

Department of the Army
Pamphlet 690-23

CIVILIAN PERSONNEL

**CATALOG OF
CIVILIAN
TRAINING
PROGRAMS
CENTRALLY
ADMINISTERED BY
HEADQUARTERS,
DEPARTMENT OF
THE ARMY,
CIVILIAN
PERSONNEL
CENTER
(CIVPERCEN)**

Headquarters
Department of the Army
Washington, DC
1 August 1982

UNCLASSIFIED

SUMMARY of CHANGE

DA PAM 690-23

CATALOG OF CIVILIAN TRAINING PROGRAMS CENTRALLY ADMINISTERED BY HEADQUARTERS,
DEPARTMENT OF THE ARMY, CIVILIAN PERSONNEL CENTER (CIVPERCEN)

Not applicable.

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FOREWORD

This pamphlet is designed to provide a single source for information pertaining to civilian training programs which are centrally administered by Headquarters, Department of the Army, Civilian Personnel Center (CIVPERCEN). Contained herein are descriptions of long-term and short-term executive and management training programs as well as civilian personnel administration courses funded under Program Element 878751. General instructions for nominating Army civilian employees to these programs are also included.

We hope this publication will substantially reduce the amount of time, effort, and materials for announcing the centrally administered programs to MACOM and field activities. While annual letters will continue to provide time frames for nominations, the nomination procedures will be easier to follow and supervisors will have this reference of program descriptions for determining sources to meet training needs of their subordinates.

The training programs and courses listed in this pamphlet are available to all eligible employees. Race, religion, color, national origin, sex, age, and nondisqualifying physical or mental handicaps are not considered in the selection process. Special efforts will be made to inform female employees and minority group members about these programs.

CIVILIAN PERSONNEL

CATALOG OF CIVILIAN TRAINING PROGRAMS CENTRALLY ADMINISTERED BY
HEADQUARTERS, DEPARTMENT OF THE ARMY, CIVILIAN PERSONNEL CENTER
(CIVPERCEN)

By Order of the Secretary of the Army:

E. C. MEYER
General, United States Army
Chief of Staff

Official:

ROBERT M. JOYCE
Brigadier General, United States Army
The Adjutant General

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Applicability. The training programs and courses listed in this pamphlet are available to all eligible employees. Race, religion, color, national origin, sex, age, and nondisqualifying physical or mental handicaps are not considered in the selection process. Special efforts will be made to inform female employees and minority group members about these programs.

Proponent and exception authority.

The proponent agency of this Civilian Personnel Center.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA (PECC-FST) Alex. VA 22332.

Distribution. Active Army, ARNG, USAR: To be distributed in accordance with DA Form 12-4, requirements for DA Pamphlets, Civilian Personnel Pamphlet.

History. This publication has been reorganized to make it compatible with the Army electronic publishing database. No content has been changed.

Summary. This pamphlet is designed to provide a single source for information

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Chapter 1

LONG-TERM TRAINING OPPORTUNITIES

Section I

CENTRALLY FUNDED DEPARTMENT OF DEFENSE AND US ARMY PROGRAMS

1-1. General.

a. Most training needs of career civilian employees within the Army can be fulfilled by training programs of relatively short duration and at nominal cost. Department of the Army policy is to use long-term training when such assignments of more than 120 calendar days provide opportunities for career employees to develop competencies which cannot be met by short-term training.

b. All eligible employees should be informed about long-term training opportunities. Employees should be encouraged to discuss these programs with their supervisor and career program manager. Supervisors, career program managers, and other management officials are responsible for determining the appropriateness of the training.

c. Reviewing officials should only submit nominations for employees who clearly have potential for advancement and whose participation could most benefit their organization and the Army. These officials should also insure the training is directly related to present or planned assignments. Training committees should also become involved in the identification and selection process.

d. The nature and scope of current and planned career assignments should enable employees to use knowledge and skills gained from the learning experience so the Army may realize a return on its investment. A written plan (para 1-3b(1)) must be developed to insure effective use of the training, including reassignments, if appropriate, upon completion of training. Career program managers have overall responsibility for such plans when employees are registrants in established career programs, otherwise supervisors or other appropriate management officials have the responsibility.

e. Employees should be mobile and prepared to accept positions consistent with their expressed availability for certain geographical areas when these positions make reasonable use of newly acquired knowledge and skills.

1-2. Procedures.

a. Nominations will not be submitted for employees whose jobs are, or are expected to be, affected by reductions in force or other adverse actions; nor for employees who have accepted transfers to other organizations unless submitted through the new command channels. (AR 690-400, chap 410, para 10-8a)

b. Nominations will be in compliance with the one year-in-ten limitation cited in paragraph 5-4 of AR 690-400, Chapter 410, and with the provisions of paragraph 5-6 of that same chapter regarding continued service agreements.

c. Employees of overseas commands may be nominated for long-term training only in conjunction with their permanent return to CONUS. (AR 690-400, Chapter 410.10)

d. Members of the Senior Executive Service (SES) and employees selected as SES candidates will be given priority consideration in the selection process. (AR 690-900, chaps 920, para 6-3a(4)).

e. Attendance of employees will not be deferred from the academic year for which they are selected to a later year.

1-3. Nominating Instructions.

a. Each nomination will be for only one of the programs covered by this pamphlet. They must be complete and will be in accordance with Figures 1-1 thru 1-5. Acronyms must be spelled out where they first appear in the nominations or any attachments thereto.

b. Other information required--

(1) An Individual Training and Education Plan. The format is provided in AR 690-400, chapter 410 appendix S (part I).

(2) A current performance appraisal and Individual Development Plan (IDP) in accordance with AR 690-400, chapter 412, subchapter 5, or AR 690-900, chapter 920, paragraph 6-2. The IDP should identify the need to undertake the requested training program. An explanation will be provided if a current IDP is not available, or if the requested training is not included in it.

(3) A statement indicating the employee is a member of the Senior Executive Service (SES) or is an SES candidate, or either is serving in a managerial position or is designated as having high potential to serve in a managerial position. If none of the foregoing apply, so state.

(4) A statement signed and dated by the nominee indicating that if selected the employee agrees to continue in the service of the Department of the Army, of some other component of the Department of Defense, for a minimum period of time equal to three times the length of the period of training, or for such portion as the employee's services are required.

(5) Overseas commands will coordinate with career program functional chiefs, as appropriate, (and CONUS activities to which employees have return rights) in identifying positions where newly acquired knowledges/skills can be used, and will document utilization plans in item 10 of the Individual Training and Education Plan, indicating that

planned assignments have been approved and will be implemented upon completion of the training assignment. Indicate the date of employee's current obligated overseas tour will end, and, if the employee has return rights, indicate the title, series and grade, and location (installation or activity and specific organizational element) of that CONUS position.

(6) A signed and dated statement by each nominee of an overseas command indicating that if selected the employee agrees to accept an appropriate CONUS position upon the completion of training.

(7) A completed DD Form 1556 (Request, Authorization, Agreement, and Certification of Training and Reimbursement) if required for a specific program. Figure 1-3 provides instructions for using DD Form 1556.

(8) A summary provided in the format and style illustrated in figure 1-4.

c. Awards, honors, certificates, and letters of commendation and appreciation should not be submitted. Instead, recognitions should be cited where appropriate by title, grantor, and date.

d. The original, at least, of college and university transcripts submitted in support of a nomination must bear the official embossed seal of the school.

e. Officials involved in the nomination process will insure employees receive the Privacy Act Statement at Figure 1-5.

1-4. Resource Support.

a. Manpower spaces and funds (except for CW, OMAR, and NG employees) required to support the training assignment will be provided by this Headquarters through issuance of a DA Form 2544 (Intra-Army Order for Reimbursable Services). Specific instructions for obtaining support will be issued once selections are made. Support will include the employee's salary and personal benefits, travel, per diem, tuition, and necessary school supplies. It will cover the period of training and reasonable travel time to the training site exclusive of any leave taken enroute.

(1) Employees whose permanent duty station is in the same commuting area as the training site will not be in a per diem status. They will, however, be authorized excess local travel expenses on a daily basis. (C4501 - 1, JTR, vol. 2)

(2) Employees who will attend training outside their commuting area and will return to their old duty station upon completion of training will be in a TDY status and authorized 55% of the per them rate for the training site. These employees may in lieu of per them be authorized movement of dependents and household goods at their request if a cost comparison in compliance with paragraph C4502-2, JTR, vol. 2, shows movement would be less costly to the Government than per diem/actual expenses otherwise payable.

(3) Employees who will attend training outside their commuting area and will not return to their old duty station upon completion of training will be in a TDY status and authorized 55% of the per them rate for the training site, or at their request, may be authorized movement of dependents and household goods in lieu of per diem/actual expenses subject to limitations set forth in para C4502-3, JTR, vol. 2.

c. Expenses related to supplemental non-Government training will be reimbursed by HQDA but only if scheduled immediately prior to the actual training assignment and proved a necessary prerequisite for satisfactory academic performance.

d. Attendance at orientation sessions for the Education and Public Management (EPM) Program will be reimbursed by HQDA. Attendance at these sessions is encouraged.

e. The travel and per them cost related to participation in the Mid-course Resident Phase and the End-of course Resident Phase of the Army War College Corresponding Studies Course will be borne by the employing activity.

f. Spaces and funds will not be used to support either part-time students, students on annual leave for extended periods of time, or supplemental training undertaken after completion of the long-term training program.

g. Payment of tuition to George Washington University to obtain credit towards a degree for courses taken to partially fulfill program requirements of the Industrial College of the Armed Forces (ICAF) is prohibited by AR 690-400, chapter 410, paragraph 5-2c(3).

1-5. Status of Trainee.

a. Employees will be assigned to HQDA long-term training spaces. Employees from CONUS will continue to receive personnel management services and finance and accounting services from the activities that previously provided them. Servicing arrangements will be made by CIVPERCEN for employees of overseas commands.

b. Employees will be deferred from Army-wide referral under the Army's Civilian Career Management Program until 90 days prior to completion of training, unless the training is terminated prematurely.

c. Merit pay employees will, for pay purposes, be assigned the median rating (usually Fully Successful or Highly Successful) for the merit pay unit to which assigned on the day merit pay is computed, unless they sustain a lower or higher rating in accordance with AR 690-500, chapter 540, subchapter 9.

d. Premium pay is not permitted for time devoted to study, attending classes, and performing research beyond the normal 40-hour week.

e. Use of annual leave will coincide with periods training facilities are in recess unless it can be shown employees will be fully involved in research or study projects. During extended recesses, employees are subject to being returned

to duty status. However, headquarters provided support would be suspended during these periods and the related travel expenses would be borne by the employing activity.

1-6. Submissions.

a. Nominations will be forwarded through command channels. An original and eight copies will be submitted to US Army Civilian Personnel Center, ATTN: PECC-FST, 200 Stovall Street, Alexandria, Virginia, 22332 *so as to arrive not later than the suspense date announced annually.*

b. Personnel actions or any other matters that affect the status of an employee will be reported to CIVPERCEN as soon as they arise.

Course #1

Title: National War College

Location: Fort McNair, Washington, DC

Length: 10 months (August to June)

Purpose: To develop the demonstrated potential of participants in aspects of national security affairs, including joint and combined national policy development, command and staff administration and operations, and national strategy planning.

Description: To accomplish its mission, the College is directed to include in its curriculum (but not limit its curriculum to): (1) analysis of the nature and interdependence of the several factors of national power of the United States and other nations; (2) study of the integration of military and foreign policy; (3) study of the role of the United Nations and other means designated to avoid armed conflict between nations; (4) determination of the influence of the possession or deficiency of economic, scientific, political, psychological, and social resources upon national security; (5) study of the national interests and objectives of significant nations with respect to their international relations, areas of disagreement and conflict, and policies designed to prevent war; (6) study of: a. the military force necessary to implement national policy in peace and war; b. strategy and war planning; c. the impact of science and technology upon armed forces; d. departmental and interdepartmental problems which concern the national security; e. the employment of joint and combined forces as related to national and coalition objectives and policies.

Prerequisites: Occupy a position in grade GS-15 or above. Employees in grade GS-14 who have demonstrated an exceptionally high potential for advancement may be considered for selection.

Nomation

Method: Nominations submitted through local CPO to MACOM.

Resource

Support: Centrally funded by HQDA.

Figure C-1. Course #1, National War College

Course #2

Title: Industrial College of the Armed Forces

Location: Fort McNair, Washington, DC

Length: 10 months (August to June)

Purpose: To increase participants' understanding of the present and future military, political, economic, technological, scientific, social, and psychological conditions which impact on the national security decision-making process, and of the fundamentals disciplines used in coping with future defense management and national security problems.

Description: The program features management of national resources under current and predicted socio-economic and political environments and a view of national security preservation efforts with respect to both national and global settings. Elements of the program include executive level decision making and policy formulation with special emphasis on the national security dimension, strong emphasis on competencies in quantitative and qualitative analytical processes, attention to issues concerning mobilization and national emergency mobilization planning, and specific attention to systems and processes devoted to effective management of human and industrial resources in support of national security. Examples of specific subjects covered are:

The Domestic Environment of National Security;
Resource Management and National Security;
The External Environment of National Security;
National Economic Problems and Policies; and
Management of National Security Resources.

Prerequisites: Occupy a position in grade GS-15 or above. Employees in grade GS-14 who have demonstrated an exceptionally high potential for advancement may be considered for selection.

Nomination

Method: Nomination submitted through local CPO to MACOM.

Resource

Support: Centrally funded by HQDA. Also see paragraph 1-4g.

Figure C-2. Course #2, Industrial College of the Armed Forces

Course #3

Title: US Army War College

Location: Carlisle Barracks, PA

Length: 10 months (August to June)

Purpose: To develop the competence of executives to assume senior command and staff level positions within the Army.

Description: The program updates and refines knowledges, skills, and insights required to deal with contemporary and prospective military problems and issues; develops broad perspective and understanding of the considerations influencing national security affairs and Army doctrine; promotes habits of independent judgement, objective analysis, and adaptability to change; encourage self-analysis and stimulates a desire for continued self-development; and provides intellectual challenge and an opportunity for individual contribution to the advancement of the art and science of land warfare.

It includes a one-day field to Washington DC, a three-day field trip to New York City to visit the United Nations, elements of city and Federal government and multinational business companies, and the following areas of study:

The International Environment and the Evolution of Military Strategy;
International Environment vs. Strategy and Supporting Programs;
National Security Seminar;
Command and Management;
Military Plans, Operations and War Games;
Advanced Courses; and
Military Studies Program.

Prerequisites: Occupy a position in grade GS-15 or above. Employees in grade GS-14 who have demonstrated an exceptionally high potential for advancement may be considered for selection.

Nomination

Method: Nominations submitted through local CPO to MACOM.

Resource

Support: Centrally funded by HQDA.

Figure C-3. Course #3, US Army War College

Course #4

Title: Armed Forces Staff College (AFSC)

Location: Norfolk, VA

Length: 5 months (August to January *or* February to June)

Purpose: To prepare selected mid-career personnel for joint and combined staff positions. The curriculum is designed to give participants an insight into joint and combined armed forces organizations, plans, and operations, and a more complete perspective regarding related aspects of national and international security.

Description: The program provides comprehensive developmental experience and includes instructional blocks dealing with major contemporary issues relevant to national and international security. Program topics, lectures, and other learning events add depth and variety to the curriculum. Examples of subjects covered are:

- Administration and Orientation
- US Military Forces
- Defense Management
- Organization and Command Relationship
- The US Joint Planning Procedures
- Environment and Strategy
- Communication Arts

Prerequisites: The employee must occupy a position at GS-12 or above.

Nomination

Method: Nomination submitted through local CPO to MACOM

Resource

Support: Centrally funded by HQDA.

Figure C-4. Course #4, Armed Forces Staff College (AFSC)

Course #5

Title: Secretary of the Army's Research and Study Fellowship

Location: Optional

Length: 6-12 months

Purpose: This fellowship program is designed to provide open-ended, career specific developmental opportunities to outstanding career civilians who, by increasing their own professional competence, can more effectively contribute to the overall Army mission and to operating efficiency. In addition, this approach to training provides opportunity for individual development within participants' career plans, provides a means for recognition of outstanding career employees, and a method for developing knowledges and skills required in future DA executive positions.

Description: The recipient of this fellowship will devote 6 to 12 months to full time study or research in connection with a specific project. The project may be proposed by the individual or the activity, must have high potential value to the Department of the Army, and will not duplicate or substitute research that could be accomplished on the job, or which could be financed by other means. Accomplishment of the project may include study in residence at a college or university or in other comparable educational or research settings.

Prerequisites: Nominee should occupy a position at the GS-12 grade level or above; should have at least 5 years, consecutive, Federal Government experience; should have demonstrated outstanding work achievement, progress and accomplishment within DA; and should be of superior intellect, maturity and leadership quality with evidence of active pursuit of self development efforts.

Nomination

Method: Nomination by employee or command letter with full details of project proposals attached—forwarded through local CPO to MACOM in accordance with AR 690-400, chapter 410, appendix T.

Resource

Support: Centrally funded by HQDA.

