	Alcohol and Drug Abuse Prevention Technician
AHMP	Alliance of Hazardous Materials Professionals
AIHA	American Industrial Hygiene Association
AIT	Accident Investigation Technician
ANSI	American National Standards Institute
ASHM	Associate Safety Health Manager
ASP	Advanced Safety Professional
ASP	Associate Safety Professional
ASSE	American Society of Safety Engineers
BC	Basic Course
BCSP	Board of Certified Safety Professionals
BPT	Bloodborne Pathogens Technician
BUMED	Navy Bureau of Medicine and Surgery
CA	Community Advocate
CDL	Commercial Driver's License
CDT	Certified DOT HAZMAT Technician
CEMS	Certified Emergency Management Specialist
CES	Civilian Education System
CET	Certified Ergonomics Technician
CET	Certified Environmental, Safety, and Health Trainer
CFR	Code of Federal Regulations
CHMM	Certified Hazardous Materials Manager
CHMP	Certified Hazardous Materials Practitioner
CHST	Construction Health and Safety Technician
CIH	Certified Industrial Hygienist
CIT	Certified Instructor Technologist
CLCS	Certified Loss Control Specialist

CMP	Community Management Plan
CNIC	Commander, Navy Installations Command
COOP	Continuity of Operations Planning
COR	Contracting Officer Representative
COSS	Certified Occupational Safety Specialist
COTR	Contracting Officer Technical Representative
CP	Community Champion
CPR	Cardiopulmonary Resuscitation
CPT	Certified Personal Protective Equipment Technician
CSA	Certified Safety Administrator
CSC	Safety Consultant Certification
CSHM	Certified Safety and Health Manager
CSM	Certified Safety Manager
CSP	Certified Safety Professional
CSS	Certified Safety Supervisor
CST	Certified Safety Technician
CST	Chemical Safety Technician
CTC	Concurrent Technologies Corporation
DoD	Department of Defense
DON	Department of the Navy
DOT	Department of Transportation
DRMC	Defense Resources Management Course
DSLDP	Defense Senior Leader Development Program
ED	Executive Director
EEO	Equal Employment Opportunity
EHMM	Essentials of Hazardous Materials Management
EHS	Environmental, Health and Safety Management Specialist
EHS/S	Environmental, Health, Safety and Security
ELDP	Executive Leadership Development Program
ERC	Education and Research Center
ESAMS	Enterprise Safety Application Management System
EST	Electrical Safety Technician
FAC-COTR	Federal Acquisition Certification for Contracting Officer Technical Representative
FET	Fire Protection/Prevention, Exit Routes, and Emergency Plans Technician
FRT	Facility Response Team

FST	Forklift Safety Technician
GAO	Government Accountability Office
GPRA	Government Performance and Results Act
GS	General Schedule
GSP	Graduate Safety Practitioner®
HAT	Hazard Analysis Technician
HAZCOM	Hazard Communication
HAZMAT	Hazardous Material
HAZWOPER	Hazardous Waste Operations and Emergency Response
HCAAF	Human Capital Assessment and Accountability Framework
HMC&M	Hazardous Material Control and Management
HMMT	Hazardous Materials Manager-in-Training
HQ	Headquarters
HRS	Health and Recordkeeping Specialist
HSC	HAZWOPER Applications Specialist Certification
HSIRM	Hazardous Substance Incident Response Management
HZR	HAZWOPER Refresher
HZV	HAZWOPER Validation
IAP	Incident Action Plan
IASP	International Association of Safety Professionals
IC	Intermediate Course
ICS	Incident Command System
IDP	Individual Development Plan
IIE	Institute of Industrial Engineers
ISHM	Institute for Safety and Health Management
ISM	Integrated Safety Management
IT	Information Technology
KSA	Knowledge, Skill, and Ability
LDP	Leadership Development Program
LEAD	Leadership Education and Development
LSP	Licensed Safety Professional
LSS	Lean Six Sigma
MGT	Machine Guarding Technician
MHT	Materials Handling Safety Technician
MSA	Master Safety Administrator

MSD	Musculoskeletal Disorders
MSF	Motorcycle Safety Foundation
MTT	Mobile Training Team
N15	Workforce Planning/Development and Strategy
NARA	National Archives and Records Administration
NASP	National Association of Safety Professionals
NAVOSH	Naval Occupational Safety and Health
NESHTA	National Environmental, Safety, and Health Training Association
NFPA	National Fire Protection Association
NHTSA	National Highway Traffic Safety Administration
NIOSH	National Institute for Occupational Safety and Health
NSC	National Safety Council
NSIT	Navy Shore Infrastructure Transformation
NSMS	National Safety Management Society
O&M	Operation and Maintenance
OCHR	Office of Civilian Human Resources
OHS	Oil Hazardous Substance
OHST	Occupational Health and Safety Technologist
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OPNAV N1	Chief of Naval Operations (Manpower and Personnel)
OPNAVINST	Chief of Naval Operations Instruction
ORM	Operational Risk Management
ORSA	Operations Research/Systems Analysis
ORT	Occupational Safety and Health Administration Recordkeeping Technician
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
PHA	Process Hazard Analysis
POM	Program Objective Memorandum
PPE	Personal Protective Equipment
PR	Program Review
PREP	Preparedness for Response Exercise Program
PSM	Process Safety Management
SAC	Safety Auditor Certification
SARA	Superfund Amendments and Reauthorization Act

SBI	Special Background Investigation
SECDEF	Secretary of Defense
SECNAV	Secretary of the Navy
SES	Senior Executive Service
SIT	Safety Inspections Technician
SLT	Fall Protection, Stairways, Ladders, and Scaffolds Safety Technician
SME	Subject Matter Expert
SOH	Safety and Occupational Health
SPS	Safety Planning Specialist
SSQ	Strengthening Star Quality
SET	Steel Erection Safety Technician
STS	Safety Trained Supervisor
STS	Safety Training Specialist
TET	Trenching, Excavation, and Underground Construction Safety Technician
TSD	Transfer Storage & Disposal
TTX	Tabletop Exercise
TWMS	Total Workforce Management Services
VPP	Voluntary Protection Program
VPPPA	Voluntary Protection Program Participates Association
VPS	Violence: Prevention, Management, and Survival
WST	Welding, Cutting, Brazing Safety Technician

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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	0018					2		14		43		137	80	21	4	1
GS	0019					2	2	6								

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

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APPENDIX D

Technical Training Opportunities by Competency

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Technical Training Opportunities by Competency

Communications		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Communication http://www.graduateschool.edu Learn to develop strong organization and clear presentation of ideas for both speaking and writing situations and become aware of nonverbal communications.</p> <p>Fundamentals of Writing http://www.graduateschool.edu Learn how to spot common writing errors, use outlines to organize thoughts, write clearly and concisely, and combine ideas into effective communication.</p>	<p>Entry-level courses plus:</p> <p>Communication Skills http://www.graduateschool.edu Discover how to analyze verbal and nonverbal communications, write clearly and concisely, organize and deliver an oral presentation, and break down communication barriers to work better with others.</p> <p>How to Communicate with Diplomacy, Tact, and Credibility http://www.amanet.org Learn how to choose and use the most appropriate words and emotional tone for every business situation; gain insights into your communication style and develop skills for effective communication.</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>Stress Management http://www.graduateschool.edu Manage your stress and reap the rewards, including fewer job errors, reduced absenteeism, improved decision making, and lowered hostility.</p> <p>Writing for Results http://www.graduateschool.edu Learn practical techniques for adding power to written reports, executive summaries,</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Briefing Techniques http://www.graduateschool.edu Briefing confidently, how to organize a briefing logically, how to analyze and deal with any type of audience, manage hostile or negative questions, manage a question and answer period.</p> <p>Communicating for Results http://www.graduateschool.edu Learn to overcome barriers to effective communication. Develop strategies to increase your ability to be understood.</p> <p>Communicating Strategically http://www.managementconcepts.com Leaders, managers, team leaders, project managers, and others interested in taking 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</p>

	and briefings.	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.
Compliance Evaluation		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Conducting Personal Protective Equipment Assessments http://www.dhrm.virginia.gov Learn general Personal Protective Equipment (PPE) training to include program elements and issues to consider for various types of PPE.</p> <p>Identifying and Correcting Workplace Hazards http://www.dhrm.virginia.gov Learn to identify hazards in the workplace, steps to correct the hazards, conduct a facility inspection, and develop corrective actions.</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>Lockout/Tagout Programs and Controls http://www.dhrm.virginia.gov Cover the regulations under OSHA 1910.147, Control of Hazardous Energy as well as best practices to employ in facilities to reduce or eliminate the risk of accidental start-up of machinery.</p> <p>Respiratory Protection: Is Your Program the Right Fit? http://www.dhrm.virginia.gov</p>	<p>Entry-level courses plus:</p> <p>Accident and Crash Investigation Courses http://www.tsi.dot.gov Learn investigation techniques for different types of accidents including: aircraft, bus, and rail.</p> <p>Certified Loss Control Specialist (CLCS) http://www.bcsp.org Earn the title awarded to safety practitioners who meet and continue to meet all requirements established for the CLCS by BCSP.</p> <p>Integrated Safety Management (ISM) Course http://naspweb.com Understand workplace safety and learn how to manage safety in the workplace.</p> <p>Life Safety Code® Essentials 3-day Seminar http://www.nfpa.org Ensure your organization is in compliance and make certain the people in your facility are safe during any emergency.</p> <p>Management Analysis: Designing and Conducting a Study http://www.graduateschool.edu Learn how to design and conduct a study.</p> <p>Materials Handling Safety Technician (MHT) http://naspweb.com Learn about regulatory requirements and safe use for</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Occupational Safety and Health Administration (OSHA) Recordkeeping Technician (ORT) Certification http://naspweb.com Understand the changes in updated recordkeeping regulations; learn how to utilize the 300, 300A and 301 forms.</p> <p>Safety Planning Specialist (SPS) Certification http://naspweb.com Learn clear and concise explanation of the responsibilities concerning employee safety and the relative OSHA Standards.</p> <p>Six Sigma Certificate Program http://www.iinet2.org Become an expert in the methods and applications of Six Sigma tools.</p>