Figure C-5. Course #5, Secretary of the Army's Research and Study Fellowship

Format for Nominations

MILITARY COLLEGES

INFORMATION ABOUT NOMINATED EMPLOYEE

(Not to exceed two pages in length)

The following information will be provided for each nominated employee:

1. **College for which nomination is made:**
2. **Name of nominee:**
3. **Job title, series and grade:**
4. **Type of appointment (Competitive status information):**
5. **Title of Army career program (if applicable):**
6. **Security Clearance:** (Civilian employees selected to participate in the Military Service College Programs listed in this catalog must have clearance for access to TOP SECRET information prior to attending the colleges.)
7. **Total years of Federal service (Identify military and civilian separately):**
8. **Educational background (college level):**
(Instruction, years of attendance, major subject, degree)
9. **Employment history since 1965:**
 - a. **Present assignment:** (Describe the authorities and responsibilities exercised and the main duties performed. Include date entered and title of position and, if different, organizational title. Be brief.)
 - b. **Previous assignments:** (Start with most recent one. Show beginning and ending dates, job and/or organizational titles, GS grade (if necessary, use salary to determine equivalent grade level), and organization. Very briefly describe main duties.)
10. **Significant honors and awards:**
(Show year in which each was received)
11. **Potential:**
(Briefly narrate the employee's most major accomplishment(s); unique abilities; leadership qualities; teamwork capacity; and such characteristics as initiative, resourcefulness, etc. Cite specific examples or other evidence to substantiate conclusions.)

Figure 1-1. Format for Nominations

12. Miscellaneous:

(Include such items as membership in professional societies and responsible assignments in connection therewith; articles published; military status; and other information helpful in arriving at a valid appraisal of the nominee.)

13. Plan for utilization of employee after completion of training:

(Briefly describe plans for the immediate and long-range utilization of skills and knowledges which will be acquired by the employee, if selected for the College. Be as specific as possible. Avoid generalities. Show relationship of objectives and contents of the course to the employee's present position or to one earmarked for the employee upon completion of the course. If nominee is participating in an executive development program in an area to which the education at the College is related, include a description of the program.)

Signature of Commander, or his
designee, making nomination

(Attach Employee's Letter Hereto.)

Figure 1-1. Format for Nominations—Continued

Employee's Letter

A signed letter from the employee to the Commander who makes the nomination shall accompany the nomination as an inclosure thereto. This letter shall include:

1. A statement that the employee desires to attend the College (NWC, ICAF, AFSC, or USAWC) for which nomination is made.

2. A statement of the employee's career goals, and the manner in which it is believed that attendance at the College will contribute to the achievement of these goals.

3. A statement by the employee indicating in what manner he/she expects the Army to benefit from this schooling, and how the employee expects to give increasingly responsible services to the Army as a result of the schooling.

4. A statement by the employee indicating that, if selected, the employee agrees to remain in the service of the Department of the Army or in the service of some other component of the Department of Defense, for a minimum period of time equal to three times the length of the training program, or for such portion of this period as the employee's services may be required.

SUMMARY FORMAT

On a separate sheet, prepare a summary in the format and style as illustrated in Figure 1-4.

Figure 1-2. Employee's Letter

**Instructions for Using DD Form 1556, Request, Authorization,
Agreement, Certification of Training and Reimbursement**

A. GENERAL

1. DD Form 1556 will be used to authorize and record training of civilian employees in Government facilities (intraagency and interagency), training in non-Government facilities, attendance at meetings, and for Defense Management Education Training (DMET) authorized under the provisions of CPR 410, Training. Procedures for DMET courses are contained in the DMET Catalog issued annually. DD Form 1556 is a multipurpose form designed to reduce the need for a variety of forms associated with various training incidents. DD Form 1556 may serve as any one or all of the following: training request, authorization, continued service agreement, certification for reimbursable or cost-shared expenses, certification of authorized expenditures, a record of training, and an evaluation instrument.

2. DD Form 1556 is available through normal publications channels in three versions: (a) single page cut sheet; (b) ten-part manual "packet"; (c) eight-page continuous version with perforations for use with ADP equipment.

B. INSTRUCTIONS FOR USE

1. *Request and Approval of Training*

a. Approval of training at Government or non-Government facilities must be in accordance with established policy and criteria for such training to include any special criteria for the selection of non-Government facilities. DD Form 1556 will be used to request and approve or disapprove all training for civilian employees.

b. All applicable parts of DD Form 1556 must be completed in accordance with instructions on the last page of the form and supplemental instructions contained herein. The management official of the initiating unit, with assistance from a member of the training and development staff, shall originate the form well in advance of the start date of the requested training by completing sections A, B, and C of the form. Section D will be used for approval by the immediate supervisor and for certification by the chief of the training and development function, or an authorized EDS, that the training is justified, the nominee meets prerequisites, and that the proposed training is in accordance with regulatory requirements including the nondiscrimination provision on use of non-Government facilities. Section E requires certification of approval or disapproval by the authorized approval official. Section F provides certification of training completion and verification of the training costs. The applicable remaining parts of the form must be completed and distribution made in accordance with instructions on the form and paragraph C below.

c. Approval of training is required prior to enrolling in, or making any commitment for the training. A copy of the approved form shall be retained according to file retention schedule for review and inspection purposes. In addition, a copy of the approved form may be placed in the employee's official personnel file as a record of training completion. The approved form will also serve as a source document for required training reports.

d. When more than one non-Government facility can provide training that meets a predetermined need, the capability, suitability, geographic accessibility, methods, cost requirements, qualitative factors related to curriculum design specifications, and performance or behavior objectives must be evaluated. Evaluative information, cost data, and the recommendation for selection must be documented and made a part of the employee training and development office record. The employee development specialist will make the determination and documentation as required.

Figure 1-3. Instructions for Using DD Form 1556

e. Each individual request for training in a non-Government facility must be prepared on a DD Form 1556 with an appended narrative statement fully justifying the training in accordance with AR 690-400, chapter 410, subchapter 5.

2. *Special Training by Contract.* When a training course or program is developed by a non-Government source to meet a specific requirement, it is the function of an authorized Contracting Officer to contract for the training on behalf of and as required by the responsible Employee Development Specialist. In such cases, the Commander must follow procedures set forth in the Defense Acquisition Regulation (DAR), including the use of approved forms. This precludes using DD Form 1556 as a contracting document for training under these conditions; however, DD Form 1556 must be completed for requesting and approving training for each individual to be trained (the DD Form 1556 serves as a backup document to the contracting documents).

3. *Normal (Noncontractual) Training Authority.* Training may be authorized and certification for reimbursement accomplished by an appropriate training official using DD Form 1556 when the training is regularly scheduled, open to the general public (for non-Government training) and the cost of tuition and books, and other fees do not exceed that charged all accepted students. Although a dollar limitation is not established under these reimbursement conditions, the individual responsible for the training and development function should consult with the appropriate contracting officer and follow regular contract procedures when the price exceeds \$10,000. Payment for, or reimbursement of training that costs less than \$10,000 does not have to be submitted to a Contracting Officer. The use of reimbursement procedures is optional with each employing activity.

4. *Educational Service Agreement.* As prescribed in the Defense Acquisition Regulation (DAR), an Educational Service Agreement may be entered into with established educational institutions at the request of the responsible employee development specialist when approved by a responsible management official (see AR 690-400, chapter 410.3-6g). Under these contractual agreements, the DD Form 1556 will be used as the authorizing document for the contracting officer to initiate such agreements.

5. *Payment for Training at Government Facilities.* Training is authorized and certified for payment on the DD Form 1556. However, payment must be made on funding documents as described below or on other appropriate documents.

a. From one DOD Component to another DOD Component: Use DD Form 1556 as the certifying document and DD Form 448 (Military InterDepartmental Purchase Request) as the reimbursement or funding document.

b. From a DOD Component to a Civilian Agency: Use DD Form 1556 as the certifying document and SF 1080 (Voucher for Transfers Between Appropriations and/or Funds) as the reimbursement or funding document. *NOTE:* Department of the Army activities using the Office of Personnel Management (OPM) central office training center courses must show the full name and address of the servicing civilian personnel office as the billing office in item 28b of DD Form 1556. It is the responsibility of the CPO to certify the SF 1080 for payment. The properly completed DD Form 1556 and SF 1080 will be forwarded to the appropriate finance and accounting office for payment. All communications on nominations for OPM central office sponsored courses and payment problems will be handled by the servicing CPO.

6. *Payment for Training at Non-Government Facilities.* When training is properly authorized by an appropriate training or other management official and does not involve a contracting function outlined in paragraph 2, above, DD Form 1556

Figure 1-3. Instructions for Using DD Form 1556—Continued

may be used for certification for payment of approved costs incurred in training at non-Government facilities. Such certification does not involve a contracting function. Standard Form 1034 (Public Voucher for Purchases and Services other than Personal) will be used as the payment voucher for training at non-Government facilities.

7. *Attendance at Meetings.* In accordance with policy established in AR 690-400, chapter 410, subchapter 8, DD Form 1556 shall be used for requesting, authorizing, approving and certifying payment for attendance at training meetings and conferences in accordance with instructions on the form and instructions contained herein.

C. INSTRUCTIONS FOR COMPLETING DD FORM 1556

Instructions contained on the reverse side of the single copy and Copy 10 of the 10-part set will be followed along with the additional instructions contained below.

Item A

—Optional use. If needed, the following applies:

—Agency code is DA.

—Subelement indicates the organization to which the employee is assigned. Agency code and subelement are found together in Item 33 in the lower left corner of an employee's SF 50 (Notification of Personnel Action).

Item B

—For local use as needed.

—If used, show UIC and fiscal year.

—The use of a serial number will facilitate accountability of each nomination.

Section A—TRAINEE INFORMATION

Item 3b. Normally blank. Date of birth is contained in CIVPERSINS data bank.

Items 4 and 5. Optional. Normally blank except when training facility needs information to mail pre-course materials.

Item 10. This information is needed to assist the CPO in monitoring the cumulative length of non-Government training in the current decade of service. This information is not required when requested training is sponsored by a Federal agency.

Item 14. Use education levels described in AR 680-330 (CIVPERSINS-I) in lieu of the levels shown on DA Form 1556.

Section B—TRAINING COURSE DATA

Item 16a. Leave blank.

Item 16c. Leave blank.

Item 17a. When required by the training facility, enter catalog or course identification number.

Item 17b. Leave blank.

Item 20, Part Ia. Descriptions of "purpose" are contained in AR 680-330 (CIVPERSINS-I).

Item 20, Part Ib. Descriptions of "type" are contained in CPR 410, Training, and AR 680-330.

Figure 1-3. Instructions for Using DD Form 1556—Continued

Item 20, Part Ic. Refer to AR 680-330, (CIVPERSINS-I) for definitions. Use Code "1" for sources A-G shown on DD Form 1556.

Item 20, Part IIa. May be used locally if needed to identify training facility.

Item 20, Part IIb. Enter appropriate code when required by training facility.

Item 20, Part IIc. Enter appropriate code when required by training facility.

Item 20, Part IId. When applicable enter either continuing education units (CEU) or other credits. For other credits enter one or two numbers and an H (e.g., three credit hours would be 3H). If neither CEU nor other credits is applicable, enter NA. Never enter both CEU and other credits.

Item 20, Part IIe. Enter priority "1" if training is *essential* to mission or organization; priority "2" if training is required for replacement of skilled employees; and priority "3" if training is needed to increase employee's efficiency and productivity.

Item 20, Part IIh. Some of these training programs are peculiar to particular military departments or DOD components. It is not necessary to code all training in one of the programs. If necessary, specific instructions on reporting use of these programs in DA will be issued later.

Section C—COSTS AND BILLING INFORMATION

Item 21a. A separate DD Form 1556 will be prepared for *each* trainee. Entry in Item 21a will be the sum of Items 21b and c for each trainee.

Item 21d. Enter the code for the appropriation or fund chargeable for the direct cost expenses shown in item 21a. Funding codes are:

A—Operation and Maintenance (OMA)

B—Operation and Maintenance, Army Reserve (OMAR)

C—Operation and Maintenance, National Guard (OMANG)

D—Procurement of weapons and Tracked Combat Vehicles (RPA)

E—Family Housing Management Account (FHMA)

F—Army Industrial Funds (AIF)

G—Military Construction, Army (MCA)

H—Civil Works (CW)

I—OMA—Program Element 878751, Civilian Training, Education and Development Program

J—Other (specify)

Items 21e and f. Generally completed by Finance and Accounting Office.

Items 22 and 23. For local use.

Item 24. Include totals of 21a and 25a.

Section D—APPROVAL/CONCURRENCE

Item 26. In addition to certifying job relatedness of the training, the supervisor is also certifying that the training is fully justified in terms of immediate job needs or career development.

Item 27. The chief of the training and development function or an authorized employee development specialist must determine if the training is fully justified and meets regulatory requirements and sign in this item.

Figure 1-3. Instructions for Using DD Form 1556—Continued

**SAMPLE OF A SUMMARY OF NOMINATION
FELLOWSHIP IN CONGRESSIONAL OPERATIONS**

<i>Organization Name/Position/Title</i>	<i>Grade</i>	<i>Years Federal Service</i>	<i>Summary</i>
COE John Jay Doe Asst Dir, Off of Civil Works Land & Waters Hqs, COE Wash, DC	GS-15	15	<p>Academic Degrees: BCE, U of Minnesota, 56; MSE, U of California, 59; 30 semester hrs, U of Virginia, to present.</p> <p>Present Position: Responsible for staff supervision and management of Civil Works lands and the development and management for public use of such lands. Formulates policies and procedures for development, management and preservation of land and natural resources. Approves cost sharing contracts with States. Provides reports and correspondence responses to Secretary of the Army, Office of Management & Budget (OMB), and Congress. He is an incumbent manager.¹</p> <p>Awards & Honors: 4-yr. scholarship, U of Minn; OPR's (71, 73, 76); DA Meritorious Civ Svc (76); 3 Command ltrs.</p> <p>Professional Organizations: Member, Nat Assoc of Civ Engineers</p> <p>Publications: Author of 3 technical reports published in engineering journals.</p> <p>Utilization Plan: Will be given responsibility for representing COE at meetings with and presentations to the Secretary of the Army, DOD, OMB, and the Congress on matters relating to the development of Civil Works lands for public use. At first opportunity, will be nominated for GS-16 position.</p> <p>Other: Rated "Highly Qualified" by COE Screening Panel, 26 Aug. 81.</p>

Note: ¹ Indicate whether or not the nominee is a member of the Senior Executive Service or an identified SES candidate. If the nominee is not a SES member or candidate, indicate if he/she serves in a managerial position or is designated as having high potential to serve in a managerial position.

Figure 1-4. Sample of Summary Nomination

PRIVACY ACT STATEMENT
LONG-TERM TRAINING AND SELECTED EDUCATIONAL
PROGRAMS FOR CIVILIAN EMPLOYEES

The Privacy Act of 1974 (Public Law 93-579) requires each individual who is asked to volunteer, or is required to furnish, personal information to be advised of the following:

Authority: Chapter 41, title 5, United States Code.

Principal Purpose: To provide information to officials of the Department of the Army and, as necessary, to officials of the United States military colleges, the Office of Personnel Management, and educational institutions on civilian employees nominated for official assignment to long-term training and selected educational programs.

Routine Uses: The information to be furnished by and/or about civilian employees nominated by their employing activity for official assignment to long-term training and selected educational programs will be used by officials of the Department of the Army principally for the purpose of selecting candidates to attend such assignment, or for referring nominees to appropriate officials of the United States military colleges, the Office of Personnel Management, and educational institutions for their consideration and selection. The information will also be used for notifying concerned officials of the Department of the Army and employees who were nominated of selections and nonselections, for forwarding advance course materials and information to those selected to attend, and for finalizing arrangements for their attendance and participation.

Mandatory or Voluntary Disclosure and Effect on Employee not Providing Information: Disclosure by a civilian employee of personal information requested for nomination to a long-term training and educational assignment, such as social security number (SSN), home address, home telephone number, spouse's name, and number of dependent children, is on a voluntary basis. Failure to disclose the aforementioned personal information will not affect consideration of the employee for such assignment. However, disclosure of home address, home telephone number, spouse's name, and number of dependent children will contribute to facilitating attendance arrangements for the employee when selected for such assignment.

Failure of a civilian employee to disclose all the information requested for nomination, other than the aforementioned personal information, will prevent officials of the Department of the Army from giving that employee appropriate consideration for a long-term training and educational assignment for which the employee is nominated by the employing activity.

Figure 1-5. Privacy Act Statement

Section II
CENTRALLY FUNDED INTERAGENCY AND NON-GOVERNMENT PROGRAMS

1-7. Education for Public Management Program (EPM).

The Education for Public Management (EPM) Program provides an employee a nine-month residential academic experience at one of eight participating universities. It is designed to serve the needs of individuals at mid-career who have been identified by their activity as having potential to assume increasing responsibilities for the overall direction of program policies and procedures.

a. Courses. The participating universities have arranged for mid-careerists to be admitted and to establish a curriculum of study without regard for many of the usual academic prerequisites. The curriculum may consist of a mixture of courses in those subjects which are of major interest to supervisors and managers at mid-career. At least seventy-five percent of the participant's curriculum should consist of courses/subjects which will develop and/or enhance managerial and executive skills, knowledges and abilities, e.g., budgeting, analytical techniques, planning, management theory, public policy and public program management. The curriculum may also include subjects related to the participant's employing activity's mission. EPM is not designed to be a degree program and will not be undertaken for the sole purpose of obtaining a degree. The program provides a unique opportunity to use university resources flexibly to learn in a way that promotes individual career development. However, employees accepted at Harvard's John Fitzgerald Kennedy School are expected to carry a full academic course schedule on a for-credit basis comparable to that of a graduate student.

b. Core Seminar. Each university provides a core seminar for EPM participants which brings them together to focus on common issues in public affairs and administration. The seminar also provides for a meeting place to exchange ideas and draw on the experience of mature and successful men and women in government. Meeting throughout the year, this seminar varies in content and structure from school to school and from year to year, reflecting each school's resources and chosen emphasis, the changing contemporary scene and the interest of the participants. Since students at Harvard's John Fitzgerald Kennedy School come from a wide range of public service positions, no core seminar is especially created for EPM participants. A number of regular course offerings are essentially "core seminars."

c. The Program Advisor. Each participating university has an EPM program advisor who is a full-time faculty member. The program advisor is experienced in working with mature adults successful in their chosen careers who have come to the university for personal and professional development. Familiar with university course offerings and previous experiences of mid-careerists, the advisor assists participants in making the transition to the campus and provides aid to participants in their program planning. Usually the advisor is the leader of the core seminar designed to permit exchange and integration of the experience of the mid-career group. The advisor also serves as the liaison with the employing activity's management and the Office of Personnel Management (OPM).

d. Orientation Session. Each university holds an orientation session for its EPM participants in the spring preceding the beginning of the academic year. This session allows those scheduled to attend in September to meet with current EPM participants, to begin the course selection process, and to arrange for housing and schools for dependents. While attendance at this orientation session is not mandatory, it is strongly recommended that participants attend it.

1-8. Prerequisites.

- a.* An individual considered for nomination should--
- (1) Have a minimum of five years civilian service.
 - (2) Be in the GS-12 to GS-15 grade range.
- b.* EPM attempts to meet the need of the mid-careerists who can be described generally as--
- (1) A person who has been identified as having high potential for development leading to responsibility for future army management in policy positions within the civil service ranks.
 - (2) A current program manager who needs to improve or update managerial skills and subject matter knowledge.
 - (3) A technically or occupationally trained person who is identified as having potential for policy roles and is in transition towards executive responsibilities.

Activity officials should not exclude from consideration individuals lacking undergraduate degrees or impressive academic records if they are judged to be capable of working at the graduate level. The prime factor in reviewing and screening mid-careerists, and which should be made explicit in nominating statements, is their demonstrated performance, the activity's judgment of current ability and potential and the relationship of the course content to the employee's duties and responsibilities.

1-9. Resource Support.

EPM is a nine-month residential academic experience. CIVPERCEN will furnish funds and manpower spaces to support assignment of employees to a normal academic year which ends with the completion of the spring quarter/semester. Central resource support will not be provided to support an extension of the assignment beyond that time. A book allowance for the academic year is usually provided. CIVPERCEN will fund the expenses related to the EPM orientation session.

1-10. Nomination Format and Nomination Supplement.

1. Submit nominations in the format shown at Figure 1-6. Instructions for completing this format are as follows:
 - a. Section A and B: Self-explanatory.
 - b. Section C: Should be completed by the official initiating the nomination.
 - 1, 2, 3, 5, and 7. Self-explanatory.
 4. List any *non-Government training* to which the *1 to 10 years* restriction applies (FPM 400, chapter 410, paragraph 5-5c).

6. The proposed study program need not include specific course titles. General subject matter areas, such as systems analysis, public policy, budget processes, etc., are acceptable.

8. Reasons for selection of a particular university should include such factors as budgetary considerations (including travel and relocation expenses), university program emphasis, curriculum content, availability of special facilities (computers, laboratories, libraries, etc.), and any other pertinent information.

9. Enter complete mailing address and telephone number of the agency finance office for university billing purposes.

c. Section D: This section should be completed by the employee nominated.

1. Self-explanatory - if additional space is needed, attach a separate page.

2. Transcripts accompanying nominations must be official documents bearing the raised seal of the institution. *State on the application that academic transcripts will be forwarded upon receipt if such documents must be obtained from a college or university.*

2. In addition to the format as required in paragraph 1, above, include the nominee's position classification series and, if in a position covered by an established Department of the Army Civilian Career Management Program, the title of the Career Program.

3. A summary is to be prepared in the format and style as illustrated in Figure 1-4.

Home Address _____

Home Phone No. (Include Area Code) _____

Section C—Nomination Statement (To be completed by nominating official)

This section is intended to demonstrate why this person is being nominated, immediate and long-range agency plans for the nominee, the training objective, and the nominee's proposed study program.

1. Please state why this person is being recommended as a participant in the EPM Program. Include the relevancy of the training to the agency needs and the employee's career development, the timing of the training in relation to the employee's career, evidence of the employee's ability and potential and his commitment to the agency the Federal Service.

2. Describe the agency plans for assignment of the employee upon completion of the program. Include planned target position and the duties and responsibilities of this position.

3. Describe specific long-range agency plans for the employee. Agencies may submit the employee's career development plan focusing on target positions.

4. List any previous training (days and time period) in non-Government facilities already received in the employee's current decade of service.

5. Please state the training objective in terms of skills and knowledge to be acquired.

6. Describe the proposed study program, including tentative courses to be taken, study projects, research, etc., designed to achieve the training objective.

Figure 1-6. Nomination Formats—Continued

7. Identify below, in order of preference, the four sources of training which the agency believes will best meet the stated training objective:

- | | |
|---|--|
| <input type="checkbox"/> Cornell University | <input type="checkbox"/> Princeton University |
| <input type="checkbox"/> Harvard University | <input type="checkbox"/> Univ of Southern California |
| <input type="checkbox"/> Indiana University | <input type="checkbox"/> Univ of Virginia |
| <input type="checkbox"/> Massachusetts Inst of Tech | <input type="checkbox"/> Univ of Washington |

8. Please state the reasons for the selection of the university that is indicated as the first preference.

9. Billing instructions (Furnish invoice to:)

Office: _____

Address: _____

Telephone: _____

Section D—Nomination Statement (To be completed by the employee nominated)

1. Employment History:

Please list in sequential order (most recent first) your work history.

TITLE _____

ORGANIZATION _____

GRADE _____ DATES _____

Figure 1-6. Nomination Formats—Continued

2. Academic Study:

Attach official transcripts to *each* copy of the nomination form:

<i>College/ University</i>	<i>Dates attended</i>	<i>Degree received</i>	<i>Major field</i>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

- 3.** Please state your objectives in planning an academic year of study and how it relates to your career development. Also, comment on the study and/or research program you will undertake as it relates to the responses contained in Section C (questions 1, 2 and 3).
- 4.** Prepare a summary on a separate sheet in the format and style as Figure 1-4.

Signature

Name

Date

Figure 1-6. Nomination Formats—Continued

Courses #6, 7, 8, 9, 10, 11, 12, 13

Title: Education for Public Management

Length: 9 months

Participants attend one of 8 universities: Locations, purpose and descriptions follow:

a. Cornell University, Ithaca, NY (#6)

To help participants acquire relevant knowledges and improve analytical abilities and managerial skills. A normal course load is three or four credit courses at one time. The only required course is the one covering the political, economic, and social factors from which policy issues emerge and the relationships of these factors to specific policy areas. Electives are chosen from courses covering analytical skills, policy studies, and general studies.

b. Harvard University, Boston, MA (#7)

The management curriculum aims to train individuals to understand both the substantive merits of policy proposals and their managerial and political implications. Central to this ambition is the need to develop the student's cognitive capacity to size up particular political or administrative situation for their potential for action on behalf of desired policy objectives. Such a "feel" for the possibilities for government action is essential for effective performance in a variety of professional roles in the public sector. Decision makers in government must be sensitive to the capabilities and limitations of the organizations that are to implement their choices. Managers and administrators need to know what can be accomplished with the tactics and tools available to them. And policy analysts, who evaluate the merits of policy proposals before they are adopted, require an informed institutional viewpoint. Otherwise, they risk proposing policies that could never be adopted or recommending a course of action on the basis of unrealistic assumptions about government capabilities.

The curriculum in political analysis and public management provides instruction and practice in political science and organizational theory to assist students in predicting or influencing governmental action in specific situations. The core component of the curriculum strives to give students a basic level of competence and literacy in the areas of governmental institutions, implementation analysis, advocacy, and public management.

c. Indiana University, Bloomington, IN (#8)

A special program in the interactions of science, technology, and public affairs, with emphasis on the generalizing and synthesizing roles of the public administrator. Study programs are multidisciplinary, with major concentrations available in public and business administration, economics, sociology, political science, and the history and philosophy of science. All participants take an academic year-long seminar in public policy for science and technology; all other course work is designed to meet the individual needs of participants.

d. Massachusetts Institute of Technology, Cambridge, MA (#9)

Gives intensive training and practice in the systematic analysis of public policy issues to enable managers to make decisions and rate priorities. The program focuses on systems analysis as a method and technique. All participants take these courses:

Figure C-6-13. Courses #6 through #13, Education for Public Management

Fall Term

1. Introduction to Systematic Analysis
2. Decision Analysis: Probabilistic Methods
3. Decision Analysis: Mathematical Concepts and Methods

Spring Term

4. Application of Economics to Policy Analysis
5. Decision Analysis: Statistical Methods
6. Term Project: A case of interest to the home agency that is selected by the Fellow and, under faculty guidance, analyzed and reported upon by the Fellow. Additional elective subject are also a part of this program.

e. Princeton University, Princeton, NJ (#10)

Participants develop their own program, usually by choosing from a central core of Woodrow Wilson School offerings oriented toward public policy. Courses should include those that will enable the executive to relate past and prospective work experience to the framework of this country's political, economic, and other social structure and processes, and to the processes of policy formulation and management in a public agency.

In addition to the formal course program, the school normally expects participants, during the second semester, to undertake a thoughtful essay. This may be a critical analysis of a particular problem, or the development of a preliminary research design to cope with a problem that clearly requires the work of several persons over an extended period. This writing exercise helps participants sharpen the focus of their thinking and to bring to bear on the essay some of the important ingredients of their previous experience, their work at the school, and their own imagination and analytical powers.

f. University of Southern California, Los Angeles, CA (#11)

A three-part program designed to expose participants to urban affairs:

(1) All participants take the core seminar, which runs through both semesters of the academic year and carries eight units of academic credit. This seminar covers the basic characteristics, goals, and values of a democratic society; the Federal system of government, with primary emphasis on inter-governmental relations; and the nature and problems of urban communities. Included is a joint research effort with another participant and a local government member of the seminar.

(2) Beyond the core seminar, each participant pursues an academic program related to urban affairs, generally two four-unit courses each semester.

(3) Participants also engage in a variety of extramural experiences. They may observe local government officials of various types, interact directly with such officials, and undertake the study of a particular local problem.

g. University of Virginia, Charlottesville, VA (#12)

To foster understanding of the American political system and its policy-making processes, awareness of the trends that are setting public issues for the decades ahead, alertness to innovations in public management, and appreciation of the special responsibilities of the senior public servant are covered. All participants take a core seminar, which touches on the assumptions and values of the American political system, the functionings of the major policy-making institutions, the present-day meaning of the Federal system, emerging national policy problems, the leadership role of the public official, and current issues of public management. In addition to assigned readings, indi-

Figure C-6-13. Courses #6 through #13, Education for Public Management—Continued

viduals participate in seminar discussions and are responsible for several papers and oral presentations during the year.

Beyond the core seminar, participants enroll in up to three additional courses chosen from university offerings. The most common choices are in the general area of public affairs, including such subjects as public management, systems analysis, intergovernmental relations and urban problems.

h. University of Washington, Seattle, WA (#13)

The relationship between the formation and execution of public policy is emphasized.

A core program covers American institutions and political ideas, contemporary social-political issues, and the nature and problems of modern management. The majority of the program consists of individually selected courses designed to suit the interests and needs of the participants.

Figure C-6-13. Courses #6 through #13, Education for Public Management—Continued

Course #14

Title: Fellowship in Congressional Operations for Executives

Location: Washington, DC

Length: 12 months—Mid-November to September

Purpose: Persons selected will participate in a variety of activities designed to expand their knowledge and understanding of congressional operations. The American Political Science Association (APSA) operates the Congressional Fellowship Program and selects other Fellows from outside the Federal Government representing the fields of political science, journalism and law.

Description: Federal executives selected for the Fellowship in Congressional Operations will have the opportunity to study and learn how the Congress functions. They will meet with scholars who have studied Congress and written about its operations and with representatives from a variety of professions and interest who are in daily contact with the activities of the Congress. Most importantly, they will spend the major part of the Fellowship year in office assignments with Members of both Houses and also the Committees of the Congress. These experiences should become increasingly valuable to the Fellows and the programs they serve when they return to their agencies and as they progress to positions of greater responsibility.

Program activities include the following:

- An intensive and comprehensive Orientation Program, lasting approximately four weeks, conducted by the American Political Science Association (APSA) in preparation for work assignments.
- Full-time work assignments, following the orientation period, with Members of the House of Representatives and the Senate and with congressional committees.
- Weekly seminar meetings with leading congressional, governmental and academic figures throughout the Fellowship year.

From these and other planned activities, Fellows should gain:

- a thorough knowledge of the organization of the Congress,
- a well-balanced understanding of the legislative process and the factors and forces which influence it,
- a congressional perspective of national and local issues and Executive Branch operations, and
- a better understanding of the dimensions and complexities of congressional responsibilities and their relationship to the total process of Government.

This program is sponsored by the American Political Science Association.

Prerequisites: In selecting nominees for the Congressional Fellows program, management officials should be fully cognizant of the fact that this is an executive training program. Therefore, persons who are nominated should be those identified as executives or mid-careerists designated as high-potential executives. Nominees for the Fellowship should be career employees in grades GS-13

Figure C-14. Course #14, Fellowship in Congressional Operations for Executives

through GS-16 or equivalent, with at least two years of Federal Government service. They should have demonstrated flexibility to adjust rapidly to changing work situations; have the ability to work in an environment that is relatively unstructured and may require irregular hours; and be capable of initiating work and working independently with minimum supervision, direction, and assistance. Persons should not be nominated if they are working on an academic degree in night school or have other off-the-job commitments that will conflict with the work schedule and seminars for Congressional Fellows. Nominees should have demonstrated a very high level of ability with rapid progression through responsible positions within the Federal service. Preference in the selection will be given to those who are taking part in the Army's Executive Development Program.

**Nomination
Method:**

Nominations will consist of the following forms and materials submitted through local CPO to MACOM:

- A completed DD Form 1556.
- A current and complete Standard Form 171 (Personal Qualification Statement).
- A statement from the nominee's supervisor briefly describing the nominee's potential for career growth and the types of higher responsibility for which the nominee is being prepared.
- A summary prepared in the format and style as illustrated in Figure 1-4.
- A one-page typewritten statement by the nominee outlining reasons for wishing to participate, the nominee's goals and objectives within the program, and how this experience relates to nominee's overall career plans.

**Resource
Support:**

Centrally funded by HQDA.

Figure C-14. Course #14, Fellowship in Congressional Operations for Executives—Continued

Course #15

Title: LEGIS Fellows Program

Location: Washington, DC

Length: Spring Session (April—September)
Summer Session (August—December)

Purpose: The LEGIS Program is a training activity established by the Office of Personnel Management (OPM) as a developmental option primarily for SES members, SES candidates and other executive development participants. It combines classroom training with hands-on experience on the staff of a Member or committee of the Congress.

Description: The training will include a briefing session on the operations and organization of the Congress, assignment with a Member or committee staff for approximately four months, and weekly meetings during the work assignment on Capitol Hill. There are approximately 88 hours of class attendance throughout the total Program period. In addition, there is out-of-class preparation which is required of the participants for the completion of certain class assignments. The total training period is four to five months.

The orientation phase of the Program is designed to equip the participant with the appropriate theoretical and conceptual framework within which legislative behavior can be understood. The seminar atmosphere should provide an appropriate vehicle for acquainting the participants with important aspects of the legislative process. The seminars will be conducted by accomplished Political Scientists with personal experience and familiarity with the operations of Congress. In addition, the participants will be able to supplement their theoretical and conceptual understanding of Congress by attending seminars conducted by Members of Congress and key Congressional staff employees. Three days of the orientation period will be devoted to basic and technical instruction on the formulation of legislation. The instruction will be provided by university faculty and Congressional staff members.

The Fellowship assignment is designed to provide hands-on experience to enhance the participants' understanding of Congress, the legislative process and executive-legislative relations. Participants will spend approximately 16 weeks in a Congressional or committee office. The participants will be responsible for arranging the conditions of their Fellowship assignment with direction from the Director of the LEGIS Fellows Program. OPM will survey Congressional and committee offices for potential assignments and will provide this information to the LEGIS Fellows. The Fellows will negotiate assignments during the orientation phase of the Program.

Seminars will occur throughout the Program for the discussion of:

1. Fellowship experiences.
2. Legislation before Congress.
3. Topical concerns with relevant resource personnel.
4. Legislative drafting assignments.

Figure C-15. Course #15, LEGIS Fellows Program

5. Managing agency legislative programs.

A major element of the Program is designed to acquaint the participants with the organization and activities of liaison offices and to enhance their understanding of the nature, impact, and limitations of liaison work. Considerable emphasis will be placed on the way in which liaison activity can influence legislative outcomes. Approximately 40 hours of classroom time are allocated; the time and assignments are distributed over the total period of 4-5 months. The subjects covered are:

1. Organization of liaison offices.
2. Activities related to liaison work.
3. Problems and limitations in liaison activity.
4. Resources available to the liaison office.
5. The impact and effectiveness of liaison work.

Prerequisites: This program is designed for personnel whose current or prospective position may require a working knowledge of the operations of the Congress. Preferred nominees are members of the Senior Executive Service, SES candidates, and other personnel designated for executive development. Nominee qualifications include:

1. Minimum grade of GS-14 or equivalent.
2. At least two years of Federal service in the Executive Branch.
3. Possess ability to initiate work and to work independently with minimum supervision, direction or assistance.
4. Possess an interest in legislative procedures, practices and techniques.