<p>Learn the respiratory standard and focus on care and maintenance of respirators.</p> <p>Traffic School http://www.nts.com Take driving safety courses that are approved in many state and local jurisdictions for traffic school procedures.</p>	<p>equipment.</p> <p>Motor Carrier Safety Compliance http://www.tsi.dot.gov Learn motor carrier safety compliance and periodic inspection and maintenance.</p> <p>Occupational Safety and Health Administration (OSHA) Recordkeeping http://www.oshatrain.org Learn to record data to be uniform and accurate to assure the consistency and validity of the statistical data.</p>	
Data Analysis		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Data Collection and Analysis http://www.graduateschool.edu Learn how to collect and analyze data for a management study or audit. Discover how the data shapes the results and reliability of the management study or audit.</p> <p>Enterprise Safety Application Management System (ESAMS) https://esams.cnic.navy.mil Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.</p> <p>Introduction to Program Evaluation http://www.graduateschool.edu Learn evaluation by identifying, discovering, generating, and displaying information about an organization's program effectiveness.</p> <p>Management Analysis: Overview http://www.graduateschool.edu Receive a solid foundation in management analysis techniques.</p>	<p>Entry-level courses plus:</p> <p>Basic Statistics http://www.graduateschool.edu Master the basics of statistics, from frequency distribution to sampling to regression analysis, even if you have no prior knowledge of the subject.</p> <p>Cost-Benefit Analysis Workshop http://www.graduateschool.edu Receive a solid foundation in the planning framework for cost-benefit studies, including cost types and "behaviors," present-value concept, cost-effectiveness versus cost-benefit, internal rate of return, Office of Management and Budget (OMB) Circular A-94 and more.</p> <p>Flight Data Analysis http://www.scsi-inc.com Learn the elements for conducting analysis of aircraft recorders.</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</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Advanced Concepts for Process Hazard Analysis http://www.asme.org Expand the knowledge and application of process hazard analysis to show how order-of-magnitude scenario risk calculations can be extended to other uses.</p> <p>Decision Support: Building New Analytical Skills http://www.graduateschool.edu Develop skills and capabilities for improved financial and performance management and decision making.</p> <p>Management Analysis: Advanced Applications http://www.graduateschool.edu Learn to apply and synthesize information, concepts, rules, and principles to reach a higher level of management analysis comprehension and performance in this hands-on workshop.</p>

	<p>http://www.graduateschool.edu Explore topics such as planning a system using functional analysis systems technique, using decision trees to organize data, developing a thorough study proposal, and applying the weighted ranking technique in decision making.</p> <p>Operations Research/Systems Analysis (ORSA) Familiarization http://www.almc.army.mil Designed for working with analysts or requiring the understanding of basic analytical tools.</p> <p>Risk Control Strategies and Data Analysis http://www.dhrm.virginia.gov Learn to analyze past Workers' Compensation claims to determine trends and possible loss cause factors.</p>	
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Develop Programs and Program Guidance

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>Business Best Practices: Emergency Planning Management http://www.dhrm.virginia.gov Learn the steps of developing a business continuation plan.</p> <p>Confined Space Program Development http://www.dhrm.virginia.gov Learn confined space program elements to develop a confined space program.</p> <p>Emergency Action Plans http://www.oshatrain.org Obtain an overview of OSHA standards for emergencies.</p> <p>Safety Management Systems Complete http://www.scsi-inc.com Be introduced to the basic</p>	<p>Entry-level courses plus:</p> <p>Associate Safety Professional® (ASP) http://www.bcsp.org Obtain a designation to start of the process toward achieving the CSP certification.</p> <p>Certified DOT Alcohol and Drug Abuse Prevention Technician (ADT) http://naspweb.com Understand the DOT requirements to develop a DOT Alcohol and Drug Abuse Awareness Program.</p> <p>Certified DOT HAZMAT Technician (CDT) http://naspweb.com Understand the Hazardous Material Table from the DOT regulations and learn shipping, packaging, labeling, and transport requirements.</p> <p>Certified Ergonomics Technician (CET) http://naspweb.com</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>32-Hour Safety Committee Member Certificate http://www.oshatrain.org Become a valuable asset to successfully achieve safety within the workplace.</p> <p>36-Hour OSH Trainer-the-Trainer Certificate http://www.oshatrain.org Designed for those who conduct occupational safety and health training for their employer.</p> <p>36-Hour Safety Committee Leader Certificate http://www.oshatrain.org Learn to manage safety committees to best help the employer fulfill safety responsibilities.</p> <p>40-Hour OSH Specialist Certificate http://www.oshatrain.org Gain the knowledge and skills</p>

<p>concepts of safety and the modern approach to safety management.</p> <p>Slips, Trips, Falls Prevention http://www.dhrm.virginia.gov Discover the difference between a slip, trip and fall, risk factors associated with each group, prevention techniques and ladder safety.</p>	<p>Learn ergonomics and work-related musculoskeletal disorders (MSD) and identify the elements of a successful ergonomics program.</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>Developing Equipment-Specific Lockout/Tagout Procedures http://www.dhrm.virginia.gov Learn to develop procedures and obtain information and resources related to developing equipment-specific procedures.</p> <p>Graduate Safety Practitioner® (GSP) http://www.bcsp.org Obtain a designation to start of the process toward achieving the CSP certification.</p> <p>Hazardous Substance Training Programs http://www.cdc.gov/niosh Prepare professional personnel to properly carry out their responsibilities in the hazardous substance response and site remediation activities authorized by Superfund Amendments and Reauthorization Act (SARA).</p> <p>HAZWOPER Validation (HZV) http://naspweb.com Learn how to apply an emergency response plan and the training requirements of emergency personnel.</p> <p>Navy Ergonomics Program Course (NAVFAC) https://portal.navfac.navy.mil Gain a firm understanding of ergonomic principles affecting the work environment.</p> <p>PSM: Requirements and the Development of Management Systems</p>	<p>to assist in the deployment of effective safety programs.</p> <p>Advanced Safety Professional (ASP) http://naspweb.com Become an ASP and learn the most progressive concepts in workplace safety and how to create a safety culture.</p> <p>Certificate in Safety Management http://www.asse.org Learn to design and implement a safety management program to support the business objectives of your organization.</p> <p>Certified Emergency Management Specialist (CEMS) http://naspweb.com Understand roles of the employer and local, state and Federal agencies in emergency and disaster response, understand and apply the four phases of emergency management, learn the guiding principles of a successful, comprehensive emergency management program, become aware of terrorism and understand the incident command system utilized during an emergency response.</p> <p>Certified Environmental, Safety, and Health Trainer (CET) http://www.neshta.org Earn a CET that measures and confirms the candidate's knowledge in the technical specialty area or areas in which they instruct.</p> <p>Certified Safety Administrator (CSA) http://naspweb.com Earn a CSA to become capable of developing and managing a wide ranging safety program.</p> <p>Certified Safety Professional (CSP)</p>
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	<p>http://www.asme.org Gain a thorough understanding of the process safety regulations and need to put an effective process safety management (PSM) program and risk management plan-prevention program in place in your organization.</p> <p>Records Management Program Development https://nara.learn.com Understand the concepts and practices involved in developing a successful records management program and subsequent evaluations.</p> <p>Workplace Violence: Organizational Risk Assessments and Planning http://www.dhrm.virginia.gov Learn how to prioritize, develop and implement workplace violence control and crisis management plans for the workplace.</p>	<p>http://www.bcsp.org Earn the CSP which is recognized as having met the professional challenge of illustrating competency through education, experience, and examination.</p> <p>Creating Effective Safety Committees http://www.dhrm.virginia.gov Discover elements to consider when constructing or refreshing agency safety committees and will discuss features of successful committees and common safety committee pitfalls.</p> <p>Environmental, Health and Safety Management Specialist (EHS) Certification http://naspweb.com Improve your knowledge and credentials in EHS.</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>Hazard Analysis Technician (HAT) Certification http://naspweb.com Learn to critically analyze each step of a job for unsafe conditions and unsafe practices to reduce or eliminate hazards.</p> <p>HAZWOPER Applications Specialist (HSC) Certification http://naspweb.com Learn emergency response to HAZMAT spills, HAZMAT clean up operations, and treatment, storage or disposal of hazardous wastes.</p> <p>HAZWOPER Refresher Course (HZR) Certification http://naspweb.com Take this recertification course for HAZWOPER required by</p>
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		<p>OSHA.</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>Lean Enterprise Certificate Program http://www.iinet2.org Learn the tools you need to transform your company into a lean enterprise.</p> <p>Lean Six Sigma Certificate Program http://www.iinet2.org Earn both lean Six Sigma green belt and lean Six Sigma black belt certificates as well as the lean Six Sigma certificate.</p> <p>Licensed Safety Professional (LSP) Certification http://naspweb.com Learn to develop workplace safety programs and create a true safety culture in the workplace.</p> <p>Master Safety Administrator (MSA) Certification http://naspweb.com Earn the MSA certification which is an indication of a level of proficiency expected of a safety professional who is capable of developing and managing a comprehensive facility wide or corporate safety program.</p> <p>Personal Protective Equipment Technician (CPT) Certification http://naspweb.com Learn to perform a PPE hazard assessment, understand the requirements for payment, selection and maintenance of PPE, understand the importance of fit testing and implement effective training for employees.</p>
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		<p>Safety Training Specialist (STS) Certification http://naspweb.com Learn dynamic and interactive approaches to safety training, methods to save money on OSHA compliance, and how to avoid civil and criminal liability.</p> <p>Six Sigma Certificate Program http://www.iienet2.org Become an expert in the methods and applications of Six Sigma tools.</p> <p>Violence: Prevention, Management, and Survival (VPS) Certification http://naspweb.com Learn to define workplace violence, recognize the potential for violence, assess risks of the workplace, effectively manage and report incidents of violence, evaluate the workplace violence prevention plans.</p>
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Hazard Identification/Risk Assessment/Risk Communications		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Accident Investigation http://www.dhrm.virginia.gov Learn to help agency representatives conduct thorough accident investigations and appropriately document the results.</p> <p>Aircraft Accident Investigation http://www.scsi-inc.com Understand aircraft accident investigations and basic investigation technology.</p> <p>Asbestos Inspector http://www.safetycenter.navy.mil Understand the background, characteristics and health effects of asbestos, understanding building systems, functions, qualifications and role of the inspector, etc.</p> <p>Conducting Hazard</p>	<p>Entry-level courses plus:</p> <p>Advanced Aircraft Accident Investigation http://www.scsi-inc.com Learn current and various topics of interest to investigators.</p> <p>Afloat Environmental Protection Coordinator http://www.safetycenter.navy.mil Learn objectives focused on duties and tasks to advise the Commanding Officer on shipboard discharge events as identified in the OPNAVINST 5090.1 Series, use of Protective Measures Assessment Protocol for routine Navy training and exercises, protection of marine species and endangered animals and prevention and corrective actions for Oil Spill</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Accident Investigation Technician (AIT) Certification http://naspweb.com Learn to conduct accident investigations, identify barriers in procedures, standards, and requirements that lead to accidents and implement appropriate controls to prevent accidents.</p> <p>Advanced Concepts for Process Hazard Analysis http://www.asme.org Expand the knowledge and application of process hazard analysis to show how order-of-magnitude scenario risk calculations can be extended to other uses.</p> <p>An Introduction to Project Management http://www.golearn.gov</p>