Nomination Method:

Nominations will consist of the following forms and materials:

- A completed DD Form 1556.
- A current and complete Standard Form 171.
- A statement from the nominee's supervisor briefly assessing the nominee's executive potential and the need for this training. Indicate if the nominee is a member of the Senior Executive Service or an identified SES candidate.
- A statement by the nominee presenting a need for the training, the relevance of the training to career goals, and how the training will be utilized by Department of the Army. A summary prepared in the format and style as illustrated in figure 1-4.

Resource Support:

Centrally funded by HQDA.

Figure C-15. Course #15, LEGIS Fellows Program—Continued

Course #16

Title: Princeton University Program for Federal Officials at Mid-Career

Location: Princeton, NJ

Length: 9 months

Purpose: To enable mid-career officials to increase their knowledge in particular disciplines, to relate their field of specialization to the broader concerns of government and to the interests of the total society, and to sharpen their capacity for objective analysis of governmental problems.

Description: Participants plan, with faculty assistance, an educational experience that will meet their individual needs. In planning an educational program, the mid-career official may choose from a wide and varied set of undergraduate and graduate courses. The program is normally designed around a central core of School offerings. The formal courses and policy workshops are supplemented by policy conferences from time to time with scholars from the Princeton faculty and experienced administrators from Federal, state and local governments analyzing current and emerging problems of public policy.

In addition to the formal program, the School encourages the mid-careerist to write an essay, either making a critical analysis of a particular problem, or developing a preliminary research design to cope with a problem that clearly requires the work of several persons over an extended period.

The nominees should be those who will particularly benefit from advanced study in the following areas:

- International political and economic affairs;
- US foreign policy and national security affairs;
- Economic and quantitative analysis, with particular emphasis on its application to issues of public policy;
- Selected areas of public policy, including criminal justice, poverty, education, energy, health care, land use, transportation;
- The politics of administrative leadership and the policy process.

Prerequisites: All nominees are expected to be persons of proven accomplishment whose employing activities, by endorsing their nomination for the program, manifest belief that they are ready for promotion to policy-making and managerial positions near the top of the Federal career service. They should normally have achieved a position classified at least at the level of GS-14.

Nomination

Method: Nominations will be prepared in the format shown at Figure 1-7.

Academic

Transcripts: If a nominee does not have a copy of one or more academic transcripts, state on the application that transcripts will be forwarded upon receipt.

Figure C-16. Course #16, Princeton University Program for Federal Officials at Mid-Career

**Living
Facilities:**

The School offers furnished apartments adequate for most families and located in an excellent public school district at reasonable rentals in buildings reserved for faculty members, research associates and members of this program.

Figure C-16. Course #16, Princeton University Program for Federal Officials at Mid-Career—Continued

Princeton University
Woodrow Wilson School of Public and International Affairs
Application for Princeton Fellowship in Public Affairs

Department or Agency: _____

Name of Applicant: _____

Position Title: _____

Organization Title (if different from Position Title): _____

Series and Grade: _____

Business Address: _____

Home Address: _____

Number, Sex, and Ages of Dependents: _____

Education: _____

Note: Attach copies of each transcript of academic record.

A. List of positions in reverse chronological order, with dates and either GS grade or its equivalent.

B. On a separate sheet or sheets please state in substantive terms what the nominee does in current position, did in previous positions, and any significant factors in earlier experience.

C. Please submit separate statements for each of the following:

- (1) The supervisor's or other appropriate official's views as to the strengths and limitations or educational gaps of the nominee. For example: How competent is the nominee technically? How imaginative? What analytic capability? How effective in managerial and supervisory capacities?
- (2) The activity's current estimate, insofar as possible, as to what this nominee's future role and prospects are in the Army and the reason why a year at the Woodrow Wilson School will be particularly useful to the individual, the employing activity and the Army.
- (3) A statement by the nominee that reviews nominee's own career develop-

Figure 1-7. Princeton University Program Nomination Form

ment, major policy and program interests, career goals and expectations, and prospects for advancement in the public service. Include an outline of the nominee's most important contribution to government to date. Also, indicate personal benefit expected from the educational opportunity for which nominated. For example, in what field or fields of study does nominee propose to work in Princeton and why?

D. On a separate sheet, prepare a summary in the format and style as illustrated in Figure 1-4.

Figure 1-7. Princeton University Program Nomination Form—Continued

Course #17

Title: Alfred P. Sloan Fellows Program

Location: Sloan School of Management
M.I.T.
Cambridge, MA

Length: 12 months

Purpose: The Alfred P. Sloan Fellows Program at the Massachusetts Institute of Technology (MIT) is a twelve-month program, at the Master of Science in Management degree level, designed to broaden and develop outstanding but typically specialized executives for more general and senior management responsibilities.

As an addition to and part of the Sloan Fellows Program, the Sloan School recently initiated a Health Management Executive Development Program for mid-career to senior-level health-care practitioners, educators, researchers and administrators. This program is also at the Master of Science in Management degree level, and the limited number who are admitted to it each year will be Sloan Fellows and will participate fully in all major aspects of the Sloan Fellows Program. However, where appropriate, substitutions of health-specific courses will be made for subjects less relevant to careers in health management.

Description: The school seeks to provide the Fellows with a solid grounding in the academic disciplines relevant to management—economics, mathematics, and behavioral sciences—and to their awareness of the multiple facets that characterize important management problems, from technical data to human and environmental factors. Fellows should expect to gain:

- An understanding of, and the ability to work with, the broad spectrum of quantitative tools now available to management in gathering and processing data for decision making.
- An understanding of human behavior and that this behavior is important, analyzable and influenceable.
- An understanding of the breadth of functional knowledge that is available to managers.
- An understanding of the environment which surrounds an organization and the methods for uncovering basic issues and trends in the environment that will affect organizations and society in the society in the future.
- An understanding of the “process of management,” which confers a general management perspective equally applicable in different forms of organizations, including non-profit institutions.

Prerequisites: Ideally, nominees should have ten to fifteen years of work experience, with a goodly part of that experience in management at mid-career. Their experience should also evidence good analytical ability. Nominees should be career employees in grades GS-15 and GS-16 (or equivalent) and GS-14 when the employee at that grade has potential for promotion to GS-15 within the near future.

Figure C-17. Course #17, Alfred P. Sloan Fellows Program

Nominees should be free to fully disclose their past and present activities and experience. The nomination of employees who are involved in Army intelligence or other functions about which disclosure is prohibited or is otherwise not in the best interests of the Army should be avoided.

Nomination

Method:

Nominations will be prepared in the format shown in Figure 1-8. In addition, prepare a summary on a separate sheet in the format and style as illustrated in Figure 1-4.

Resource

Support:

Centrally funded by HQDA.

Figure C-17. Course #17, Alfred P. Sloan Fellows Program—Continued

**Application
The M.I.T. Alfred P. Sloan Fellows Program
In Executive Development**

Alfred P. Sloan School of Management, Massachusetts Institute of Technology
 Place an "X" in this box if application is for the Health Management Executive Development Program

1. Name _____
Last
First
Middle

2. Home address _____
Street and Number
Telephone _____
City
State
Zip Code
Area code

3. Present position _____
Series and Grade
Title
Date entered

Organization title (if different from Position title) _____ Annual Compensation _____

Organization's Name and Address _____ Business Telephone _____

Organization's Principal Activity _____

4. Give a brief statement describing your present duties. _____

5. Marital status _____ If married, spouses's first name _____
 Number of children _____

6. List below, in chronological order, other principal positions you have held since leaving college.

Date	Employer and City of Location	Position	Annual Compensation

7. On an accompanying sheet, give a complete record of your employment since graduation, giving for each separate employer: 1. Dates of service 2. The employer's name and address 3. The nature of the business or industry 4. Position(s) held, with a brief description of duties 5. Names and titles of immediate

Figure 1-8. Application for the MIT Alfred P. Sloan Fellows Program

superiors 6. Reason(s) for leaving. (Military service, if any, should be included in this record.)

8. Colleges attended.

Date *Name of College* *Major Field* *Degree and Date*

9. Indicate the approximate distribution (in percent) of your college training, including any graduate work.

Science and Liberal Business Other
engineering arts Economics administration (specify) _____

10. State, if possible, your relative academic standing (for example, fifth in a class of forty); list and describe your honors or other evidence of high scholarship.

11. Describe any courses which you have undertaken since graduation.

12. Describe your memberships and activities, if any, in trade, professional, and/or civic organizations.

13. Describe your avocational interests (hobbies, recreation, sports, books, club membership, etc.) indicating the level of your activity.

14. Give a brief statement of your present physical condition, indicating your past medical history and present physical handicaps if these are of such nature as to limit your activities.

Height _____ Weight _____

15. If married, please ask your spouse to write a statement regarding this program and moving to the Cambridge area.

Figure 1-8. Application for the MIT Alfred P. Sloan Fellows Program—Continued

15. (Continued)

Signed _____
(Spouse's signature)

16. Give below the names and addresses of four persons whom you will request to write directly to the Director of the Sloan Fellows Program, when notified by Headquarters, Department of the Army, that your application has been approved for submission to M.I.T. You should inform each individual as to the aspect of your background which he or she is to cover. Well-balanced, analytical letters are more effective than those devoted solely to praise.

A person who knows you and (if you are married) your spouse as individuals in the community

A person who is familiar with your academic background—if available

One of your superiors who will discuss your strengths, weaknesses, and prospects within the organization

Another individual who is familiar with your work

17. Attach a signed statement (approximately 500 words) indicating your immediate and ultimate objectives in wishing to undertake this Program.

18. Check appropriate box:

- Official college transcript(s) is/are attached.
- Official college transcript(s) has/have been requested and will be forwarded upon receipt.

19. Prepare a summary on a separate sheet in the format and style as Figure 1-4.
Signature of applicant _____ Date _____

Note: Please use additional pages only when you need more space.

Figure 1-8. Application for the MIT Alfred P. Sloan Fellows Program—Continued

Course #18

Title: The Alfred P. Sloan Fellows Program

Location: Graduate School of Business
Stanford University
Stanford, CA

Length: A nine-month program, at the Master of Science in Management degree level, designed especially for executives moving from narrow fields of specialization into general management.

Purpose: The principal objectives of the Stanford Sloan Program are to encourage and develop:

- Top management perspective, i.e., that ability to examine problems from the standpoint of the total enterprise.
- Increased competence in key areas of management specialization, including accounting, finance, marketing, and quantitative methods of decision analysis.
- Administrative skill in group and interpersonal relationships through the study of organizational behavior and leadership theory.
- Better understanding of the profit and non-profit environments in which business operates, and of the economic, social, and political responsibilities of management.
- Those personal characteristics that are necessary for a lifelong career in management.

Description: Fellows are expected to complete an academic program which includes a three-week preterm program, eleven core courses, and four electives. Fellows are also expected to participate actively in extracurricular seminars and in an eight-day field trip (during the University spring recess) to New York City and Washington, DC.

The typical Program is shown below:

Preterm Program (Three weeks in September). Courses: Decision Sciences, Introduction to Computer Technology, Fundamentals of Economics, and Accounting Fundamentals.

Autumn Quarter (End of September to mid-December). Management Courses: Decision Sciences, Accounting, Marketing Management, Organizational Behavior, and Economic Analysis and Policy.

Prerequisites: Nominees should have eight or more years of increasingly successful experience and show, via the personal recommendations submitted for them, clear evidence of potential for senior management. While no specific educational background is required, preferably, nominees should have at least an undergraduate degree in engineering, law, or the social sciences as well as undergraduate training in business administration.

Nominees are required to take the Graduate Management Admission Test (GMAT) which is administered by the Educational Testing Service of Princeton, New Jersey, at various centers in the United States and around the world during the latter part of each of the months of October, January, and March.

Figure C-18. Course #18, The Alfred P. Sloan Fellows Program

Nominees must be at least at the level of GS-14. The school prefers those who have advanced to the GS-15 grade level or higher.

**Nomination
Method:**

Nominations will be prepared in the format shown in Figure 1-9. In addition, prepare a summary on a separate sheet in the format and style as illustrated in Figure 1-4.

**Resource
Support:**

Centrally funded by HQDA.

Figure C-18. Course #18, The Alfred P. Sloan Fellows Program—Continued

6. Education:

<i>Institution</i>	<i>Dates</i>		<i>Degree</i>	<i>Major field</i>
	<i>From</i>	<i>To</i>		

State approximate proportion (percent) of your college training in

- a) engineering and physical sciences _____ b) social sciences _____
c) business administration _____ d) liberal arts _____

Describe in adequate detail your field or fields of specialization, including a listing of any thesis subjects or individual research projects, and any other publications:

What percentile did you attain in your graduating class _____
(e.g., top 5%, upper 10%, first quartile)

List honors received and any other evidences of scholarship _____

List extracurricular activities engaged in as an undergraduate _____

7. Experience: (include military service in appropriate chronological order)

<i>Company</i> <i>(Name and address)</i>	<i>Dates</i>		<i>Title or position</i>	<i>Salary</i>
	<i>From</i>	<i>To</i>		

8. List memberships in scientific, professional and civic organizations:

9. Check appropriate box:

- Official college transcript(s) is/are attached.
 Official college transcript(s) has/have been requested and will be forwarded upon receipt.

Figure 1-9. Application for the Stanford Sloan Program for Executives—Continued

-
10. Check appropriate box:
 Attached is copy of my Graduate Management Admission Test (GMAT) results.
 Have made/will make arrangements to take the GMAT on _____ and will forward results upon receipt.
11. Attach a one- or two-page signed statement indicating what value to your career do you expect from participating in the program.
12. Attach three completed recommendation forms, including one from your Commander/Chief or an appropriate designee. (See next page for Personal Recommendation format.)
13. Prepare a summary on a separate sheet in the format and style as Figure 1-4.
- Signature of Applicant _____ Date _____

Figure 1-9. Application for the Stanford Sloan Program for Executives—Continued

Name of Applicant _____
Last
First
Middle

The Stanford Sloan Program

Personal Recommendation

Please state below any information you may wish to present in support of the candidate's application. The Statement should include the following: (1) a brief description of the level of the candidate in the organization and an indication of whom he or she reports to, (2) some measure of the size of area of responsibility, (3) assurance that the candidate has potential for senior management within your organization, and (4) the value of the Stanford Sloan Program to the candidate.

Date _____

Employer _____ Signature _____

Address _____ Name _____

City _____ State _____ Title _____

Figure 1-9. Application for the Stanford Sloan Program for Executives—Continued

Course #19**Title:** The Army Comptrollership Program**Location:** School of Management
Syracuse University, Syracuse, NY**Length:** 14 months**Purpose:** In this program the Army has endeavored to create a cadre of highly motivated, thoroughly trained, broad gauged, professional military and civilian resource managers. In most respects, these objectives match those of university-sponsored management programs for industrial executives where emphasis is placed on (a) developing an overall point of view, (b) developing skill in problem solving, and (c) learning to get things done through people. The Army's program differs primarily through insistence upon the students acquiring a sufficiently firm grasp of military resource management so that they may immediately fill responsible staff positions throughout the Army.**Description:** Curriculum emphasis is on financial management with the purpose of creating a cadre of highly motivated, thoroughly trained, broad gauged professional military and civilian comptrollers. A major research paper is required. Academic program conducted at Syracuse University may lead to a Masters Degree in Business Administration.**Prerequisites:** Officer attendees are mostly in the grade of captain and major, with a few in the grade of lieutenant colonel. The civil service grades for the civilian attendees usually vary from GS-12 to 14 with the vast majority at the GS-12 and GS-13 levels. Graduate Management Aptitude Test (GMAT) required. Criteria governing consideration and nomination are at Figure 1-10.**Nominating Method:** Nominations should be submitted through local CPO to Comptroller Career Program Managers and appropriate MACOM Comptroller Career Program Managers. MACOM's will review nominations and submit prioritized nominations to the Office of the Comptroller of the Army. Format for nomination and Summary Statement are at Figures 1-11 and 1-12.**Resource Support:** Centrally funded by HQDA.

Figure C-19. Course #19, Army Comptrollership Program

1-11. Army Comptrollership Program (ACP) for Civilian Employees.

a. ACP fulfills an essential need to develop financial management knowledge and skills among talented civilian employees.

b. The ACP lasts fourteen months (June-August) and consists of four full-time semesters-equivalent (54 semester hours). The program is designed to meet training needs of outstanding Comptroller careerists and further develop the existing knowledge, skills, and abilities of the participants. The curriculum has been tailored to coincide with the educational needs of the DOD resource manager and the choice of elective courses is limited. The curriculum is mathematically, as well as behaviorally oriented, therefore, attendees are required to possess a knowledge of basic mathematical concepts and techniques.

c. Nominations are open to all Army Comptroller careerists and other professional employees who spend at least 50 percent of their time in direct support of resource management. For purposes of this offering, resource management includes manpower management as well as financial management. A budget or management analyst working in a logistics or personnel activity, for example, would compete for nomination on an equal basis with an accountant in a finance office. Also, an outstanding candidate/careerist without a bachelors degree would compete on an equal basis with outstanding candidate/careerists with degrees.

d. The ACP is a non-degree oriented program which provides necessary training to deserving careerists related to the knowledge, skill and ability requirements of their current position or a planned future assignment. Graduates of the ACP will receive a certificate of training.

e. An individual should have obtained a minimum score of 500 on the GMAT, and rank in the 75th percentile, or above (upper 1/4), in the quantitative portion of the GMAT for acceptance in the ACP. The above is a desired target and applications will be considered on a case-by-case basis.