<p>Assessments http://www.dhrm.virginia.gov Discover an in-depth training on hazard assessments for determining the need for and the proper selection of personal protective equipment.</p> <p>Conducting Job Safety Analysis http://www.dhrm.virginia.gov Learn to conduct a job safety analysis and hazard recognition and prevention techniques.</p> <p>Effective Accident Investigation http://www.oshatrain.org Learn basic accident investigation procedures that have proven effective.</p> <p>General Industry Safety Standards http://www.safetycenter.navy.mil Learn standards; fire protection; storage and materials handling; machine guarding and portable tools; welding and cutting; hazardous materials; general environmental control; toxic and hazardous substances; personal protective equipment; and hazard communication.</p> <p>Slips, Trips, Falls Prevention http://www.dhrm.virginia.gov Discover the difference between a slip, trip and fall, risk factors associated with each group, prevention techniques and ladder safety.</p> <p>Traffic Safety http://www.tsi.dot.gov Learn highway safety, motorcycle safety, occupant protection, safe communities, and speed program management.</p>	<p>and Hazardous Substance releases.</p> <p>Asbestos Inspector Refresher http://www.safetycenter.navy.mil Refresh your understanding of the background, characteristics and health effects of asbestos, understanding building systems, functions, qualifications and role of the inspector, etc.</p> <p>Combustible Dust Hazards and Dust Explosions http://www.asme.org Familiarize yourself with the knowledge and tools you will need to examine your workplace for the hazards, assess protection needs, and to comply with the new OSHA National Emphasis Program.</p> <p>Confined Space Safety http://www.safetycenter.navy.mil Learn the reasons for gas testing; toxicology and health hazards; chemistry; ventilation requirements and calculations; procedures, responsibilities and program requirements; hot work, space cleaning, inerting and pressing-up procedures; selection and use of gas detection instruments; and personal protective equipment.</p> <p>Fire and Explosion Investigation http://www.scsi-inc.com Understand fire dynamics and fire investigation for an aircraft accident or incident investigation.</p> <p>Flight Data Analysis http://www.scsi-inc.com Learn the elements for conducting analysis of aircraft recorders.</p> <p>Hazardous Materials Transportation http://www.tsi.dot.gov Learn regulatory requirements to safely transport hazardous</p>	<p>Learn through processes to meet the cost, quality, and time expectations on a project.</p> <p>Asset and Risk Management https://nara.learn.com Cover the fundamentals of risk management and cost benefit analysis and how they relate to maintaining a viable records management program.</p> <p>Risk Communications (Navy Bureau of Medicine and Surgery [BUMED]) http://www.med.navy.mil Understand the resources and guidance of risk communications within the Navy Bureau of Medicine and Surgery.</p> <p>Safety Inspections Technician (SIT) Certification http://naspweb.com Learn to conduct safety inspections to identify and record potential and actual hazards.</p> <p>Trenching, Excavation, and Underground Construction Safety Technician (TET) Certification http://naspweb.com Learn regulatory requirements and safe work practices including soil mechanics, shoring procedures, sloping and benching, and trench shields.</p>
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	<p>materials.</p> <p>Human Factors For Accident Investigators http://www.scsi-inc.com Learn information, tools, and procedures to discover the role human error has played in an accident/incident being investigated.</p> <p>Motor Carrier Safety Compliance http://www.tsi.dot.gov Learn motor carrier safety compliance and periodic inspection and maintenance.</p> <p>Risk Control Strategies and Data Analysis http://www.dhrm.virginia.gov Learn to analyze past Workers' Compensation claims to determine trends and possible loss cause factors.</p> <p>Transit Safety and Security http://www.tsi.dot.gov Learn effective management transit emergency, threats to public transit, emergency management, and safety management.</p>	
Inspection, Investigation, and Monitoring		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Accident Investigation http://www.dhrm.virginia.gov Learn to help agency representatives conduct thorough accident investigations and appropriately document the results.</p> <p>Aircraft Accident Investigation http://www.scsi-inc.com Understand aircraft accident investigations and basic investigation technology.</p> <p>Asbestos Inspector http://www.safetycenter.navy.mil Understand the background, characteristics and health effects of asbestos,</p>	<p>Entry-level courses plus:</p> <p>Advanced Aircraft Accident Investigation http://www.scsi-inc.com Refresh your understanding of the background, characteristics and health effects of asbestos, understanding building systems, functions, qualifications and role of the inspector, etc.</p> <p>Asbestos Inspector Refresher http://www.safetycenter.navy.mil Refresh your understanding of the background, characteristics and health effects of asbestos, understanding building systems, functions,</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>Accident Investigation Technician (AIT) Certification http://naspweb.com Learn to conduct accident investigations, identify barriers in procedures, standards, and requirements that lead to accidents and implement appropriate controls to prevent accidents.</p> <p>Asbestos Management Planner http://www.safetycenter.navy.mil Understand the background, characteristics and health effects of asbestos, hazard</p>

<p>understanding building systems, functions, qualifications and role of the inspector, etc.</p> <p>Conducting Hazard Assessments http://www.dhrm.virginia.gov Discover an in-depth training on hazard assessments for determining the need for and the proper selection of personal protective equipment.</p> <p>Conducting Job Safety Analysis http://www.dhrm.virginia.gov Learn to conduct a job safety analysis and hazard recognition and prevention techniques.</p> <p>Effective Accident Investigation http://www.oshatraining.org Learn basic accident investigation procedures that have proven effective.</p> <p>General Industry Safety Standards http://www.safetycenter.navy.mil Learn standards; fire protection; storage and materials handling; machine guarding and portable tools; welding and cutting; hazardous materials; general environmental control; toxic and hazardous substances; personal protective equipment; and hazard communication.</p> <p>Safety Programs Afloat http://www.safetycenter.navy.mil Learn the facilitation, implementation, and maintenance of an effective divisional safety program.</p> <p>Traffic Safety http://www.tsi.dot.gov Learn highway safety, motorcycle safety, occupant protection, safe communities, and speed program management.</p>	<p>qualifications and role of the inspector, etc.</p> <p>Fire and Explosion Investigation http://www.scsi-inc.com Understand fire dynamics and fire investigation for an aircraft accident or incident investigation.</p> <p>Flight Data Analysis http://www.scsi-inc.com Learn the elements for conducting analysis of aircraft recorders.</p> <p>Hazardous Materials Transportation http://www.tsi.dot.gov Learn regulatory requirements to safely transport hazardous materials.</p> <p>Human Factors For Accident Investigators http://www.scsi-inc.com Learn information, tools, and procedures to discover the role human error has played in an accident/incident being investigated.</p> <p>Mishap Investigation http://www.safetycenter.navy.mil Learn administrative considerations; change and energy-barrier target analysis; definitions; types of mishap investigations; requirements to ensure reporting of all mishaps; mishap investigation training; SIB requirement's reporting and recording procedures; Commanding Officer review of lost time mishaps; and mishap analysis procedures that apply to Navy mishap investigations; the OPNAVINST 5102.1 Series.</p> <p>Motor Carrier Safety Compliance http://www.tsi.dot.gov Learn motor carrier safety compliance and periodic inspection and maintenance.</p>	<p>assessment, legal implications, evaluations and selections of control options, development of an O&M Plan, regulatory review, record keeping, assembling and submitting the management plan, and financing abatement actions.</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>Safety Inspections Technician (SIT) Certification http://naspweb.com Learn to conduct safety inspections to identify and record potential and actual hazards.</p>
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Review Documents, Plans, and Projects		
Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Basic Records Operations https://nara.learn.com Learn what to file, how to file it, and how to remove files no longer needed for current business. It covers the variety of activities involved in the maintenance and use, as well as the disposition, of Federal records.</p> <p>Data Collection and Analysis http://www.graduateschool.edu Learn how to collect and analyze data for a management study or audit. Discover how the results and reliability of the management study or audit.</p> <p>Records Management Overview https://nara.learn.com Gain an overview of the purpose, concepts and activities of managing Federal records.</p> <p>Records Scheduling https://nara.learn.com Determine the basis for meeting your agency's operating, fiscal, and legal needs.</p>	<p>Entry-level courses plus:</p> <p>Creating and Maintaining Agency Business Information https://nara.learn.com Focus on the development and implementation of policies and procedures for adequate and proper documentation of agency business.</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>Records Management Program Development https://nara.learn.com Understand the concepts and practices involved in developing a successful records management program and subsequent evaluations.</p> <p>Records Schedule Implementation https://nara.learn.com Learn how to apply the General Records Schedules and other NARA-approved records schedules to Federal records.</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>Asbestos Management Planner http://www.safetycenter.navy.mil Understand the background, characteristics and health effects of asbestos, hazard assessment, legal implications, evaluations and selections of control options, development of an O&M Plan, regulatory review, record keeping, assembling and submitting the management plan, and financing abatement actions.</p> <p>Asbestos Management Planner Refresher http://www.safetycenter.navy.mil Learn the background, characteristics and health effects of asbestos, hazard assessment, legal implications, evaluations and selections of control options, development of an O&M Plan, regulatory review, record keeping, assembling and submitting the management plan, and</p>

		<p>financing abatement actions.</p> <p>Asset and Risk Management https://nara.learn.com Cover the fundamentals of risk management and cost benefit analysis and how they relate to maintaining a viable records management program.</p> <p>General Health and Recordkeeping Specialist for Construction (HRS) Certification http://naspweb.com Learn the difference between first aid and medical services, understand covered employees concerning contractors and temporary employees, understand employee privacy rights and understand general safety and health provisions of OSHA's construction standards.</p>
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Training

Introductory/Functional/Intermediate (Entry)	Advanced (Journeyman)	Expert
<p>Asbestos Inspector http://www.safetycenter.navy.mil Understand the background, characteristics and health effects of asbestos, understanding building systems, functions, qualifications and role of the inspector, etc.</p> <p>Asbestos Safety Training http://www.affordablesafetytraining.com Learn the hazards of asbestos in the workplace and the measures to take in order to minimize the effects of exposure to asbestos.</p> <p>Bloodborne Pathogens http://www.qualitysafetytraining.com Learn to help reduce or eliminate the occupational risk of bloodborne pathogens.</p> <p>Bloodborne Pathogens Safety Training</p>	<p>Entry-level courses plus:</p> <p>Afloat Environmental Protection Coordinator http://www.safetycenter.navy.mil Learn objectives focused on duties and tasks to advise the Commanding Officer on shipboard discharge events as identified in the OPNAVINST 5090.1 Series, use of Protective Measures Assessment Protocol for routine Navy training and exercises, protection of marine species and endangered animals and prevention and corrective actions for Oil Spill and Hazardous Substance releases.</p> <p>American Conference of Governmental Industrial Hygienists (ACGIH®) http://www.acgih.org Attend a conference for the occupational and</p>	<p>Advanced (Journeyman) level courses plus:</p> <p>32-Hour Safety Committee Member Certificate http://www.oshatrain.org Become a valuable asset to successfully achieve safety within the workplace.</p> <p>36-Hour OSH Trainer-the-Trainer Certificate http://www.oshatrain.org Designed for those who conduct occupational safety and health training for their employer.</p> <p>36-Hour Safety Committee Leader Certificate http://www.oshatrain.org Learn to manage safety committees to best help the employer fulfill safety responsibilities.</p> <p>40-Hour OSH Specialist Certificate http://www.oshatrain.org</p>