1-12. Procedures.

a. The primary basis for ACP nominations will be the training needs documented in Comptroller careerists' Individual Development Plans (IDP) under the provisions of AR 690-950-1. Proven high performance and demonstrated advancement potential will be the most significant factors in rating and ranking careerists competing for nomination. (AR 690-950-1, para 7-7)

b. Selectees will be provided travel and per them in accordance with paragraph 1-4.

c. Employees in oversea positions are subject to paragraph 1-2c. Employees in overseas positions selected to participate in the ACP will receive placement assistance following graduation through the Comptroller Civilian Career Program and/or the DoD Priority Placement Program, as applicable. (AR 690-400, chapter 410.10)

d. Commanders may waive the limitation of the one year of training in ten rule for non-government training if all provisions of AR 690-400, Chapter 410, paragraph 5-4c are met. A copy of the approved waiver will be included, as an inclosure to the nomination letter. Waiver of the ten-year rule is necessary for civilians participating in the program for fourteen months.

e. Nominations should not be submitted for employees whose job may be affected by adverse action before, during, or immediately after the training or education period or for employees who have accepted a transfer to another organization. In the latter case, nomination of such employees may be considered by the supervisors and managers of the organizations to which the employees will be transferred. (AR 690-400, Chapter 410.10, 10.8a)

f. Employee's Agreement to continue in Service, Part 1, Section G, DD Form 1556 (Request, Authorization, Agreement, Certification of Training and Reimbursement) must be completed as part of the application process.

1-13. Responsibilities.

a. Supervisors of Comptroller careerists will nominate candidates for the ACP based on careerists' IDP, performance records, and demonstrated potential.

b. Candidates for ACP nomination will prepare and assemble documents in support of their nomination for the formats described at figures 1-10 and 1-11.

c. Commanders below Major Army Command (MACOM) will review, indorse, consolidate, and rank (in order of priority) individual nominations for the ACP.

d. Major commanders and heads of DA agencies, through their command/activity Comptroller Civilian Career Program Managers, will screen, rate, rank, and forward nominations to HQDA for final review and consolidation.

e. The Comptroller of the Army will approve and announce the final selection of nominees recommended by a HQDA screening panel.

f. Management officials are responsible for informing nominees of administrative guidance and requirements for this program; e.g., supplemental training requirements, leave and pay administration, and trainee entitlements.

1-14. Nomination and Selection Procedures.

a. Major command and DA agency nominations should be limited to the most outstanding and productive employees in the field of Army Comptrollership. These individuals should demonstrate the highest potential for advancement to Comptroller or Deputy Comptroller positions Army-wide and to key positions at major commands and HQDA. Detailed criteria governing consideration and nomination of careerists are at figure 1-10.

b. Screening panels at MACOM and HQDA will evaluate nomination requests in accordance with Figure 1-10.

c. Transmittal letters and indorsements to HQDA will attest to the competitive screening of nominations and will include (1) statements describing the manner of screening (e.g., board, committee, other), (2) the total number of candidates formally considered, and (3) an affirmative documented recommendation by the command or agency evidencing its approval of the nominees for further consideration by HQDA. Nominees will be listed in order of command recommended priority for selection.

d. Two complete, legible, reproducible copies of each nomination letter and inclosures thereto must reach HQDA (DACA-ZX), Washington, DC 20310 by the suspense date prescribed in the annual announcement letter. Nominations arriving after the deadline may not be considered by the HQDA review panel.

e. The comptroller of the Army will announce final selection in writing through command channels.

f. Employees nominated for the ACP are not eligible to be concurrently nominated for other HQDA centrally administered long-term training programs.

g. Privacy Act Statement. Nominating officials will assure that careerists who are being considered for selection to attend the ACP receive a copy of the Privacy Act Statement (figure 1 - 5).

Criteria Governing Consideration and Nomination of Comptroller Civilian Career Program Members

1. Evaluation Factors. The most important consideration for nomination and selection will be the individual's demonstrated, proven performance and resultant potential for advancement to Comptroller/Deputy Comptroller and other key positions, Army-wide. The second most important consideration will be degree of motivation for such advancement as evidenced by significant self-development activities. The third most important consideration will be the timeliness of training in light of grade, number of years of working experience, variety of work experience, and a reasonable expectation that the acquired knowledge and skills will be immediately utilized following return from training. Grade progression and geographic and occupational mobility are also important considerations. The above are the criteria which will be used by the HQDA screening panel.

2. Basic Eligibility Criteria. Civilian candidates for nomination to the ACP must satisfy the basic eligibility criteria listed in *a* through *c* below. Requests for waivers of these criteria will not be favorably considered.

a. Nominees must be comptroller or manpower careerists as defined in AR 690-950-1 or AR 690-950-11 and be in one of the following categories which are described in AR 690-400, chapter 412, paragraphs 4-1 and 4-2 or be identified as a high potential (EDG) non-career employee in accordance with AR 690-400, chapter 412, paragraph 4-2*b*.

(1) Be designated EDG by the last screening panel.

(2) Occupy a Comptroller/Deputy Comptroller position regardless of grade.

(3) GS-12's and GS-13's rated as qualified to lateral into a Comptroller/Deputy Comptroller position.

(4) GS-11's rated HQ for Comptroller/Deputy Comptroller positions.

b. Nominees must have at least six years total experience in comptroller-type positions as of the starting date of the ACP class. Comptroller-type positions, as used herein means experience in Comptroller Civilian Career Program positions (including intern and/or trainee assignments) as defined in AR 690-950-1 and AR 690-950-11 in similar civilian financial management positions within other DOD components; in similar financial management positions in the private sector; and, in military financial management positions.

c. Individual nominated must be cleared for access to information classified "SECRET."

3. Graduate Management Admissions Test (GMAT). Prospective nominees should arrange, directly or through their local Education Centers, to take the GMAT, which is administered by the Educational Testing Service (ETS), Box 966, Princeton, NJ 08540, telephone (609) 921-9000. Candidates for nomination should contact ETS to obtain GMAT registration forms and the information bulletin, which contains a schedule of test dates and centers throughout the world. Deadlines for receipt of registration at ETS are two weeks in advance of each test for testing centers in the United States and six weeks for foreign-based test centers. New candidates must take the GMAT in sufficient time that their score will be included among the nomination papers submitted to reach HQDA by the deadline date.

Figure 1-10. Criteria Governing Consideration and Nomination of Comptroller Civilian Career Program Members

Army Comptrollership Program Application Package

1. Nomination Letter:

- a. Statement of nominee's demonstrated performance and resulting high potential for progression to more responsible positions.
- b. Description of the careerist's achievements and creativity in Comptrollership. Examples are published articles in professional periodicals, service as instructor in Comptrollership subjects, and guest speaker presentations before professional groups.
- c. Statement of value and timeliness of proposed training in relation to career progressions.
- d. Examples of capability to master complex subject matter and to adjust to a variety of substantive fields.
- e. Examples of leadership and teamwork abilities.
- f. Signature of local commander, head of MACOM directorate, or head of DA staff agency making nomination.
- g. Indorsements, including that of MACOM or DA staff agency Comptroller (unless also the nominating official).

2. Employee Statement (Tab A):

- a. Expression of desire to attend the Army Comptrollership Program and reasons therefor, to include the need for such training in pursuit of career goals.
- b. Statement of knowledge of the training agreement provisions and obligations of AR 690-400, Chapter 410, paragraph 5-6 and of willingness to abide by them; i.e., to remain in the service of the Department of Defense (DOD) for 42 months following graduation from the ACP.
- c. Statement of willingness to abide by the rules and regulations of Syracuse University if accepted for admission.
- d. Statement that the employee will accept an appropriate position in the United States upon completion of ACP (applies to employees in oversea position). Include the date that the overseas tour will end.

3. Qualification Record—Civilian Employee (Tab B). Attach DA Form 2302 (Qualification Record—Civilian Personnel).

4. Background Summary (Tab C). Attach completed spread sheet in the format shown in Figure 1-12.

5. Training Received in Government and Non-Government Facilities (Tab D). On a separate sheet, list in tabular format, all government school courses attended—whether given by Army, DoD, Office of Personnel Management, or other source—and all training received in non-government facilities financed in full or in part by the government. Include other long-term training received and VA-financed courses. List each course or program on a separate line and show course name, government or non-government source, dates attended, and amount of government financial assistance provided.

6. Individual Development Plan (Tab E). DA Form 4543-R (Comptroller Civilian Career Program Appraisal and Individual Development Plan (I.D.P.)), Part IV, as validated by annual screening panel.

7. Job Element Rating Forms (Tab F). Provide the Element Rating Summary and Review Sheet showing MACOM and/or DA screening panel ratings which careerist received as feedback from the last appraisal cycle.

8. College Transcripts (Tab G). Include a copy, if applicable, of each official undergraduate and/or graduate transcript. Official transcripts must also be sent to the School of Management, Syracuse University, 105 Slocum Hall, Syracuse, NY 13201.

9. Official GMAT Score (Tab H). A copy of the test results from the Educational Testing Services (ETS) must be included.

Figure 1-11. Army Comptrollership Program Application Package

10. **Waiver (Tab I).** A copy of the approved waiver of the one year of training in ten rule.

11. **Employee's Agreement to Continue in Service (Tab J).** A copy of the completed DD Form 1556, Part 1, Section G.

Figure 1-11. Army Comptrollership Program Application Package—Continued

**Background Summary
Civilian Nominees
Army Comptrollership Program—Syracuse University**

<i>Name</i>	<i>Sponsoring Command</i>	<i>Duty Station</i>	<i>Job Title Series, Grade</i>	<i>Baccalaureate Degree, School Year GPA (if applicable)</i>
<i>Previous Comptroller Experience (Specify) Job Title, Series, Grade, Duty Station Dates</i>	<i>Years of Service a) Comptroller b) Total Fed</i>	<i>Post- Baccalaureate Credit (Specify Credit Hrs, Crses, Dates</i>	<i>Government- Sponsored Training (Specify Courses, Date)</i>	<i>Performance Awards (QSI, SSPA) Specify Year Received</i>

Figure 1-12. Background Summary

**Section III
NOT CENTRALLY FUNDED-INTERAGENCY PROGRAMS**

3-1. (Title not used.)

Paragraph not used.

Course #20

Title: The President's Executive Exchange Program

Location: Anywhere in the US

Length: 12 months

Purpose: The President's Executive Exchange Program provides an opportunity for the cross-fertilization of managerial thinking and techniques between the Federal Government and private industry. The exchange concept provides mid-careerists from both environments an opportunity to broaden managerial perspectives through a developmental assignment in the opposite sector. Specific program objectives include the following:

- To promote understanding and improve the working relationship between business and government through the exchange of high calibre executives.
- To provide participants opportunities for professional growth through increased awareness of the opposite sectors (business or government) operational characteristics, procedural and administrative techniques, and management philosophy.
- To exchange technical and administrative innovations and management expertise, and
- To develop and equip a cadre of business executives with government experience for future service in advisory roles or government assignments.

Description: This program is sponsored by the President's Commission on Personnel Interchange. The interchange experience is enhanced by seminars and other educational opportunities. Specific program content is varied according to the nature of each developmental assignment. Presidential Exchange Executives are placed in challenging positions which assure professional growth opportunities and allow participants to make significant contributions to the host organizations. The interchange process includes the following educational opportunities:

- For Presidential Interchange Executives from Private Industry: A comprehensive orientation seminar covering subjects such as government organization and operations, international affairs, and domestic issues and finance (seminar leaders include Members of the Congress, White House Aides, Senior Staff Officials of Federal Government departments, and other experts from public and private organizations); special in-assignment informal meetings with leading government officials; and, formal briefings by top officers of each department of the executive branch pertinent to department mission and operations.
- For Presidential Interchange Executives from Government: A comprehensive orientation seminar on business, focusing on discussion with top executives; a program planning conference of the Commission staff, the host company representative, and the Interchange Executive to develop a program tailored to that job situation; a one week conference at the Wharton School of the University

Figure C-20. Course #20, The President's Executive Exchange Program

of Pennsylvania, and other activities at the host company's option such as meetings with senior company officials, visits to company facilities and participation in management seminars.

- Prerequisites:** Program participation is limited to carefully selected high potential business and government executives who:
- have been nominated by the top management level of the company or government employing agency.
 - have proven records of management abilities and significant job contributions in conjunction with a history of increased responsibility and compensation growth.
 - Possess personal traits of high intellect, integrity and well developed leadership skills which should enable advancement to the senior management level.
 - are citizens of the United States.
 - currently occupy positions in the GS-13 through GS-15 grade range (Army nominees). (HQDA host positions must be at the GS-15 grade level.)

Nomination Method:

Annual nomination solicitation letter from the President's Commission on Executive Exchange. Contact HQDA (PECC-FST), Alexandria, VA 22332 for most recent nomination package.

Resource Support:

Cost including travel and per diem to the private sector assignment, return to the regular job, and any education fees will be paid by the nominating activity. Those selected will be placed on leave-without-pay status for one (1) year and salary will be paid by the host company.

Figure C-20. Course #20, The President's Executive Exchange Program—Continued

Course #21**Title:** US Army War College Corresponding Studies Course**Location:** Resident phases. Two 2-week resident phases will be conducted in the summer months at Carlisle Barracks, PA—the Midcourse Resident Phase in June and the End-of-Course Resident Phase in July.**Purpose:** The objective of the Corresponding Studies Course is to make USAWC level education more widely available to qualified Civilian Executives and Managers, thus preparing them to exercise command and to execute key staff responsibilities at major military and departmental headquarters.**Description:** The Corresponding Studies Course curriculum closely parallels the content of the Resident Course. The curriculum is designed to be completed in 2 years and consists of correspondence work plus two 2-week periods of resident study and instruction. The course is organized into three primary areas of study: The US and the World Environment; Military Command and Management; and Military Strategy and Planning. Each area of study is presented in a volume of instructional material. Each volume is divided into regional or functional subcourses, and each subcourse is composed of several lessons. The lesson is the basic unit of instruction and consists of selected readings that support accomplishment of subcourse objectives.

Individual student requirements are subjective in nature, based on lessons and selected readings, and are designed to insure that the objectives of the lessons are attained. The average corresponding student will spend 8 to 10 hours weekly in study and should complete a subcourse every 6 to 8 weeks.

Prerequisites: Nominees should meet the following criteria in addition to those contained in AR 690-400, chapter 410, appendix U:

- Grade of GS-14 or higher.
- Hold a key staff position at a major command.
- Be not otherwise eligible through military channels. (A captain or major in the United States Army Reserve components would be eligible; a lieutenant colonel or colonel would not.)
- Have a baccalaureate degree.

Nomination**Method:** Nomination submitted through local CPO to MACOM. Inclosures for submission are at Figures 1-1 thru 1-5.**Resource****Support:** The travel and per diem cost related to participation in the Mid-course Resident Phase and the End-of-Course Resident Phase of the Army War College Corresponding Studies Course will be borne by employing activity.

Figure C-21. Course #21, US Army War College Corresponding Studies Course

3-2. (Title not used.)

Paragraph not used.

**Chapter 2
SHORT TERM TRAINING OPPORTUNITIES**

**Section I
ARMY ODCSPER PROGRAMS**

2-1. General.

The Courses listed in this section are sponsored by the Office of the Deputy Chief of Staff for Personnel, Civilian Personnel Directorate. With the exception of Personnel Management for Executives and Labor Relations for Executives they are normally for those in the Civilian Personnel Administration career field who meet course prerequisites. It should be noted that military personnel may also be nominated for the Labor Negotiations Seminar and the Collective Bargaining Workshop.

2-2. Nominations.

Nominations should be submitted on a completed DD Form 1556 to the local CPO training office at least 60 days before the course begins. Addresses of CIVPERCEN Field Offices conducting training are listed in Figure 2-1. Nominees will be notified of acceptance by letter. Notification of non-acceptance will normally be made telephonically by the local training office.

2-3. Resource Support.

There is no tuition cost for any ODCSPER courses. Travel and per diem, in most cases, must be funded by the employing activity.

**US Army Civilian Personnel Center
ATLANTA FIELD OFFICE
500 North Tower
1775 Peach Tree Road, N.W.
Atlanta, GA 30309
Telephone: Commercial
(404) 363-5806
Autovon: 797-5806**

**US Army Civilian Personnel Center
BALTIMORE FIELD OFFICE
Federal Building, Room 1114
31 Hopkins Plaza
Baltimore, MD 21201
Telephone: Autovon 977-5311 and ask
for 962-2350 (commercial)**

**US Army Civilian Personnel Center
DALLAS FIELD OFFICE
1100 Commerce Street
Room 13F27
Dallas, TX 75242
Telephone: Autovon 940-1110 and ask
for 767-0732 (commercial)**

**US Army Civilian Personnel Center
SAN FRANCISCO FIELD OFFICE
211 Main Street
Room 822
San Francisco, CA 94105
Telephone: Commercial
(415) 556-6941
Autovon: 586-2904**

Figure 2-1. CIVPERCEN Field Offices

Course #22

Title: Personnel Management for Executives (PME)

Location: Conducted regionally

Length: 8 days

Purpose: To develop a broad perspective of the personnel management job in relation to the total management function; to sharpen insights into the dynamics of human and organizational behavior and the impact of executives upon management in achieving results; to improve those human relations skills which enable effectiveness in managing people; and to increase understanding of current developments in personnel management.

Description: PME is not a "course of instruction" in the traditional sense. It is designed to help participants find better ways of dealing with management problems for which there can be no stereotypical solutions. It assumes maturity, creativity, and resourcefulness on the part of the students and a willingness to put forth the effort necessary to further develop their managerial abilities. The impact of this program is directed toward each participant as an individual and as a manager of an important segment of the Army's workforce. The classes cover a period of eight full-time work days in a "live in" situation. Participants are expected to divorce themselves completely from business responsibilities. Learning activities are consistent with the interests and the level of management responsibility of the participants.

Prerequisites: Managers, both military (at least grade 05) and civilian (at least grade GS-13) are eligible to attend. Those nominated for attendance should have responsibility for giving leadership, guidance, and direction to the work of others. There are no waivers to accommodate any specific category or group of individuals not meeting the minimum grade or incumbency criteria.

Although participants in PME will be individuals in positions normally at the 05 or GS-13 level and higher, consideration must be given to personnel who are acknowledged to occupy positions of executive influence regardless of grade or rank. For example, program advisers in a managerial capacity as a commander's staff and program person for a program element may need exposure to good personnel management principles and techniques. Commanding Officers and/or Career Program Managers may request exceptions for individuals identified as high potential/promotable and demonstrating executive ability.

**Nomination
Method:**

Employee application to attend PME will be in a format similar to that shown at Figure 2-2 and will be submitted through the local CPO to the Regional Coordinator. A list of Regional Coordinators is at figure 2-3.

- Applications will be prepared personally by interested persons.
- Each application will be reviewed by an appropriate official at the employing activity to assure maximum bene-

Figure C-22. Course #22, Personnel Management for Executives (PME)

fits to both employer and employee. Normally, these benefits will be achieved best when participation from any specific activity is scheduled to begin with the top or upper management levels and thereafter scheduled in descending order. Wherever possible, Activity Career Program Managers will review proposed nominations, with priority given to personnel identified to participate in the Civilian Executive Development Program.

- Regional Coordinators will issue supplemental information with respect to location of facilities, adjustments in dates, accommodations, travel, instructions for reporting, or other special instructions through direct communication with activities within specific Regions. Students are normally notified of selection by direct correspondence from the Regional Coordinator.

**Resource
Support:**

Travel and per diem will be paid by the nominating activity.

Figure C-22. Course #22, Personnel Management for Executives (PME)—Continued

**Application to Participate in Personnel
Management for Executives Conference**

To Be Completed By Applicant:

1. Dates of conference.
2. Name of applicant (last, first, middle initial).
3. Employing Activity.
4. Office mailing address (street, city, state, zip code).
5. Title of present position.
6. Grade.
7. Civilian employees only:
 - a. Member of Executive Development Group. _____ Yes, or _____ No.
 - b. My position is covered by Merit Pay. _____ Yes, or _____ No.
8. Time in supervisory position(s) (years—months).
 - a. Present position.
 - b. Previous supervisory position(s).
9. Description of scope of current managerial responsibilities.

Attach an organization chart or directory to reflect position location in employing activity, in addition to the description.

10. List formal management education and training programs completed.
(Show name of institution/school, month & year, and title of program)
11. What do you hope to achieve by participating in this program?
12. Telephone number (Autovon or Area Code plus extension).
13. Signature of applicant and date.
14. Application approval: typed name, grade, title, telephone #, and date - and signature of approving official.

Figure 2-2. Application to Participate in PME

Regions and Territory Covered

Addresses of Regional Coordinators

Northeast Region

New Jersey, Delaware, Pennsylvania
New York, Maine, Vermont
New Hampshire, Massachusetts,
Connecticut, Rhode Island

Coordinator, Northeast Region
DA Regional Training Center
Civilian Personnel Office
US Military Academy
West Point, N.Y. 10996

Central Atlantic Region

District of Columbia, Virginia,
Maryland

Coordinator, Central Atlantic Region
DA Regional Training Center
Civilian Personnel Office
Aberdeen Proving Ground,
Maryland 21005

Southeast Region

Georgia, Tennessee, Alabama
Mississippi, North Carolina,
South Carolina, Florida,
Canal Zone, Puerto Rico

Coordinator, Southeast Region
DA Regional Training Center
Civilian Personnel Office
US Army Forces Command
Fort McPherson, Georgia 30330

Midwest Region

Indiana, Ohio, Kentucky, Illinois,
Missouri, Michigan, West Virginia,
Iowa, Wisconsin, Minnesota,
North Dakota, South Dakota,
Nebraska

Coordinator, Midwest Region
DA Regional Training Center
Civilian Personnel Office
US Army Finance & Accounting Center
Indianapolis, Indiana 46249

West Coast Region

Alaska, Washington, Montana,
Wyoming, Idaho, Oregon, California,
Nevada, Utah, Arizona, Hawaii

Coordinator, West Coast Region
DA Regional Training Center
US Army Engineer District,
Sacramento
ATTN: SPKPO
950 Capitol Mall
Sacramento, CA 95814

Southwest Region

Texas, New Mexico, Oklahoma,
Arkansas, Kansas, Louisiana,
Colorado

Coordinator, Southwest Region
DA Regional Training Center
Civilian Personnel Office
US Army Health Services Command
Fort Sam Houston, Texas 78234

WESTPAC Region

Korea and Japan

Coordinator, WESTPAC Region
DA Regional Training Center
Civilian Personnel Office
HQ, Eighth US Army
APO San Francisco 96301

Figure 2-3. Addresses of PME Regional Coordinators

<i>Regions and Territory Covered</i>	<i>Addresses of Regional Coordinators</i>
USAREUR Region	
European, Mediterranean and Mid-East Areas	Coordinator, USAREUR Region DA Regional Training Center Civilian Personnel Division HQ, US Army Europe and Seventh Army APO New York 09403

Figure 2-3. Addresses of PME Regional Coordinators—Continued

Course #23

Title: Civilian Personnel Officer Course

Location: Washington DC area

Length: 10 days

Purpose: To develop the participant's ability to recognize and solve problems inherent in human interactions, technical assistance, and managerial responsibilities.

Description: Content will include the examination of four major areas:

- Areas of performance required of the operating Civilian Personnel Officer.
- Staff assistance concepts.
- Managerial knowledge and skills involved in the Civilian Personnel Officer's performance as the manager of a staff, as a member of the installation management team, and as an advisor on human resources utilization.
- Individual preparation for the complete Civilian Personnel Officer's job performance.

Prerequisites: Individuals who show the potential for becoming effective Civilian Personnel Officers, and those who have been appointed recently as Civilian Personnel Officers. Included in the first category are Deputy Civilian Personnel Officers, personnel management specialists assigned directly to the Civilian Personnel Officer, function chiefs, and supervisory personnel at command and headquarters levels.

Nomination

Method: Nominations are made annually by the Civilian Personnel Administration Career Planning Board and an ad hoc panel convened at the HQDA level. Operating Civilian Personnel Officers are urged to keep command Civilian Personnel Directors informed of potential Civilian Personnel Officer Course candidates.

Resource

Support: All expenses are centrally funded by HQDA.

Figure C-23. Course #23, Civilian Personnel Officer Course

Course #24**Title:** Basic Staffing Course**Location:** Conducted in cities where CIVPERCEN Field Offices are located, unless otherwise announced.**Length:** 8 days**Purpose:** To introduce participants to the basic concepts and the practical application of procedures, policy, and guidance pertaining to the overall staffing of organizations, to develop a basic understanding of the various processes required in performance of the staffing function, and to motivate further development of skills and insight in the technical aspects of staffing.**Description:** The course includes a series of lectures, discussions and workshops on the following:

- Merit promotion
- Priority Placement Program
- External recruitment
- Candidate evaluation
- Reduction-in-force
- Affirmative Action and Special Employment Programs
- Interpersonal skills
- Staffing interface with labor relations and position and pay management

Prerequisites: Career Interns who have completed their first year of internship; meet published attendance criteria in AR 690-950-10, appendix A, and who have selected staffing as one of their two functional specialties.

Other personnel who have a need to know or are specializing in staffing as a career in the Army and who have not previously received the basic training. The priority for all nominees will be in accordance with the priorities established and provided as an inclosure to each fiscal year course schedule letter.

Resource Support: Travel and per diem will be paid by the nominating activity.

Figure C-24. Course #24, Basic Staffing Course

Course #25

Title: Reduction in Force Workshop

Location: Conducted in cities where CIVPERCEN Field Offices are located, unless otherwise announced.

Length: 3 days

Purpose: To provide an opportunity for staffing specialists and other personnel who will be involved in conducting RIF to:

- Refresh and update their knowledge and experience in RIF and other work force realignment actions.
- Gain needed technical direction if inexperienced in such actions.
- Exchange problems/successes with other personnel specialists.
- Work through all phases of a mock RIF.

Description: The RIF Workshop consists of a series of lecture/discussions during which most technical and regulatory aspects of RIF are presented and discussed, to assure consistent understanding among participants. Approximately half of the 3 days will be spent in working through a mock RIF situation where participants will receive first-hand experience in determining qualifications and assignment rights as part of a RIF team.

Prerequisites: This workshop is designed for personnel staffing specialists and any other personnel specialists who are, or may become, responsible for planning for and conducting a reduction in force. Persons attending should have a basic familiarity with RIF. At least an elementary knowledge and understanding of the policies and procedures will be expected. First preference should go to journeyman staffing specialists who are involved, or scheduled to be involved in a RIF. Other personnel specialists and interns may be included after first preference personnel have been given an opportunity to be trained.

Nomination

Method: Nomination should be submitted through CPO to MACOM to reach the field office conducting the course NLT 60 days before the starting date of the course.

Resource

Support: Travel and per diem will be paid by the nominating activity.

Figure C-25. Course #25, Reduction in Force Workshop

Course #26

Title: Basic Position and Pay Management Course

Location: Conducted in cities where CIVPERCEN Field Offices are located unless otherwise announced.

Length: 10 days

Purpose:

- To develop understanding of the philosophy and objective of position and pay management.
- To provide the student with a basic knowledge of job classification and position management.
- To help the student to identify his role as an advisor and consultant to management.
- Provide the student with guided practical experience in the classification process.

Description: This course is designed to improve the effectiveness of the position and pay management specialists by causing them to: acquire sound knowledge and understanding of the philosophy and objectives of the position and pay management program as it operates in a management and human setting; develop skill in the use of classification guidelines with particular emphasis on basic job description; enhance skill in writing job descriptions and preparing sound evaluation statements; develop skill in interviewing with particular emphasis of fact finding interviews; and obtain greater appreciation of the advisory and service roles of the position and pay management specialist. Typical subjects covered are: How to gather job data—preparation for and conduct of interviews; grouping positions; identifying major duties; preparing job sheets; principles and tools of position design; conducting job audits; general job description requirements; and union-management relations as it affects the position and pay management specialist.

Prerequisites: Career Interns who have completed first year of internship, meet published attendance criteria in AR 690-950-10, appendix A, and who have selected position and pay management (P&PM) as one of their two functional specialties. Other personnel who have a need to know or are specializing in P&PM as a career in the Army and who have not previously received the basic training. The priority for all nominees will be in accordance with the priorities established and provided as an inclosure to each fiscal year course schedule letter.

Nomination

Method: Nomination should be submitted through CPO to MACOM to reach the field office conducting the course NLT 60 days before the starting date of the course.

Resource

Support: Travel and per diem will be paid by the nominating activity.

Figure C-26. Course #26, Basic Position and Pay Management Course

Course #27

Title: Position and Pay Management Leadership Course

Location: Conducted in cities where CIVPERCEN Field Offices are located unless otherwise announced.

Length: 5 days.

Purpose: To enable the new and potential position and pay management Chief to explore and analyze the role of the position and pay management program Chief and his responsibility as a manager in the total Personnel Management Program. This will include as a minimum:

Description: This course will be accomplished through lectures, readings, formal classroom group workshops, panel discussions, and films reflecting current management concepts and will include as a minimum:

- Responsibility to top management for mission accomplishment.
- Responsibility for providing sound advice and assistance to operating officials in position management.
- Coordination with all personnel staff functions and his accountability to the Civilian Personnel Officer.
- Coordination with staff program chiefs outside the Civilian Personnel Office, i.e., Budget, Manpower, Plans, and Management.

Prerequisites: First preference: New P&PM chiefs, or senior position and pay management workers, at grades GS-11 and above and who have demonstrated the potential for advancement to a functional chief position.

Nomination

Method: Nomination should be submitted through CPO to MACOM to reach the field office conducting the course NLT 60 days before the starting date of the course.

Resource

Support: Travel and per diem will be paid by nominating activity.

Figure C-27. Course #27, Position and Pay Management Leadership Course

Course #28

Title: Basic Training and Development Course

Location: Conducted in cities where CIVPERCEN Field Offices are located unless otherwise announced.

Length: 8 days

Purpose:

- Increase the student's perception of his role in the total management process.
- Improve the student's understanding in the fundamentals of Army policies and requirements essential to establishing and conducting effective employee/career development programs at the installation level.
- Cause the Employee Development Specialists (EDS) to become more aware of his role as a management consultant as well as a personal counselor of employees.
- Improve the effectiveness of the EDS by causing him/her to: develop a deeper appreciation of their role as a member of the management team; increase skill in evaluating organizational and individual employee needs in terms of short and long range development requirements; improve their ability to evaluate and select the proper approach to individual training situations; improve abilities in organizational problem solving; and to be motivated to undertake individualized self-development.

Description: Typical subjects covered are: an overview of Army training; "The Army System"—Centralization vs decentralization, responsibilities and controls; basis for training and development—Government Employees' Training Act—its influence and interpretation today; objectives for training needs; introduction to a systems approach; career counseling; collecting training needs; choosing and using training methods; organizational problem solving and management consultation; evaluation of training; and sources of EDS development.

Prerequisites: Career Interns who have completed their first year of internship; meet published attendance criteria in AR 690-950-10, appendix A; and who have selected training and development (T&D) as one of their two functional specialties.

Other personnel who have a need to know or are specializing in T&D as a career in the Army and who have not previously received the basic training. The priority for all nominees will be in accordance with the priorities established and provided as an inclosure to each fiscal year course schedule letter.

Nomination

Method: Nomination should be submitted through CPO to MACOM to reach the field office conducting the course NLT 60 days before the starting date of the course.

Resource

Support: Travel and per diem will be paid by the nominating activity.

Figure C-28. Course #28, Basic Training and Development Course

Course #29

Title: Civilian Personnel Information (CIVPERSINS) Workshop

Location: Conducted regionally in cities where CIVPERCEN Field Offices are located unless otherwise announced.

Length: 3 days

Purpose: To develop a broad perspective of responsibilities, requirements, and procedures for the direct reporting of civilian personnel data from the installation/activity level to HQDA in support of the civilian personnel information system for all Department of the Army and Department of Defense Dependent Schools employees located worldwide and are paid from appropriated and non-appropriated funds.

Description: CIVPERSINS is a course of instruction in the traditional sense. It encompasses all procedures, methods, processes and techniques utilized for the collecting and coding/correcting of personnel information input data at the installation/activity level to the creation of output reports from the Civilian Personnel Master Files maintained at HQDA. The classes cover a period of three full-time work days in a workshop environment covering the extracting of personnel data from the Official Personnel Folders and other Civilian Personnel Office source documents, and to reduce the data to computer readable input formats.

Prerequisites: Military and civilian are eligible to attend. Those nominated should have the responsibility for processing, producing and using information dealing with civilian personnel requirements.

Nomination

Method: Nominations should be submitted through local CPO training offices to HQDA, CIVPERCEN, ATTN: CISD, 200 Stovall Street, Alexandria, VA. 22332.

Resource

Support: Travel and per diem will be paid by the nominating activity.

Nomination

Method: Nominations should be submitted through local CPO training offices to HQDA, CIVPERCEN, ATTN: CISD, 200 Stovall Street, Alexandria, VA 22332.

Resource

Support: Travel and per diem will be paid by the nominating activity.

Figure C-29. Course #29, Civilian Personnel Information (CIVPERSINS) Workshop

Course #30

Title: Standard Army Civilian Personnel Management Information System (SCIPMIS) Workshop

Location: Conducted regionally in cities where CIVPERCEN Field Offices are located unless otherwise announced.

Length: 7 days

Purpose: To develop a broad perspective of the principles, responsibilities, and policies governing the system, and the procedures for converting civilian personnel functional data for system input, as well as procedures for update maintenance, information retrieval and error detection/correction.

Description: SCIPMIS is a course of instruction in the traditional sense. It is designed to help facilitate the Army-wide standardization of automated support to the civilian personnel function. SCIPMIS provides support to various Civilian Personnel Office (CPO) functions and Equal Employment Opportunity Office (EEOO) functions through the generation and maintenance of an installation-level data bank containing one record on each serviced employee. The students must show maturity, resourcefulness and willingness to put forth the effort necessary to develop their abilities in the area of managing an automated support system. The class covers a period of seven full-time work days, in workshop environment covering the extraction of personnel data from the Official Personnel Folders and other CPO source documents and to reduce the data to computer readable input formats, and the production and retrieval of information to support management informational requirements of the installation/activity by use of Standard Forms and other personnel documents.

Prerequisites: Military and civilians are eligible to attend. Those nominated should have the responsibility for processing, producing and using information dealing with civilian personnel requirements.

Nomination

Method: Nominations should be submitted through local CPO training offices to HQDA, CIVPERCEN, ATTN: CISD, 200 Stovall Street, Alexandria, VA 22332.

Resource

Support: Travel and per diem will be paid by the nominating activity.