<p>http://www.affordablesafetytraining.com Gain a basic understanding of bloodborne pathogens, common modes of their transmission, methods of prevention, and other pertinent information.</p> <p>Coaching The® Emergency Vehicle Operator 3 – Ambulance™ http://www.nsc.org Apply defensive driving techniques to ambulance work, training drivers to navigate traffic in emergency and non-emergency situations.</p> <p>Coaching The® Emergency Vehicle Operator 3 – Fire™ http://www.nsc.org Learn to use defensive driving techniques to maneuver safely through traffic under time constraints and stress.</p> <p>Coaching The® Van Driver™ 3 http://www.nsc.org Learn practical knowledge and effective techniques to keep safe on the road.</p> <p>Concrete and Masonry Safety Training http://www.affordablesafetytraining.com Learn about precautions and dangers that come from concrete and masonry projects.</p> <p>Confined Spaces Training http://www.affordablesafetytraining.com Understand the requirements to perform work in or near confined spaces.</p> <p>Construction Safety Standards http://www.safetycenter.navy.mil Learn NAVOSH program introduction; OSHA construction standards; walking and working surfaces; electrical safety; fire protection and prevention; welding and cutting; materials handling and</p>	<p>environmental health industry featuring high-value topics.</p> <p>Asbestos Inspector Refresher http://www.safetycenter.navy.mil Refresh your understanding of the background, characteristics and health effects of asbestos, understanding building systems, functions, qualifications and role of the inspector, etc.</p> <p>Bloodborne Pathogens Technician (BPT) http://naspweb.com Learn to identify potentially infectious materials, methods of exposures, understand the health hazards, and implement a plan.</p> <p>Building Security Training http://www.affordablesafetytraining.com Identify types of dangers in and around buildings and preventative measures that can be taken to minimize the threat of danger to employees.</p> <p>Certified DOT Alcohol and Drug Abuse Prevention Technician (ADT) http://naspweb.com Understand the DOT requirements to develop a DOT Alcohol and Drug Abuse Awareness Program.</p> <p>Certified DOT HAZMAT Technician (CDT) http://naspweb.com Understand the Hazardous Material Table from the DOT regulations and learn shipping, packaging, labeling, and transport requirements.</p> <p>Certified Ergonomics Technician (CET) http://naspweb.com Learn ergonomics and work-related musculoskeletal disorders (MSD) and identify the elements of a successful ergonomics program.</p>	<p>Gain the knowledge and skills to assist in the deployment of effective safety programs.</p> <p>Accident Investigation Technician (AIT) Certification http://naspweb.com Learn to conduct accident investigations, identify barriers in procedures, standards, and requirements that lead to accidents and implement appropriate controls to prevent accidents.</p> <p>Advanced Concepts for Process Hazard Analysis http://www.asme.org Expand the knowledge and application of process hazard analysis to show how order-of-magnitude scenario risk calculations can be extended to other uses.</p> <p>Asbestos Management Planner http://www.safetycenter.navy.mil Understand the background, characteristics and health effects of asbestos, hazard assessment, legal implications, evaluations and selections of control options, development of an O&M Plan, regulatory review, record keeping, assembling and submitting the management plan, and financing abatement actions.</p> <p>Asbestos Management Planner Refresher http://www.safetycenter.navy.mil Learn the background, characteristics and health effects of asbestos, hazard assessment, legal implications, evaluations and selections of control options, development of an O&M Plan, regulatory review, record keeping, assembling and submitting the management plan, and financing abatement actions.</p> <p>Certificate in Safety</p>
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<p>storage; tools (powered and non-powered); excavations; signs, signals and barricades; concrete and masonry construction; construction specific operations; occupational health and environmental controls; personal protective equipment; and hazard recognition, evaluation, and control.</p> <p>Cranes and Rigging Safety Training http://www.affordablesafetytraining.com Learn about cranes, derricks, hoists, elevators, and/or conveyors.</p> <p>Cranes, Derricks, and Hoists Training http://www.affordablesafetytraining.com Learn about cranes, derricks, helicopters, base-mounted drum hoists, overhead hoists, conveyors, and aerial lifts.</p> <p>Demolition Safety Training http://www.affordablesafetytraining.com Learn preparatory operations, engineering survey, utility location, medical services and first aid, police and fire contact, fire prevention and protection, special structures, concrete structures, safe blasting procedures, transportation of explosives, storage of explosives, and procedures after blasting.</p> <p>Developing Conflict Resolution Best Practices http://www.asme.org Learn how to minimize and resolve conflicts with co-workers, partners and business counterparts by providing simple, effective tools and techniques for handling conflict and improving interpersonal relationships.</p> <p>DOT Hazmat General Awareness Training</p>	<p>Certified Hazardous Materials Practitioner (CHMP) http://www.ihmm.org Earn the CHMP credential for individuals experienced in handling hazardous materials in a wide variety of specialists, such as environmental protection, public health and safety, transportation, and security.</p> <p>Certified Occupational Safety Specialist (COSS®) http://www.coss.net Learn the core competencies to be successful in occupational safety and health.</p> <p>Combustible Dust Hazards and Dust Explosions http://www.asme.org Familiarize yourself with the knowledge and tools you will need to examine your workplace for the hazards, assess protection needs, and to comply with the new OSHA National Emphasis Program.</p> <p>Confined Space Safety http://www.safetycenter.navy.mil Learn the reasons for gas testing; toxicology and health hazards; chemistry; ventilation requirements and calculations; procedures, responsibilities and program requirements; hot work, space cleaning, inerting and pressing-up procedures; selection and use of gas detection instruments; and personal protective equipment.</p> <p>Developing Equipment-Specific Lockout/Tagout Procedures http://www.dhrm.virginia.gov Learn to develop procedures and obtain information and resources related to developing equipment-specific procedures.</p> <p>Emergency Responder Training Program http://www.cdc.gov/niosh Learn to identify and mitigate</p>	<p>Management http://www.asse.org Learn to design and implement a safety management program to support the business objectives of your organization.</p> <p>Certified Environmental, Safety, and Health Trainer (CET) http://www.neshta.org Earn a CET that measures and confirms the candidate's knowledge in the technical specialty area or areas in which they instruct.</p> <p>Certified Industrial Hygienist (CIH) http://www.abih.org Gain a CIH by meeting the minimum requirements for education and experience, and through examination, has demonstrated a minimum level of knowledge in biohazards, ergonomics, toxicology, work environments, industrial processes, etc.</p> <p>Certified Instructor Technologist (CIT) http://www.neshta.org Based on the Instructional Technology component of the Certified Environmental, Safety and Health Trainer® (CET) certification; measures instructional knowledge and confirms extensive experience as a trainer.</p> <p>Certified Safety Auditor (SAC) Certification http://naspweb.com Become a SAC by learning the tools: hazard analysis, inspections, and accident investigation.</p> <p>Certified Safety Consultant (CSC) Certification http://naspweb.com Learn cutting edge methodology and insight to revolutionize your approach to workplace safety and the development of workplace</p>
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<p>http://www.affordablesafetytraining.com Learn the basic skills and requirements for hazardous materials and HAZMAT regulations.</p> <p>Drug and Alcohol Awareness Training http://www.affordablesafetytraining.com Focus on the management of alcohol and drugs in the workplace.</p> <p>Egress and Fire Protection Training http://www.affordablesafetytraining.com Understand the requirements for emergency action plans and fire protection plans.</p> <p>Electrical Fundamentals Training http://www.affordablesafetytraining.com Gain a strong understanding of the properties of electricity.</p> <p>Electrical Safety Training http://www.affordablesafetytraining.com Gain an overview of basic electrical safety.</p> <p>Electrical Standards http://www.safetycenter.navy.mil Learn how to define and describe basic electrical concepts; identify requirements as defined in the National Electrical Code, 29 CFR 1910 Subpart S, and 29 CFR 1926 Subpart K, including hazardous locations; interpret standards and apply them to the workplace; describe properly grounded systems; and understand and be able to use electrical test equipment.</p> <p>Emergency Asbestos Response Team http://www.safetycenter.navy.mil Understand health hazards and the Navy's asbestos</p>	<p>risks for emergency responders through a comprehensive emergency management plan.</p> <p>Enterprise Safety Application Management System (ESAMS) Training Programs https://esams.cnic.navy.mil Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.</p> <p>Facility Response Team (FRT) Five Day http://www.safetycenter.navy.mil Learn to specifically adapted to the spill potential and response equipment at the host facility.</p> <p>Fall Protection http://www.safetycenter.navy.mil Fulfill the training requirements delineated in 29 CFR 1926 Subpart M.</p> <p>Fire Protection and Life Safety http://www.safetycenter.navy.mil Learn the chemistry of fire, types/effectiveness of extinguishing agents, means of egress, detection and alarm systems, fire brigades, fire prevention plans, and the Life Safety Code (NFPA 101), 29 CFR 1910, Subparts E and L, and referenced NFPA Codes provide the basis for the course.</p> <p>Hazardous Material Control and Management (HMC&M) Technician http://www.safetycenter.navy.mil Learn requisition, receiving, issuing, stowing, inventorying, offloading and responding to HM spills. Successful</p>	<p>safety programs.</p> <p>Certified Safety Technician (CST) http://www.nsms.us Become proficient and competent in handling safety and health responsibilities.</p> <p>Chemical Safety in Construction Technician (CST) Certification http://naspweb.com Learn the chemical terms and concepts necessary to understand chemical hazards, to identify the potential hazards of chemicals, and to determine the proper protection.</p> <p>Construction Health and Safety Technician (CHST) Certification http://www.bcsp.org Earn a CHST certification awarded to safety practitioners who meet and continue to meet all requirements established by Board of Certified Safety Professionals (BCSP).</p> <p>DOT HAZMAT Technician (CDT) Certification http://naspweb.com Learn to utilize the instructions in the DOT's Emergency Response Guide, read and understand the Hazardous Material Table from the DOT regulations, specify HazMat shipping and packaging requirements, and more.</p> <p>Electrical Safety Technician (EST) Certification http://naspweb.com Understand the principles of electricity and the electrical hazards common to business and industry.</p> <p>Enterprise Safety Application Management System (ESAMS) Training Programs https://esams.cnic.navy.mil Learn CNIC's safety management software program for Safety and Occupational</p>
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<p>control program, in addition to a laboratory session in personal protective equipment (PPE) use, and an insulation removal/repair mock-up.</p> <p>Enterprise Safety Application Management System (ESAMS) Training Programs https://esams.cnic.navy.mil Learn CNIC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.</p> <p>Ergonomics For Non-Office Workers Training http://www.affordablesafetytraining.com Identify work-related problems and learn to apply the principles of ergonomics in order to make their jobs less physically demanding, thereby increasing their overall efficiency.</p> <p>Ergonomics For Office Workers Training http://www.affordablesafetytraining.com Learn about stress and strain due to the physical office environment.</p> <p>Excavations Safety Training http://www.affordablesafetytraining.com Learn the skills and techniques required to work safely in excavations.</p> <p>Explosives Safety Training http://www.affordablesafetytraining.com Learn fundamental information about explosives and how you can safely use and secure them in operations related to construction.</p> <p>Facility Response Team (FRT) Three Day http://www.safetycenter.navy.mil</p>	<p>completion of this course confers the SNEC 9595.</p> <p>HAZWOPER First Responder Operations Level II http://www.affordablesafetytraining.com Learn to identify different types of hazards, possible precautions, and protective measures to reduce or eliminate hazards at the work place.</p> <p>HAZWOPER Validation (HZV) http://naspweb.com Learn how to apply an emergency response plan and the training requirements of emergency personnel.</p> <p>Incident Command System 300 (ICS 300) http://www.safetycenter.navy.mil Learn the comprehensive duties of each organizational element, terminology, staffing considerations, reporting relationships, and organizing for incidents and/or events, incidents resource management, air operations, and incident and/or event planning.</p> <p>Incident Command System 300 (ICS 300) Refresher http://www.safetycenter.navy.mil Review organizing for incidents and/or events, the importance of planning, essential Incident Action Plan (IAP) elements, and the planning process to include the working relationships of each section, meetings as related to the planning process, upkeep of the situation display board, how resources will be tracked, and how the sections should operate when Section Chiefs are absent.</p> <p>Machine Guarding Technician (MGT) http://naspweb.com</p>	<p>Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.</p> <p>Essentials of Hazardous Materials Management (EHMM) Course http://www.ahmpnet.org Learn a cross-training tool that helps environmental, health, safety and security (EHS/S) professionals quickly and effectively obtain knowledge in new areas.</p> <p>Fall Protection, Stairways, Ladders, and Scaffolds Safety Technician (SLT) Certification http://naspweb.com Learn to identify fall hazards in the workplace, identify methods to reduce fall hazards, identify various types of ladders, and identify safety requirements of scaffolding.</p> <p>Fire Protection/Prevention, Exit Routes, and Emergency Plans Technician (FET) Certification http://naspweb.com Understand and explain the three elements of fire protection, identify types of fire suppression equipment, understand the requirements for exit routes, design and implement emergency action plans, and understand how to meet the requirements of first aid training.</p> <p>Forklift Safety Technician (FST) Certification http://naspweb.com Learn to differentiate the different types of forklifts and powered industrial equipment, understand materials handling techniques, understand operating techniques, determine hazards associated with powered industrial equipment and implement and maintain a forklift/powerd industrial equipment safety</p>
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<p>il Learn to specifically adapted to the spill potential and response equipment at the host facility.</p> <p>Fall Protection Safety Training http://www.affordablesafetytraining.com Learn the requirements for fall protection, selection of fall protection, and proper use of these devices.</p> <p>Fire Protection Safety Training http://www.affordablesafetytraining.com Identify fire hazards and be familiar with techniques and precautions for preventing fires in the workplace.</p> <p>Forklift Safety Training http://www.affordablesafetytraining.com Obtain certification in forklift operator safety course.</p> <p>Fundamentals of Process Safety http://www.asme.org Understand the fundamentals necessary to keep hazardous materials contained including consequence modeling, best practices for layout and spacing, system isolation, grading and drainage, relief and blow-down, electrical area classification and fire protection.</p> <p>General Industry Confined Space Safety Training http://www.affordablesafetytraining.com Learn the safety issues concerned with entering permit-required confined spaces.</p> <p>General Industry Electrical Safety Training http://www.affordablesafetytraining.com Gain a basic understanding of prevention and elimination of work-related illnesses and injuries.</p>	<p>Learn to protect your employees from moving machinery and to properly apply the OSHA Machine Guarding requirements.</p> <p>Mishap Investigation http://www.safetycenter.navy.mil il Learn administrative considerations; change and energy-barrier target analysis; definitions; types of mishap investigations; requirements to ensure reporting of all mishaps; mishap investigation training; SIB requirement's reporting and recording procedures; Commanding Officer review of lost time mishaps; and mishap analysis procedures that apply to Navy mishap investigations; the OPNAVINST 5102.1 Series.</p> <p>National Institute for Occupational Safety and Health (NIOSH) Education and Research Centers (ERCs) Training http://www.cdc.gov/niosh This Web site offers a list of academic degree programs and research training opportunities, supported by NIOSH through university-based Education and Research Centers (ERCs), in the core areas of industrial hygiene, occupational health nursing, occupational medicine, and occupational safety, plus specialized areas relevant to the occupational safety and health field.</p> <p>Navy Ergonomics Program Course (NAVFAC) https://portal.navfac.navy.mil Gain a firm understanding of ergonomic principles affecting the work environment.</p> <p>NFPA 70E®: Standard for Electrical Safety in the Workplace® 2-day Seminar http://www.nfpa.org Identify and mitigate electrical</p>	<p>program.</p> <p>Hazard Analysis Technician (HAT) Certification http://naspweb.com Learn to critically analyze each step of a job for unsafe conditions and unsafe practices to reduce or eliminate hazards.</p> <p>Hazardous Material Control and Management (HMC&M) Technician Mobile Training Team (MTT) http://www.safetycenter.navy.mil il Learn requisition, receiving, issuing, stowing, inventorying, offloading and responding to HM spills. Successful completion of this course confers the SNEC 9595 as it relates to teams.</p> <p>Hazardous Substance Incident Response Management (HSIRM) http://www.safetycenter.navy.mil il Learn the training requirements established by regulations delineated in 29 CFR 1910.120 (q) Emergency response to hazardous substance releases, and 29 CFR 1910.120 (p) (7) (i) Operations conducted at a Transfer Storage and Disposal (TSD) facility.</p> <p>Hazardous Substance Incident Response Management (HSIRM) Refresher http://www.safetycenter.navy.mil il Learn the training requirements established by regulations delineated in 29 CFR 1910.120(q) Emergency Response to hazardous substance releases, and 29 CFR 1910.120 (p) (7) (l) Operations conducted at a Transfer Storage and Disposal (TSD) facility in this refresher course.</p> <p>HAZOP Studies and other</p>
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<p>General Industry Material Handling Training http://www.affordablesafetytraining.com Understand the general requirements for material handling.</p> <p>General Industry Safety Standards http://www.safetycenter.navy.mil Learn standards; fire protection; storage and materials handling; machine guarding and portable tools; welding and cutting; hazardous materials; general environmental control; toxic and hazardous substances; personal protective equipment; and hazard communication.</p> <p>General Industry Welding, Cutting, and Brazing Safety Training http://www.affordablesafetytraining.com Understand the general OSHA requirements for welding, cutting and brazing.</p> <p>Hand and Power Tools Safety Training http://www.affordablesafetytraining.com Learn hand and power tool safety.</p> <p>Hazard Communication Safety Training http://www.affordablesafetytraining.com Gain a basic understanding of how to deal with hazardous chemicals and how workers can prevent and protect themselves from fatal chemical hazards.</p> <p>HAZWOPER 1st Responder Awareness http://www.affordablesafetytraining.com Learn the broad issues pertaining to the hazard recognition at work sites such as site characterization, hazard</p>	<p>hazards in the workplace.</p> <p>Occupational Health and Safety Technologist (OHST) http://www.bcsp.org Earn the title awarded to safety practitioners who meet and continue to meet all requirements established for the OHST by BCSP.</p> <p>OSHA Recordkeeping Training http://www.affordablesafetytraining.com Learn the OSHA requirements for recordkeeping.</p> <p>Professional Response To Trauma Training http://www.affordablesafetytraining.com Learn what traumatic events are, the normal responses to trauma, and how emergency responders can manage their own response to traumatic events.</p> <p>PSM: Requirements and the Development of Management Systems http://www.asme.org Gain a thorough understanding of the process safety regulations and need to put an effective process safety management (PSM) program and risk management plan-prevention program in place in your organization.</p> <p>Understanding and Preventing Explosions http://www.asme.org Gain the knowledge necessary for the identification of explosion hazards, implementation of common prevention and mitigation options, and the awareness of when to seek additional assistance.</p>	<p>Process Hazard Analysis (PHA) Techniques for Process Safety and Risk Management http://www.asme.org Learn to become an effective process hazard analysis (PHA) Team Leader who knows how to select and apply the various PHA methods.</p> <p>Industrial Engineering Professional Skills Certificate Program http://www.iienet2.org Learn the basics of the industrial engineering toolbox and introduce you to the fundamental management skills required for demanding tasks in the industry.</p> <p>National Institute for Occupational Safety and Health (NIOSH) Education and Research Centers (ERCs) Training http://www.cdc.gov/niosh This Web site offers a list of academic degree programs and research training opportunities, supported by NIOSH through university-based Education and Research Centers (ERCs), in the core areas of industrial hygiene, occupational health nursing, occupational medicine, and occupational safety, plus specialized areas relevant to the occupational safety and health field.</p> <p>NAVOSH Assessment Tools and Strategies http://www.safetycenter.navy.mil Explore risk assessment, Operational Risk Management (ORM), and safety program self-assessment strategies.</p> <p>OSHA Lead Safety Training http://www.affordablesafetytraining.com Learn the health risks associated with exposure to lead and how workers can</p>
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<p>recognition, and site control.</p> <p>HAZWOPER 24 Hour Course http://www.oshacampus.com Required for employees visiting an uncontrolled hazardous waste operation mandated by the Government.</p> <p>HAZWOPER 24-Hour Course http://www.affordablesafetytraining.com Learn the broad issues pertaining to the hazard recognition at work sites.</p> <p>HAZWOPER 40 Hour Course http://www.oshacampus.com Required for workers that perform activities that expose or potentially expose them to hazardous substances.</p> <p>HAZWOPER 40-Hour Course http://www.affordablesafetytraining.com Learn protection against hazardous chemicals, elimination of hazardous chemicals, safety of workers and the environment, OSHA regulations.</p> <p>HAZWOPER 8 Hour Annual Refresher Course http://www.affordablesafetytraining.com Learn HAZWOPER regulations, safety and health plans, hazardous chemicals, safety hazards, air monitoring, medical surveillance, site control, decontamination, personal protective equipment, and respiratory equipment.</p> <p>HAZWOPER 8 Hour Course http://www.oshacampus.com Designed for general site workers who remove hazardous waste or who are exposed or potentially exposed to hazardous substances or health hazards.</p> <p>Industrial Hygiene Safety Training http://www.affordablesafetytraining.com</p>		<p>protect themselves.</p> <p>Safety and Health Program Training http://www.affordablesafetytraining.com Understand the importance of effective safety and health programs and learn information to develop an OSHA program to ensure conformance to the policies.</p> <p>Safety Inspections Technician (SIT) Certification http://naspweb.com Learn to conduct safety inspections to identify and record potential and actual hazards.</p> <p>Steel Erection Safety Technician (SET) Certification http://naspweb.com Learn the regulatory requirements and safe work practices for steel erection.</p> <p>Steel Erection Safety Training http://www.affordablesafetytraining.com Understand and comply with the new Subpart R, Steel Erection Standard.</p> <p>Strengthening Star Quality Workshop (SSQ) http://www.vpppa.org Focus on "continuous improvement" in your safety and health performance to reach new levels of excellence for VPP re-approvals.</p> <p>Trenching, Excavation, and Underground Construction Safety Technician (TET) Certification http://naspweb.com Learn regulatory requirements and safe work practices including soil mechanics, shoring procedures, sloping and benching, and trench shields.</p> <p>Welding, Cutting, and Brazing Safety Technician (WST) Certification</p>
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<p>Focus on the aspects of Subpart Z which deal with keeping hazardous chemicals and materials from negatively affecting your health.</p> <p>Industrial Noise http://www.safetycenter.navy.mil il Learn theory and propagation of sound, anatomy and physiology of the human ear, overview of the Federal and Department of Defense regulations for the Hearing Conservation Program, worksite sound analysis techniques and instrumentation.</p> <p>Introduction to Fire Risk Assessment http://www.sfpe.org Learn to improve the understanding of fire risk assessment and how it can be used to reduce the loss of life and property to fire.</p> <p>Introduction to Hazardous Materials (Ashore) http://www.safetycenter.navy.mil il Learn definitions and types of hazardous materials; chemistry of hazardous materials; human toxicology; Hazard Communication (HAZCOM) program; identification, labeling, marking, storage and transportation of hazardous materials; Hazardous Waste Operations and Emergency Response (HAZWOPER), and management of a Navy HMC&M program.</p> <p>Introduction to Industrial Hygiene for Safety Professionals http://www.safetycenter.navy.mil il Learn an introduction to toxicology, identification and anticipation of hazards in the workplace, measurements of hazards, application of Federal and Department of the Navy</p>		<p>http://naspweb.com Cover safe work practices and regulatory and standard requirements from OSHA, DOT, ANSI and the Compressed Gas Association.</p>
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<p>standards and regulation, and an overview of standard control measures.</p> <p>Introduction to Navy Occupational Safety and Health (Ashore) http://www.safetycenter.navy.mil il Learn terms, principles, concepts, and requirements for mishap prevention; safety, environmental, and occupational health programs in the Navy; fundamentals of mishap causation; and hazard recognition, evaluation and control.</p> <p>ISO 14000 Training http://www.affordablesafetytraining.com ning.com Learn pollution prevention to protect the environment and improve the environmental performance of all kinds of organizations.</p> <p>Machinery and Machine Guarding http://www.safetycenter.navy.mil il Understand the hazards associated with various kinds of machinery and control of hazardous energy sources (lockout/tagout).</p> <p>Machinery Guarding Safety Training http://www.affordablesafetytraining.com ning.com Learn to properly apply the OSHA Machine and Machine Guarding requirements to their day to day work activities.</p> <p>Material Handling Safety Training http://www.affordablesafetytraining.com ning.com Learn safe handling and storage of materials.</p> <p>Motor Vehicle Safety Training http://www.affordablesafetytraining.com ning.com Cover the OSHA safety requirements for motor</p>		
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<p>vehicles.</p> <p>National Institute for Occupational Safety and Health (NIOSH) Education and Research Centers (ERCs) Training http://www.cdc.gov/niosh This Web site offers a list of academic degree programs and research training opportunities, supported by NIOSH through university-based Education and Research Centers (ERCs), in the core areas of industrial hygiene, occupational health nursing, occupational medicine, and occupational safety, plus specialized areas relevant to the occupational safety and health field.</p> <p>Navy Ergonomics Program http://www.safetycenter.navy.mil Do a hands-on, practical approach to ergonomics with extensive class exercises and case studies of Navy work environments.</p> <p>Occupational Health and Environmental Controls Training http://www.affordablesafetytraining.com Cover definitions, hazard communication standard requirements, lead safety, worker protections, and the process safety management of highly hazardous chemicals.</p> <p>OHSAS 18001 Training http://www.affordablesafetytraining.com Understand the relationship between OHSAS 18001, ISO 14001, and ISO 9001.</p> <p>Oil Hazardous Substance Spill Response Tabletop Exercise (OHS TTX) http://www.safetycenter.navy.mil Explore this course which supports the National</p>		
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<p>Preparedness for Response Exercise Program (PREP) requirement that at least on spill management team tabletop exercise shall involve a worst-case discharge scenario during each triennial cycle.</p> <p>OSHA 10 Hour Construction Outreach Training http://www.affordablesafetytraining.com Gain an orientation to occupational safety and health for workers covered by OSHA 29 CFR 1926.</p> <p>OSHA 10 Hour Construction Outreach Training Course http://www.oshacampus.com/ Learn general awareness on recognizing and preventing hazards on a construction site.</p> <p>OSHA 10 Hour General Industry Outreach Training Course http://www.oshacampus.com/ Learn general awareness on recognizing and preventing hazards in the workplace.</p> <p>OSHA 10 Hour General Industry Safety Training http://www.affordablesafetytraining.com Gain an introduction to OSHA policies, procedures, and standards as well as general industry safety and health principles covered in OSHA Act Part 1910.</p> <p>OSHA 30 Hour Construction Industry Outreach Training http://www.oshacampus.com Receive complete information on OSHA compliance issues in the construction industry.</p> <p>OSHA 30 Hour Construction Outreach Training http://www.affordablesafetytraining.com Learn topics pertaining to regulations covered by Standard 29 CFR 1926.</p>		
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<p>OSHA 30 Hour General Industry Outreach Training http://www.oshacampus.com Receive complete information on OSHA compliance issues in the workplace.</p> <p>OSHA 30-Hour General Industry Outreach Training http://www.affordablesafetytraining.com Learn a comprehensive safety program designed for anyone involved in general industry.</p> <p>OSHA Act Introduction http://www.affordablesafetytraining.com Understand the purpose and mission of the Occupational Safety and Health Administration (OSHA) and how it relates to the employer and the employee.</p> <p>OSHA General Safety and Health Training http://www.affordablesafetytraining.com Learn about recognition, avoidance and prevention of unsafe conditions in regulated employments.</p> <p>OSHA Lockout Tagout Training http://www.affordablesafetytraining.com Learn the requirements for lockout/tagout during servicing and maintenance of machines or equipment.</p> <p>Personal Protective Equipment (PPE) Safety Training http://www.affordablesafetytraining.com Understand the role of PPE in controlling exposure to the hazards in the workplace.</p> <p>Personal Protective Equipment Training http://www.affordablesafetytraining.com Gain a basic understanding about OSHA’s role in prevention and elimination of work-related casualties and fatalities, which can be</p>		
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<p>protected through proper personal protective equipment (PPE).</p> <p>Personal Response To Trauma Training http://www.affordablesafetytraining.com Gain a basic understanding of trauma, including trauma symptoms and effects, and methods of coping with trauma.</p> <p>Process Safety Management Training http://www.affordablesafetytraining.com Understand the OSHA requirements for process safety management.</p> <p>Professional Truck Driver Training http://www.nsc.org Learn defensive driving techniques for professional truck drivers.</p> <p>Radiation Safety Training http://www.affordablesafetytraining.com Understand the associated hazards and preventive or control measures of radiation exposure.</p> <p>Respiratory Protection Program Management http://www.safetycenter.navy.mil Learn an introduction to respiratory hazards, air contaminants, elements of respiratory protection program and OPNAVINST 5100.23 series and OPNAVINST 5100.19 series.</p> <p>RiderCoursesSM http://www.msf-usa.org Learn about the different kinds of motorcycles, their controls, and how they operate.</p> <p>Root Cause Analysis Fundamentals http://www.asme.org Gain an introduction and extensive discussion of many</p>		
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<p>different tools for root cause analysis.</p> <p>Safety Orientation Training http://www.affordablesafetytraining.com Gain an overview of some basic workplace hazards and how employees can protect themselves from them.</p> <p>Safety Programs Afloat http://www.safetycenter.navy.mil Learn the facilitation, implementation, and maintenance of an effective divisional safety program.</p> <p>Scaffolding Safety Training http://www.affordablesafetytraining.com Learn safe methods for working on scaffolding.</p> <p>Slips, Trips, Falls Prevention http://www.dhrm.virginia.gov Discover the difference between a slip, trip and fall, risk factors associated with each group, prevention techniques and ladder safety.</p> <p>Stairway and Ladder Safety Training http://www.affordablesafetytraining.com Learn the proper safety techniques for working with stairways and ladders.</p> <p>VPP 101 Workshop http://www.vpppa.org Learn the basic information worksites need to pursue this cooperative management system.</p> <p>Walking and Working Surfaces Safety Training http://www.affordablesafetytraining.com Understand the general OSHA requirements for walking and working surfaces.</p> <p>Welding and Cutting Safety Training http://www.affordablesafetytraining.com</p>		
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<p>Learn the safe work techniques for performing hot work.</p> <p>Workplace Violence Prevention Training http://www.affordablesafetytraining.com</p> <p>Understand the different types of workplace violence and development of a Workplace Violence Prevention program.</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 <u>u</u> Designed for employees who need to develop analytical skills in analyzing budgets. Learn how to relate goals, objectives, and priorities to program resource performance; develop meaningful workload, efficiency, and effectiveness measures.</p> <p>Defense Resources Management Course (DRMC) http://www.nps.edu Orientation on the overall functioning of the defense management process.</p> <p>Federal Budgeting for Non-Budgeting Personnel http://www.graduateschool.edu <u>u</u> Gain an understanding of how key legislation is changing, how the Federal budget is developed and executed, and the resulting impact on the nation's financial and program resources.</p> <p>Fixed Asset Accounting http://www.amanet.org Learn to maximize their bottom line by discovering everything they need to know about their fixed assets.</p> <p>Fundamentals of Finance and Accounting for Nonfinancial Managers http://www.amanet.org Learn to be financial savvy and be held accountable for the bottom line.</p> <p>Introduction to Federal Budgeting http://www.graduateschool.edu</p>	<p>Department Head courses plus:</p> <p>Budget Execution http://www.graduateschool.edu Learn the steps and strategies in preparing to execute the budget, including contingency planning.</p> <p>Budget Preparation, Execution and Accountability Course http://www.nps.edu Examine the preparation, execution, and accountability of defense budgets.</p> <p>Business Financial Management Integration into Programs http://www.dau.mil Learn what makes a program cost estimate realistic and defensible using policies and practices.</p> <p>Federal Budgetary Policies and Processes https://www.leadership.opm.gov <u>v</u> Gain insight into the Federal budget process.</p> <p>Understanding Federal Financial Statements http://www.graduateschool.edu Learn how to prepare Federal financial statements that meet the Office of Management and Budget (OMB) guidelines.</p>	<p>1st Level Supervisor courses plus:</p> <p>Management's Responsibility for Internal Control (OMB Circular A-123) http://www.graduateschool.edu Learn and follow the requirements of the Federal Manager's Financial Integrity Act and OMB's Implementing Circular A-123.</p> <p>Performance Budgeting Seminar https://www.leadership.opm.gov <u>v</u> Discover how to align budgets, financial management and performance can lead to improved organizational effectiveness and productivity.</p>