Figure C-30. Course #30, Standard Army Civilian Personnel Management Information System (SCIPMIS) Workshop

Course #31

Title: Personnel Information Retrieval System (PIRS) Workshop

Location: Conducted regionally in cities where CIVPERCEN Field Offices are located unless otherwise announced.

Length: 3 days

Purpose: To develop a broad perspective of the methods and procedures used in the selection and retrieval selected data from the Standard Army Civilian Personnel Management Information System (SCIPMIS).

Description: PIRS is a course of instruction in the traditional sense. It is designed to help facilitate the retrieval of personnel information from the SCIPMIS systems in both a fixed format and free-form reports/listing and punched card formats. The class covers three full-time work days in a workshop environment covering the extraction of personnel data from the SCIPMIS automated data banks, and formatting the data in either a fixed, free-form and/or punched card formats and listings to support informational requirements levied upon the Civilian Personnel Office.

Prerequisites: Military and civilians who have an understanding of the automated SCIPMIS data base.

Nomination

Method: Nominations should be submitted through local CPO training offices to HQDA, CIVPERCEN, ATTN: CISD, 200 Stovall Street, Alexandria, VA 22332.

Resource

Support: Travel and per diem will be paid by the nominating activity.

Figure C-31. Course 31, Personnel Information Retrieval System (PIRS) Workshop

Course #32

Title: Basic Management-Employee Relations Course

Location: Conducted in cities where CIVPERCEN Field Offices are located, unless otherwise announced.

Length: 8 days

Purpose: To clarify the MER function and emphasize the importance of performing the total job; to develop a basic understanding of the various processes required in performance of the MER function through discussions and practical application of these processes; and to motivate participants to develop skills, knowledges, and abilities in employee relations.

Description: A basic course designed to provide interns and specialists an understanding of MER functions and responsibilities. The course combines philosophy and practice through a series of units with workshop sessions. Major subject areas covered by the units include communications, employee services, performance appraisal, employee counseling, conduct and discipline, grievances, appeals, incentive awards, and program evaluation.

Prerequisites: Career Interns who have completed their first year of internship; meet published attendance criteria in AR 690-950-10; appendix A; and who have selected management-employee relations (MER) as one of their two functional specialties.

Other personnel who have a need to know or are specializing in MER as a career in the Army and who have not previously received the basic training. The priority for all nominees will be in accordance with the priorities established and provided as an inclosure to each fiscal year course schedule letter.

Nomination

Method: Nomination should be submitted through CPO to MACOM to reach the field office conducting the course NLT 60 days before the starting date of the course.

Resource

Support: Travel and per diem will be paid by the nominating activity.

Figure C-32. Course #32, Basic Management-Employee Relations Course

Course #33

Title: Employee Relations Workshop

Location: Conducted in cities where CIVPERCEN Field Offices are located, unless otherwise announced.

Length: 3 days

Purpose: To provide attendees with—

- An overview of the current Management Employee Relations program and trends in the MER field;
- Information on the major impacts of the Civil Service Reform Act of 1978 on MER operations;
- Feedback on the concerns of MER chiefs and senior employee relations specialists in the field;
- An opportunity for interaction between local, command, and HQDA counterparts.

Description: A three day work shop for practitioners in the Employee Relations area designed to bring them up to date on current policies, recent court and MSPB decisions, and future trends. Subject matter covered includes performance appraisal, incentive awards, conduct and discipline, adverse actions, grievances, appeals, intramanagement communications and consultation, and employee counseling services programs. Attendees are provided the opportunity to interchange areas with representatives from other activities and commands as well as with HQDA.

Prerequisites: First preference—Operating MER chiefs and command representatives having responsibilities in the MER area.
Second preference—Senior and journeymen MER specialists.

Nomination

Method: Nomination should be submitted through CPO to MACOM to reach the field office conducting the course NLT 60 days before the starting date of the course.

Resource Support:

Travel and per diem will be paid by nominating activity.

Figure C-33. Course #33, Employee Relations Workshop

Course #34

Title: Labor Negotiations Seminar

Length: 3 days

Location: Conducted in cities where CIVPERCEN Field Offices are located, unless otherwise announced.

Purpose: To develop and/or improve the ability of Army personnelists and management officials to negotiate with the union.

Description: A "hands-on" seminar which includes negotiation strategy and preparations, scope of bargaining, and the negotiation process. The major portion of the seminar is a mock negotiation session in which the attendees represent management against experienced union negotiators at the bargaining table.

Prerequisites: Military and civilian officials and personnelists who are now or are likely to become involved in contract negotiations. This seminar is not intended for CPA interns during their first two years of training nor for orientation training of those not directly involved in negotiating a labor agreement.

Nomination

Method: Nomination should be submitted through CPO to MACOM to reach the field office conducting the course NLT 60 days before the starting date of the course.

Resource

Support: Travel and per diem will be paid by the nominating activity.

Figure C-34. Course #34, Labor Negotiations Seminar

Course #35

Title: Collective Bargaining Workshop

Location: Conducted in cities where CIVPERCEN Field Offices are located, unless otherwise announced

Length: 3 days

Purpose: To provide a relatively unstructured forum in which experienced local negotiators, command labor relations staff, and HQDA representatives can exchange ideas and experiences.

Description: Major negotiation issues are discussed; agreement language is dissected; the negotiation process is analyzed. A significant aspect of the seminar is a session on the involvement of third parties.

Prerequisites: Key military and civilian managers, CPOs, and personnelists who have actually been involved in the negotiation of one or more labor agreements and who have continuing labor relations responsibilities. The workshop is developed on an ad hoc basis and is keyed to current issues. It is appropriate, therefore, to attend this course more than once.

Nomination

Method: Nomination should be submitted through CPO to MACOM to reach the field office conducting the course NLT 60 days before the starting date of the course.

Resource

Support: Travel and per diem will be paid by the nominating activity.

Figure C-35. Course #35, Collective Bargaining Workshop

Course #36

Title: Basic Labor Relations Course

Location: Conducted in cities where CIVPERCEN Field Offices are located, unless otherwise announced.

Length: 5 days

Purpose: To provide attendees with—

- Background and basic concepts relating to labor relations;
- A basic familiarization with DA policy and procedures;
- An insight into current problems and issues;
- Understanding of the role of third parties; and
- A basis upon which to develop additional knowledge and skills in the labor relations field.

Description: A basic course designed to cover the overall philosophy, policy, procedures and objective of the Federal labor relations program and its specific implementation within DA. All major subject areas (e.g., representation, unfair labor practices, negotiations, arbitration) are thoroughly discussed and include workshop sessions.

Prerequisites: First preference—staff and operating personnelists currently assigned labor relations functions at a DA command or activity.
Second preference—staff and operating personnelists as above who will be assigned labor relations functions.
Third preference—other personnelists or EEO personnel who have a bona fide need for cross-training in the labor relations function. The course is not appropriate for orientation of personnelists or management officials. It is not intended for CPA career interns during their first two years of training.

Nomination

Method: Nomination should be submitted through CPO to MACOM to reach the field office conducting the course NLT 60 days before the starting date of the course.

**Resource
Support:**

Travel and per diem will be paid by the nominating activity.

Figure C-36. Course #36, Basic Labor Relations Course

Course #37**Title:** Labor Relations for Executives**Location:** Conducted in cities where CIVPERCEN Field Offices are located, unless otherwise announced**Length:** 3 days**Purpose:** To provide Army commanders and senior executives with a basic understanding of their labor relations rights and responsibilities.**Description:** An introduction to Federal sector labor relations; examination of the dynamics of the labor-management relationship; a discussion of commander's responsibilities; and an assessment of recent developments and emerging trends in the field.**Prerequisites:** Commanders and senior executives, military and civilian, of the command group (e.g., Chief of Staff, Civilian Executive Assistant, Hospital Administrator, Deputy Installation Commander). The course is not designed for CPOs or mid-managers. Attendance in the course will fulfill the requirement of DOD CPM 711.2-7 that DOD activity commanders attend a course in labor relations prior to or within six months of reporting.**Nomination****Method:** Submitted through local CPO to MACOM to reach the field office conducting the course NLT 60 days before the starting date of the course. Letter from HQDA(DAPE-CPL) will announce each course and assign MACOM quotas.**Resource****Support:** Travel and per diem will be paid by the nominating activity; use of Executive Development funds is appropriate for civilian attendees.

Figure C-37. Course #37, Labor Relations for Executives

Section II**INTERAGENCY/NON-GOVERNMENT PROGRAMS****2-4. General.**

US Army Civilian Personnel Center centrally administers the program described and is the Army Point-of-Contact with the various universities and institutions. The Center will announce annually, or when available, the specific course dates, costs, and funding procedures and invite Major Commanders to submit nominations.

2-5. Nominations.

Department of the Army Executive and Professional Development (EPD) Committee selects nominations of SES members and candidates for the university programs. Major commanders and heads of activities reporting directly to HQDA will submit nominations to CIVPERCEN. Civilian Personnel Officers will assure appropriate nomination/application forms are submitted. For Government programs, DD Form 1556 will be used; for non-Government programs, DD Form 1556 (copies 3-7) and the university application form will be used. It is the responsibility of the nominating office to obtain the appropriate university application form. CIVPERCEN maintains a small supply of forms available on request or the university may be contacted direct for the form. For all nominations, a list of all managerial courses completed during the past 10 years must also be submitted with each nomination.

2-6. Resource Support.

Normally, HQDA funds the tuition fee for the programs described in this section, except for employees paid from Civil Works, National Guard, or Army Reserve appropriations. Tuition fee generally covers cost of books, training materials, room, and most meals. The employing activity will fund the costs for travel and per them and the tuition fee for programs at Brookings Institute.

Course #38

Title: The Brookings Institute Education Programs for Federal Executives

Location: Varied

Length: Varies from 1 day to 2 weeks.

Purpose: To assist senior career executives in meeting their leadership responsibilities by providing opportunities for stimulating study and discussion of major issues of public policy in seminar settings.

Description: Brookings conferences are designed to meet a variety of information and knowledge needs. Issues covered range from focus on basic political, economic and social areas to neutral forums where government and business leaders discuss and explore their roles in contemporary society. Specific seminar offerings are announced on a fiscal year basis. A sampling of programs is indicated below:

- Conferences for Science Executives on Issues in Science and Technology—Each participant group is composed of senior science executives in government whose professional backgrounds range over the biological, engineering, medical, mathematical, physical, and social sciences. The conferences give them an opportunity to meet in an educational setting—free of operational stresses—to reflect on and discuss national science policy and American society. Nationally prominent academicians and leaders from public and private life serve as speakers and resource persons. Each session is off the record and encourages an exchange of ideas drawing on participant knowledge and experience, analysis of background readings, and views of the speaker.
- Conferences for Senior Executives on Public Policy Issues—Emphasis will be on the fundamental political, social, and economic factors that affect these issues and their resolution. Each participant group comprises individuals who occupy positions of leadership in their respective governmental organizations. Participants are encouraged to share and critically examine their ideas and experiences on the subjects under study. Resource leaders from prominent academic institutions, government, the media, and other parts of the private sector serve as catalysts for each participant group, providing essential information, opening important issues, and advancing new perspectives. The sessions are informal and off the record in order to maximize the interchange of information and ideas.

Prerequisites: Nominees should be Senior Executive Service (SES) members or occupy positions in grades GS-16 or above. Employees at the GS-15 grade level who occupy positions of significant responsibility and who are expected to be promoted to super-grade or SES positions in the near future will be considered.

Figure C-38. Course #38, The Brookings Institute Education Programs for Federal Executives

Nomination

Method:

Army nomination solicitation letter issued annually by the US Army Civilian Personnel Center. Nominations submitted through local CPO to MACOM. Quota availability centrally controlled by DA.

Resource

Support:

Tuition, travel, and per diem will be paid by nominating activity.

Figure C-38. Course #38, The Brookings Institute Education Programs for Federal Executives—Continued

Course #39

Title: Public Executive Program
Carnegie-Mellon University
School of Urban and Public Affairs

Location: Pittsburgh, PA

Length: 3 weeks in May annually

Purpose: The purpose of this program is to focus the participants' attention on concepts and techniques that will help them increase their productivity in The Senior Executive Service.

Description: Instruction, discussions, and practical work are designed to help participants.

- Understand the political and economic processes that shape public policy and public administration;
- Examine political, social, economic, and technological changes that are likely to impinge on their management plans;
- Improve their grasp of modern management concepts, and of analytic techniques that have been developed for more efficient planning, coordination, and control;
- Gain insight into human behavior in organizations, and develop effective, flexible leadership skills;
- Assess problems and opportunities in which staff and other specialized resources can improve productivity; and
- Communicate more effectively in a wide range of formal and informal meetings with colleagues, clients, reporters, and the public.

Specific subject areas are: Social, Political, and Economic Environment; Direction and Guidance of Programs, Projects, and Policy Development; Performance Review and Program Evaluation; Management of Human Resources; Resource Acquisition and Administration; and Presentations, Testimony, Community and Media Relations.

Prerequisites: SES member of SES candidate selected by DA EPD Committee.

Nomination

Method: Nominations submitted through local CPO to MACOM.

Resource

Support: Travel and per diem are funded by the employing activity.

Figure C-39. Course #39, Public Executive Program, Carnegie-Mellon University School of Urban and Public Affairs

Course #40

Title: Executive Program in Business Administration
Columbia University
Graduate School of Business

Location: Harriman Campus, New York, NY

Length: 6 week program offered twice each summer.

Purpose: The Executive Program in Business Administration is designed to provide top-level managers with skills to formulate and implement business strategies that meet the escalating demands of a competitive environment.

Description: The Program includes an investigation of a broad range of functional areas, including: Financial Management, Managerial Economics, Marketing Management, Management of Organizational Behavior, and Planning. The overriding and unifying Program emphasis, however, is on strategy formulation and implementation as it occurs in each of the functional areas and in the organization as a whole.

Because participants represent a cross section of industries and organizations and varying levels of expertise in different functional areas, a series of optional sessions provides the opportunity for individuals to refresh their knowledge or acquire an understanding of areas with which they are not already familiar. Sessions include economics; accounting and finance; quantitative methods; behavioral and interpersonal skills, and communications. The optional, frequently concurrent sessions afford additional time in general sessions to address more advanced concepts and issues with which the Program is primarily concerned.

Nomination

Method: Nominations submitted through local CPO to MACOM.

Resource

Support: Travel and per diem are funded by the employing activity.

Prerequisites: SES member or SES candidate selected by DA EPD Committee.

Figure C-40. Course #40, Executive Program in Business Administration, Columbia University Graduate School of Business

Course #41

Title: The Executive Program
Dartmouth University
The Amos Tuck School of Business Administration

Location: Hanover, New Hampshire

Length: 4-week program in July—August

Purpose: The Executive Program emphasizes the scope and integrated nature of policy decisions.

Description: The core material on the design and implementation of business policy is supported by three major topic areas. (1) Planning and Control introduces the basic methods and concepts of information management and analysis. The emerging contribution of quantitative techniques as an aid to decision making is reviewed. Emphasis is placed on how the Planning and Control function must be an integral part of the design, implementation, and evaluation of Business Policy. (2) Managerial Economics, a second major topic area, provides perspective on both the internal and external forces that influence the allocation of a firm's resources. The analysis of individual, industrial, and governmental constraints that influence policy is underscored. The role of economic models is stressed. The approach emphasizes models that are relevant rather than elegant and consideration is given to qualitative as well as quantitative information. (3) Organizational Behavior represents the third major topic area. Emphasis is placed on the diagnosis and solution of human problems faced by management. Questions of motivation, management styles, organizational structure, and conflict are explored. The emphasis is on how management can establish an organizational environment conducive to the proper formulation and implementation of Business Policy.

Prerequisites: SES member or SES candidate selected by DA EPD Committee.

Nomination

Method: Nominations submitted through local CPO to MACOM.

Resource

Support: Travel and per diem are funded by the employing activity.

Figure C-41. Course #41, The Executive Program, Dartmouth University

Course #42

Title: Program in National and International Security
Harvard University
Kennedy School of Government

Location: Cambridge, Massachusetts

Length: 2-week program offered annually in August

Purpose: A major objective of the Program in National and International Security is to enhance the ability of participants to work effectively and constructively with people whose orientations differ from their own.

Description: At the policy level of government, senior career officials interact with political appointees, the Congress, the media, and representatives of business, labor, and other private groups. Not only are their individual backgrounds different, but they also work in different systems. The program focuses on a wide range of important security-related issues, e.g.,

- Global economic forces and the determinants of national economic policy;
- Regional problems and arrangements;
- Constraints that shape Presidential and departmental budgets;
- Interplay between foreign and domestic policy;
- Political assessment and forecasting;
- Executive-legislative relations;
- Government-press relations; and
- Civilian-Military relations.

Prerequisites: SES member selected by DA EPD Committee.

Nomination

Method: Nomination submitted through local CPO to MACOM.

Resource

Support: Travel and per diem are funded by the employing activity.

Figure C-42. Course #42, Program in National and International Security, Harvard University

Course #43

Title: Program for Senior Managers in Government
Harvard University
Kennedy School of Government

Location: Cambridge, Massachusetts

Length: 3-week program offered annually in August

Purpose: A major objective of the Program for Senior Managers in Government is to improve the operational effectiveness of Senior Executive Service members.