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

<p>http://www.graduateschool.edu Learn the basics of coaching, delegation, communication, and motivation.</p> <p>Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership. LEAD provides a complete leadership development curriculum for current and aspiring Government leaders.</p> <p>Leadership Essentials: Motivating Employees http://www.golearn.gov Develop an understanding of why motivating strategies are important as a leader and practical techniques for encouraging motivation among employees in your organization.</p> <p>Leading Teams and Groups http://www.graduateschool.edu Acquire the knowledge and skills you need to be an outstanding team/group leader.</p> <p>Leading with Emotional Intelligence http://www.amanet.org Learn how to apply emotional intelligence to specific leadership situations to gain the authority and success you strive for as a leader.</p> <p>Management Skills for New Managers http://www.amanet.org Gain crucial foundational skills to shift from being an individual contributor to a well-respected manager who can achieve team synergy and drive bottom-line performance.</p> <p>Management Skills for New Supervisors http://www.amanet.org Develop the crucial management tools to help fully</p>	<p>Learn how to facilitate complex human interactions in group settings.</p> <p>Improving Employee Performance http://www.graduateschool.edu Learn to handle performance issues effectively to maximize employee performance and build greater involvement and cooperation among staff.</p> <p>Leadership Development Program (LDP) http://www.ccl.org Designed to offer mid-level to upper-level managers an opportunity to stimulate a process of growth to help them become more successful and productive.</p> <p>Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership. LEAD provides a complete leadership development curriculum for current and aspiring Government leaders.</p> <p>Leadership Essentials http://www.graduateschool.edu Learn the difference between leading and managing; explore proven techniques to communicating effectively; think strategically; and move from a reactive environment to a proactive one.</p> <p>Leading People http://www.graduateschool.edu Develop insight and increase your awareness of leadership styles and how to adapt them to the needs of your organization.</p> <p>Mastering Employee Performance Conversations http://www.managementconcepts.com Learn to use various communication approaches to reach shared understanding of</p>	<p>solving, strategic analysis, persuasion, and negotiation skills.</p> <p>Industrial College of the Armed Forces http://www.ndu.edu/icaf Focus on broad-based national security decision making for senior policymakers in a dynamic world environment with emphasis on postgraduate, executive-level education rather than training, and enduring principles and concepts rather than transient contemporary events.</p> <p>Leadership Education and Development (LEAD) Certificate Program http://www.leadership.opm.gov Gain recognition of achievement at a given level of leadership. LEAD provides a complete leadership development curriculum for current and aspiring Government leaders.</p> <p>Leading Change http://www.graduateschool.edu Gain the knowledge and skills to help shape your future organization and explore tools for understanding and facilitating change and strategies for managing and shaping change.</p> <p>Leading Through Constructive Conflict https://www.leadership.opm.gov Learn to lead your organization in developing conflict competency by using instruments and tools grounded in emotional intelligence concepts.</p> <p>Management Development Seminar I: Leading from the Middle https://www.leadership.opm.gov Learn to think critically and develop your communication</p>
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<p>lead and motivate your team to higher productivity.</p> <p>Stress Management in the Workplace http://www.worklifebalance.com Learn stress management tools that are unmatched in the measured results they will produce for you and your organization.</p> <p>Supervisory Development Seminar Week 1: Fundamentals https://www.leadership.opm.gov Learn the "nuts and bolts" of frontline supervision and give you the tools you need to transition successfully into the supervisory role.</p> <p>Team Development Seminar Week 1: Team Building https://www.leadership.opm.gov Develop fundamental skills for effective team participation, as well as provide a deeper understanding of teams - including the types, uses, and interpersonal dynamics of teams.</p> <p>Time Management for Supervisors http://www.graduateschool.edu Learn new organization habits and become a more effective manager. Learn to spend your time now, how to work smarter, and how to make every minute productive.</p>	<p>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>Supervisory Development Seminar Week 2: Learning to Lead https://www.leadership.opm.gov Develop a deeper understanding of conflict resolution, the motivations and values of successful leaders, and the personal preferences that guide your behavior as well as the behavior of your direct reports.</p>	<p>skills as a manager.</p> <p>Management Development Seminar II: Leading Organizations https://www.leadership.opm.gov Gain a systems understanding of managing organizations.</p> <p>Negotiating to Win http://www.amanet.org Develop an effective plan and strategy for any negotiation using the principles of persuasion.</p> <p>Resiliency Advantage https://www.leadership.opm.gov Develop the five levels of resiliency, learn how to be flexible and thrive during times of constant change and increase the adaptability of your workforce.</p> <p>Senior Executive Service (SES) Developmental Program http://www.graduateschool.edu Enhance executive competencies at the SES and GS-14/15 levels.</p> <p>Strategic Agility and Resilience: Embracing Change to Drive Growth http://www.amanet.org Enhance your ability to respond to complex and unpredictable business changes by mastering the competencies of agile leadership.</p> <p>Team Development Seminar Week 2: Team Leadership https://www.leadership.opm.gov Learn practical leadership techniques, and explore ways of engaging, motivating, and holding team members accountable.</p> <p>The DoD Executive Leadership Development Program (ELDP) http://www.cpms.osd.mil Increase your understanding and appreciation for today's</p>
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		war-fighters.
Personnel Management		
Department Head/ Program Manager/ Supervisor	Program Manager 1st Level Supervisor	Program Director/Deputy/ 2nd/3rd Level Supervisor
<p>Coaching http://www.golearn.gov Learn how to strengthen your coaching skills by using a four-step process to facilitate professional growth of the employees you coach.</p> <p>Defense Resources Management Course (DRMC) http://www.nps.edu Orientation on the overall functioning of the defense management process.</p> <p>EEO in the Federal Sector http://www.graduateschool.edu Understand the basics of EEO laws as they affect Federal employment. Learn about theories of discrimination, Federal sector EEO process, techniques for identifying and avoiding workplace discrimination, harassment and retaliation, and responsibilities for affirmative employment in the Federal sector.</p> <p>Introduction to Human Resource Management for Supervisors http://www.graduateschool.edu Overview of human resource management issues, including staffing, classification, pay administration, employee labor relations, employee relations, and EEO.</p>	<p>Department Head courses plus:</p> <p>Coaching and Mentoring for Excellence https://www.leadership.opm.gov v Maximize employee development and performance.</p> <p>EEO for Supervisors and Managers http://www.graduateschool.edu Gain and understand diversity issues presented in the workplace and how to implement management's role in the EEO program, how to prevent sexual harassment, EEO complaint process, special emphasis programs, etc.</p> <p>Federal Position Management http://www.graduateschool.edu Discover how to use position management tools, techniques, and methods to support a high-performing organization.</p> <p>Strategic Human Capital Management http://www.graduateschool.edu Develop the necessary tools you need to successfully accomplish organizational objective and abide by human resources laws and regulations.</p>	<p>1st Level Supervisor courses plus:</p> <p>Coaching: A Strategic Tool for Effective Leadership http://www.amanet.org Learn skills for coaching employees to improve the effectiveness of individuals and teams.</p> <p>Developing Customer-Focused Organizations https://www.leadership.opm.gov v Focus on critical customer-service tactics and explore the vital skills of planning, implementing, and sustaining strategic change to better manage citizen engagement.</p> <p>Hiring Reform for Managers https://www.leadership.opm.gov v Understand the hiring process and ensure new employees have a "successful transition into Federal service."</p> <p>Leaders Growing Leaders https://www.leadership.opm.gov v Build your organization by developing leaders at every level.</p> <p>Leading Across Generations https://www.leadership.opm.gov v Learn to use generational differences to improve the workplace and increase productivity.</p> <p>Strategic HR Management https://www.leadership.opm.gov v Learn how to use OPM's Federal Human Capital Assessment and Accountability Framework (HCAAF) to plan,</p>

		guide, and measure your human capital efforts.
Program Management		
Department Head/ Program Manager/ Supervisor	Program Manager 1 st Level Supervisor	Program Director/Deputy/ 2 nd /3 rd Level Supervisor
<p>36-Hour OSH Supervisor Certificate http://www.oshatraining.org Ensure supervisors have the knowledge and skills to fulfill safety responsibilities in the workplace.</p> <p>48-Hour OSH Manager Certificate http://www.oshatraining.org Gain the knowledge and skills to design, develop and deploy a world-class safety management system.</p> <p>Asbestos Supervisor Initial http://www.safetycenter.navy.mil Learn the physical characteristics of asbestos; potential health effects related to asbestos exposure; employee personal protective equipment; state-of-the-art work practices; personal hygiene; additional safety hazards; medical monitoring; air monitoring; relevant Federal and state regulatory requirements; and establishment of regulated work areas and decontamination unit.</p> <p>Asbestos Supervisor Initial Refresher http://www.safetycenter.navy.mil Review of Federal and state regulations and applicable changes to those regulations, along with recent developments in state-of-the-art procedures.</p> <p>Certified Hazardous Materials Manager (CHMM) http://www.ihmm.org Gain this credential for</p>	<p>Department Head courses plus:</p> <p>Data Analysis and Modeling Techniques http://www.managementconcepts.com Improve analytical skills and refine approach to analyzing data for decision making.</p> <p>Evaluating and Presenting Analysis Results http://www.managementconcepts.com Learn to effectively communicate the implications of analysis results.</p> <p>Lean and Six Sigma http://www.golearn.gov Learn this data-driven improvement philosophy that views all activities within an organization as processes whose inputs can be controlled to effect significant improvements in process outputs.</p> <p>Program Management Office Course, Part A http://www.dau.mil Learn key program management office knowledge and skills.</p> <p>Program Management Tools Course, Part I http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead.</p> <p>Project Management Course http://www.graduateschool.edu Organize your project, track costs and time expenditures, manage quality and risk, evaluate human resources requirements, and overcome</p>	<p>1st Level Supervisor courses plus:</p> <p>Certificate in Executive Program in Safety Management http://www.asse.org Earn the certificate awarded upon completion of the Executive Program in Safety Management that signifies the accomplishment of critical moves toward maximizing safety system performance.</p> <p>Comprehensive Contracting Officer Technical Representative (COTR) Workshop http://www.graduateschool.edu Master the position of COTR or contracting officer representative (COR) from requirements determination through contract closeout. Cover all technical and professional business competencies required by the Federal Acquisition Certification for Contracting Officer Technical Representatives (FAC-COTR).</p> <p>Executive Program Manager's Course http://www.dau.mil Learn through the extensive use of open, interactive dialogue with senior DoD, congressional, Government Accountability Office (GAO), and industry leaders; tailored sessions on contemporary topics and issues.</p> <p>Managing Stakeholder Expectations and Relationships http://www.managementconcepts.com Learn to use a stakeholder-based approach to actively and</p>

<p>individuals who practice in disciplines involving the general management of hazardous materials and related areas.</p> <p>Certified Safety and Health Manager (CSHM) Certification http://www.ishm.org Earn the CSHM which recognizes the safety and health professionals who demonstrate knowledge of health and safety management skills and techniques through examination and experience.</p> <p>Certified Safety Manager (CSM) http://naspweb.com Become a CSM by completing the Safety Manager/Trainer Certification and the Certified Safety Auditor (CSA) courses.</p> <p>Certified Safety Supervisor (CSS) http://www.nsms.us Become proficient and competent in handling safety and health oversight responsibilities.</p> <p>Enterprise Safety Application Management System (ESAMS) https://esams.cnmc.navy.mil Learn CNMC's safety management software program for Safety and Occupational Health (SOH) data management of mishap reports, training, direct and indirect costs, medical surveillance, hazard analysis, etc.</p> <p>Hazardous Materials Manager-in-Training (HMMT) http://www.ihmm.org Learn HMMT as a designation designed to introduce young professionals into the CHMM program.</p> <p>Installation Logistics Management http://www.almc.army.mil</p>	<p>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>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>
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<p>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>National Institute for Occupational Safety and Health (NIOSH) Education and Research Centers (ERCs) Training http://www.cdc.gov/niosh This Web site offers a list of academic degree programs and research training opportunities, supported by NIOSH through university-based Education and Research Centers (ERCs), in the core areas of industrial hygiene, occupational health nursing, occupational medicine, and occupational safety, plus specialized areas relevant to the occupational safety and health field.</p> <p>Program Management Tools http://www.dau.mil Learn application skills needed in a program office as an integrated product team lead.</p> <p>Program Manager’s Course http://www.dau.mil Strengthen the analytical, critical thinking and decision-making skills of potential leaders of major defense acquisition programs and program support organizations.</p> <p>Program Manager’s Skills http://www.dau.mil Learn skills needed for handling key programmatic issues.</p> <p>Project Communications Management http://www.graduateschool.edu <u>u</u> Learn the tools and techniques that project teams can use to</p>		
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<p>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 v Learn and apply key concepts about managing a project.</p> <p>Recordkeeping: A Program Manager's Survival Guide https://nara.learn.com Discover a practical guide to policies, procedures, and legal requirements for managing program information.</p> <p>Safe Supervisor http://www.coss.net Enhance one's understanding of the bigger picture of safety, and his or her role in creating a safer work environment.</p> <p>Safety Supervision and Leadership http://www.oshatraining.org Learn to demonstrate leadership by directly providing employees the resources, motivation, priorities, and accountability for ensuring their safety and health.</p> <p>Safety Trained Supervisor (STS) Certification http://www.bcsp.org Earn the STS certification which is intended for managers at all levels.</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 u Understand and obtain practice in interpreting</p>	<p>Department Head courses plus: Strategic Execution: Getting It Done http://www.amanet.org</p>	<p>1st Level Supervisor courses plus: Center for Global Leadership Series: Leadership for a Global Society</p>

<p>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 <u>u</u> Establish a solid framework with strategic planning, lessons learned from Government Performance and Results Act (GPRA) implementation and practical guidance to meet your organization's challenges.</p> <p>Strategic Sourcing http://www.graduateschool.edu <u>u</u> Learn to build a comprehensive strategic sourcing plan to transform your organization.</p>	<p>Learn the skills to develop a flexible and achievable blueprint to execute your strategic plan.</p> <p>Strategic Human Capital Management http://www.graduateschool.edu Develop the necessary tools you need to successfully accomplish organizational objective and abide by human resources laws and regulations.</p> <p>Strategic Leadership http://www.ndu.edu Focus on broad-based national security decision making for senior policymakers in a dynamic world environment.</p> <p>Strategic Planning and Performance Measurement http://www.managementconcepts.com Learn how to set performance goals and objectives and how strategic planning impacts the organization and the individual.</p>	<p>https://www.leadership.opm.gov <u>v</u> Lead your organization in an interconnected world.</p> <p>Congressional Operations Workshop http://www.graduateschool.edu Receive a comprehensive review of Congress, its culture and the legislative process.</p> <p>Continuity of Operations Planning (COOP) http://www.fema.gov Learn to build a comprehensive and viable COOP program that an organization needs to continue essential operations following a disaster.</p> <p>Leading Strategically: From Vision to Performance https://www.leadership.opm.gov <u>v</u> Learn practical skills for leaders in rapidly changing environments.</p>
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