Description: The curriculum assumes that the job of public executives is unique in character and content. They must be "mission oriented" in the sense of protecting and enhancing their organizations' capacities to accomplish changing purposes and "broadly political" in the sense of contributing to the general legitimacy and credibility of the government. To reflect these aspects of the public manager's job, the program is organized around the following topics:

- Political, Institutional and Economic Perspectives;
- Promoting Performance and Accountability in Public Sector Organizations;
- Organizing Policy-making Processes in Public Sector Organizations;
- Mobilizing Support and Maintaining Credibility Among Peers, Overseers and the General Public;
- Managing Through Other Organizations;
- Leading and Managing on a Day to Day Basis.

Prerequisites: SES member selected by DA EPD Committee.

Nomination

Method: Nomination submitted through local CPO to MACOM.

Resources

Support: Travel and per diem are funded by the employing activity.

Figure C-43. Course #43, Program for Senior Managers in Government, Harvard University

Course #44

Title: Executive Development Program
University of Houston
College of Business Administration

Location: Houston, Texas

Length: 4-week program offered twice annually during March—April and September—October.

Purpose: The program examines the important interlocking subsystems of the organization: The operating subsystem, the social subsystem, and the boundary subsystem that works with the business environment.

Description: The curriculum of the Executive Development Program concentrates on the systems approach to total operations of an organization.

The program concentrates on:

- Providing a balanced viewpoint of the total enterprise by increasing knowledge of accounting, economics, finance, management, management information systems, marketing, production/operations, and quantitative methods.
- Identifying current and anticipated economic, technological, and environmental developments.
- Developing and understanding of the planning, analysis, and control phases of organizational operations.
- Strengthening awareness of the organization-environment interface with its important action-reaction processes.

Prerequisites: SES member or SES candidate selected by DA EPD Committee.

Nomination

Method: Nomination submitted through local CPO to MACOM.

Resource

Support: Travel and per diem funded by the employing activity.

Figure C-44. Course #44, Executive Development Program University of Houston College of Business Administration

Course #45

Title: The Executive Program
University of Michigan
Graduate School of Business Administration

Location: Ann Arbor, Michigan

Length: 4 weeks annually in May—June.

Purpose: The objective of this program is effective resource management (knowledge and understanding of the organization's various resources and their relationships in the firm).

Description: The program is designed to help participants focus on the entire organization. It looks at forces outside the company function. This approach entails developing and understanding of how functional units such as accounting, marketing, and finance relate to one another. It also entails gaining knowledge of new ideas and recent developments (learning more about concepts such as matrix organization structures, data base management, strategic planning, human resource development and how these ideas can be linked together).

The program covers the following areas:

- Economics, Social, and Government Environments;
- Management decision making using management accounting, data processing and information systems, financial policy, marketing programs, and strategies.
- Management of Human Resources.

Prerequisites: SES member or SES candidate selected by DA EPD Committee.

Nomination

Method: Nomination submitted through CPO to MACOM.

Resource

Support: Travel and per diem funded by the employing activity.

Figure C-45. Course #45, The Executive Program, University of Michigan

Course #46

**Title: Summer Executive Program
University of Southern California
Graduate School of Business Administration**

Location: Main Campus, Los Angeles, California

Length: 4 weeks annually during July—August

Purpose: The purposes of the Summer Executive Program are to assist senior executives in updating their general management knowledge and in gaining a deeper understanding of the major functional areas of the business enterprise and of the environmental forces affecting their organizations; and to broaden the perspective of managers through and analysis of the international environment and cooperative management practices.

Description: The program will cover the following areas: Financial Management, International Finance, Marketing Practices and Strategies, Multinational Marketing, Management Information Systems and Decision Styles, Human Resource Management, The Political, Economic, and Social Environment, The International Environment, Business Policy Formulation and Strategies of Multinational Companies.

Prerequisites: SES member or SES candidate selected by DA EPD Committee.

Nomination

Method: Nomination submitted through local CPO to MACOM.

Resource

Support: Travel and per diem funded by employing activity.

Figure C-46. Course #46, Summer Executive Program, University of Southern California

Course #47

Title: Winter Executive Program
University of Southern California
Graduate School of Business Administration

Location: An off-campus site, usually in Southern California

Length: 3 weeks annually during March

Purpose: The purpose of the Winter Executive Program is to assist senior executives in updating their general management knowledge and in gaining a deeper understanding of the major functional areas of the business enterprise and of the environmental forces affecting their organizations.

Description: The program will cover the following areas: Financial Management, Marketing Practices and Strategies, Management Information Systems and Decision Styles, Human Resource Management, the Political, Economic, and Social Environment, and Business Policy Formulation.

Note: This program is similar to the Summer Executive Program at USC with the exception that the international aspects are not covered.

Prerequisites: SES member or SES candidate selected by DA EPD Committee.

Nomination

Method: Nomination submitted through local CPO to MACOM.

Resource

Support: Travel and per diem are funded by employing activity.

Figure C-47. Course #47, Winter Executive Program University of Southern

Course #48

Title: Federal Executive Institute (FEI) Education Programs

The Senior Executive Education Program

Location: Federal Executive Institute, Charlottesville, VA

Length: 7 weeks

Purpose: The Senior Executive Education Program is the primary program for Senior Executive Service (SES) members. It is designed to meet varied educational development needs of senior executives and new executives who have career experience in government or as executives outside of Federal Service. Program objectives include:

- Provision of an opportunity for individual assessment of self and objective setting,
- Interchange of problem solving approaches and managerial experiences of executives,
- Facilitation of in-depth study of specific current issues of primary executive concern in the Federal Government, e.g., the external and internal environment of Federal Executive performance, management systems, and processes, and interpersonal and personal skills, and Self-renewal for experienced executives.

The institute establishes a schedule of activities for each session of the Senior Executive Education Program. The program agenda includes sufficient flexibility to permit participants to construct individual learning programs: Efforts are made to form a "learning community" early in the program. It is believed that more effective coordination can be achieved throughout government when agency leaders have a clearer understanding of the varied executive roles comprising the complex federal systems—and that the informal Institute atmosphere fosters the cooperation and empathy essential to achievement of that goal.

Basic components of the seven-week program include coverage of areas such as the following:

Individual Executive - Self Assessment and Objective Setting The Individual Executive and Organizational Behavior—Leadership Models and Behavior; Interpersonal Effectiveness; and Executive Roles and Management.

The Individual Executive in Relation to - The Environment of Federal Executive Performance; Management Systems and Processes; and, Interpersonal and Personal Executive Effectiveness.

Reassessment of Objectives and Results; National Needs and Priorities; and Planning for Applications of Lessons Learned on the Job.

Also included in the program are field trips which are directed towards providing participants an opportunity to experience, first hand, important aspects of selected government operations. Field trips emphasize national needs and priorities and domestic and international policy problems.

Prerequisites: The 7 week program is open to SES members in both career and non-career assignments. Senior GS-15s who are in key

Figure C-48. Course #48, Federal Executive Institute (FEI) Education Programs, The Senior Executive Education Program

managerial positions, or in the Department of the Army SES Candidate development program; and those GS-15 who have been in their positions less than four years when the nominations are supported by written justification.

Nomination

Method:

Space requirements survey conducted by US Army Civilian Personnel Center through MACOM prior to formally allocating spaces and requesting nominations from MACOM. Spaces are centrally controlled by DA. Nominations are submitted through local CPO to MACOM. The survey of installation requirements is normally conducted annually in the 3d quarter. The installation CPO should be alerted to any potential nomination at that time.

Resource

Support:

Costs of tuition, books, room and board will be paid by HQDA, CIVPERCEN. Travel and per diem will be paid by the nominating activity.

Figure C-48. Course #48, Federal Executive Institute (FEI) Education Programs, The Senior Executive Education Program—
Continued

Course #49

Title: The Executive Leadership and Management Program

Location: Federal Executive Institute, Charlottesville, VA

Length: 3 weeks

Purpose: The Executive Leadership and Management Program is designed to serve developmental needs of those in approved executive development programs leading to positions in the Senior Executive Service (SES), new SES members, or new incumbents of other top managerial positions in their organizations. In contrast with the Senior Executive Education Program, which provides opportunities for both breadth and depth in the study of courses relevant to executive effectiveness, this program focuses sharply on those dimensions of knowledge and skills which are of concern to individuals at the time of their transition to executive responsibilities and is directed primarily towards support of individual managerial competencies and development of executive roles perspectives.

Description: The program agenda includes workshops and discussions designed to broaden participant perspectives and understanding in the following areas:

Federal executive roles—the expectations of them in their new leadership positions—and availability of supporting resources to aid in accomplishing those roles.

Federal government organization and processes pertinent to executive job performance.

Individual assessment and objectives setting.

Basic components of the 3-week program include coverage of areas such as the following:

Individual Assessment, Long-Term Goals, Near-Term Objectives.

Executive Roles and Conceptual and Applied Contexts of Government Program and Management Trends.

Program Management and Evaluation

Federal Management Functions and Processes

Interpersonal Effectiveness and Organizational Behavior.

Organizational and Personal Change.

Federal Institution, Programs, and Policy Processes.

National Needs, Programs, and Priority Assessments.

National and Agency Goals and Objectives Setting, Tracking and Evaluation.

Prerequisites: The Executive Leadership and Management Program is open to all executives who are members of the Senior Executive Service or equivalent and senior GS-15 managers in major leadership positions.

Nomination

Method: Space requirements survey conducted by US Army Civilian Personnel Center through MACOMs prior to formally allocating spaces and requesting nominations from MACOM. Spaces are centrally controlled by DA. Nominations are submitted through local CPO. The survey of installation requirements is normally conducted annually in the 3d quarter. The installa-

Figure C-49. Course #49, The Executive Leadership and Management Program

tion CPO should be alerted to any potential nominations at that time.

**Resource
Support:**

Costs of tuition, books, room and board will be paid by HQDA, CIVPERCEN. Travel and per diem will be paid by the nominating activity.

Figure C-49. Course #49, The Executive Leadership and Management Program—Continued

Courses #50, 51, 52, 53, 54, 55, 56, 57, 58, 59

Title: Office of Personnel Management Executive Seminar Center Programs

Location: Denver, Colorado, Kings Point, New York; Oak Ridge, Tennessee

Length: 2 weeks

Purpose: The Executive Seminar Center programs are designed to support and complement the developmental activities of government agencies and departments. The seminars generally are directed towards broadening the participants' conceptual understanding and to enhance their administrative/managerial abilities.

Description: The Executive Seminar program consists of ten different two-week residential seminars designed to meet varied training needs of government managers and a three-week special emphasis Executive Development seminar. Certain seminars are designed to impart skills and knowledge to help the effectiveness of newly selected and incumbent managers. Other seminars oriented toward specific public issues broaden participant knowledge and perception of the government manager's role in public policy and programs with special emphasis on administrative challenges; program operation; national economy; environment and natural resources; energy opportunities; science and technology; domestic issues; intergovernmental relations and other vital areas. A brief synopsis of seminar offerings is indicated below.

#50—Administration of Public Policy—examines the political, social, and cultural systems in which American public policy is initiated, developed and implemented and studies the major policy-making centers in American government.

#51—Public Program Management—provides an understanding of the total environment and operation of public programs. Once public policy has evolved, government managers have a pivotal role in the implementation of public programs and measuring program results. Participants are provided an opportunity to compare and evaluate their program management methods to those of other successful program managers.

#52—National Economy and Public Policy—studies the nation's economic situation past, present and future with emphasis on the historical growth of government involvement in the economy. It provides an understanding of economic theories and their relation to public policy.

#53—Science, Technology and Public Policy—provides opportunity for participants to review the nature of science and technology as it exists in government agencies; the effect of science and technology on material policy; the organization and management of a

Figure C-50-59. Courses #50 to #59, Office of Personnel Management Executive Seminar Center Programs

variety of scientific programs; and exploration of the relationships between technological advances and social and economic issues.

#54—Intergovernmental Relations—examines the origins involving the nature and potential of the American Federal System and the sharing of power and responsibility of all levels of government. Issues of executive implementation and responsiveness are considered, including decentralization, intergovernmental financing and coordination of program delivery.

#55—Environmental Quality and Natural Resources—investigates critical national and global problems of environmental quality and the adequacy of natural resources. The participants will examine the social, political, economic and technological forces affecting resources utilization in the United States and the public agencies, policies and programs for the development, use and protection of natural resources.

#56—Domestic Policies and Programs—focuses on domestic policymaking and program implementing processes within our American system of government. Critical issues resulting from ever-changing challenges of growth and scarcity and their impacts on national priorities will be discussed.

#57—Seminar on Energy Policies and Programs—explores the nature of the current and future energy situation and its importance to the continued development of the United States. Involves survey of energy resources and technologies and study of the current energy alternatives selection procedures.

#58—Management Development Seminar—examines the dynamic role of the government manager in meeting public needs and expectation. It involves intensive classroom work designed to strengthen the manager's capacities to manage human and material resources more effectively in achieving organizational goals.

#59—Executive Development Seminar—an intensive, two week course designed to be a portion of the developmental program each agency provides its competitively selected, Senior Executive Service (SES) candidates. The seminar assists the candidate in making transition to an executive position by addressing those competencies which relate to the complex and dynamic social-political-economic environment in which the Federal Executive operates.

Prerequisites: With the exception of the Executive Development and the Seminar for New Managers, the grade level prerequisite for all seminars is GS-14 or above. Exceptions are granted for carefully selected GS-13s, when warranted by significance of job responsibilities. The grade level prerequisite for the Executive Development Seminar is GS-15 or above (nominees must be

Figure C-50-59. Courses #50 to #59, Office of Personnel Management Executive Seminar Center Programs—Continued

designated as candidates for the SES. Nominees for the New Managers and Management Development Seminars must occupy officially identified managerial positions. Only new managers in present managerial assignments for 24 months or less, with no recent formal, management training will be accepted into the Seminar for New Managers.

Nomination

Method:

Space requirements survey conducted by the US Army Civilian Personnel Center through MACOMs prior to formally allocating spaces and requesting nominations from MACOM. Spaces are centrally controlled by DA. Nominations are submitted through local CPO to MACOM. The survey of installation requirements is nationally conducted annually in the 3d quarter. The installation CPO should be alerted to any potential nominations at that time.

Resource

Support:

Tuition cost will be paid by the US Army Civilian Personnel Center. Travel and per diem will be paid by the nominating activity.

Figure C-50-59. Courses #50 to #59, Office of Personnel Management Executive Seminar Center Programs—Continued

Appendix A Recurring and Competitive Development Programs

The following table is a list of Recurring and Competitive Development Programs.

Program Title	Length of Program	Eligibility Grade	Date of Program Announcement	Due Date for Submission to HQ
Industrial College of the Armed Forces (ICAF)(Resident) (Correspondence)	9 months	GS-13	First Quarter	November
	12 months	GS-13	First Quarter	November
National War College (NWC)	9 months	GS-15 and above	First Quarter	November
Armed Forces Staff College	5 months	GS-22 and above	First Quarter	November
Army War College (Resident) (Correspondence)	9 months	GS-13 and above	First Quarter	November
	2 years 2 years	GS-14	First Quarter	November
Secretary of the Army's Research and Study Fellowship	6-12 months	GS-12	Open	Open
Fellowship in Congressional Operations for Executives	12 months	GS-12 to SES	First Quarter	November
Alfred P. Sloan Fellows Program (MIT) or (Stanford)	12 months 10 months	GS-14 and above "	First Quarter "	November "
Army Comptrollership School (Syracuse)	11½	GS-11 to 14	First Quarter	Varies
Education for Public Management (participating universities)	9 months	GS-12 and above	First Quarter	November
Princeton University Program for Federal Executives at Mid Career	9 months	GS-14 and above	First Quarter	November
The President's Executive Interchange Program (Industry)	12 months	GS-14 and above	First Quarter	November
Senior Executive Education Program (Fed. Exec. Inst.)	7 weeks	SES members, SES Candidates, Senior GM-15	May	June
Personnel Management for Executives	8 days	GM-13 and above	First Quarter	October
Brookings Institution Programs Executive Leadership and Management Program (Federal Executive Institute)	1-2 weeks	GS-15 and above	June	July
	3 weeks	GS-15 and SES members	May	June

Appendix B Training Resource Matrix

The matrix which follows provides a convenient guide to the number of hours in some of the courses in this catalog which address the six OPM executive competencies.

Table B
OPM Executive Competencies and Classroom Hours Devoted to Each Competency

Course Number	Formal Course Title	Total Course Hours	Integra- tion of In- ternal and External Program- /Policy Is- sues (1)	Organiza- tional Rep- resentation and Liaison (2)	Direction and Guid- ance of Programs, Projects, or Policy Develop- ment (3)	Resource Acquisi- tion and Adminis- tration (4)	Utilization of Human Re- sources (5)	Review of Implementa- tion and Results (6)
1	National War College ***	nine months	316	—	—	29	—	—
2	Industrial College of ^{1,2} the Armed Forces	ten months	99	—	—	264	167	—
3	US Army War College ²	nine months	135	75	175	100	100	100
4	Armed Forces Staff ^{1,2}	five months	—	96	416	27	49	—
17	SLOAN FELLOWS PROGRAM ¹ (MIT)	one year	20%	5%	25%	20%	25%	5%
18	SLOAN FELLOWS PROGRAM (Stanford)	nine months	358	660	660	15	—	45
22	Personnel Management for Execu- tives	64	12	24	12	—	16	—
37	Labor Relations for Executives	20	—	—	—	—	20	—
38	BROOKINGS INSTITUTION Conferences on Business Policy and Operations	38	14	2	6	6	6	4
	Conferences for Science Executives on Issues in Science and Technol- ogy	45	35	3	3	2	2	—
	Conference for Senior Executives on Public Issues	90	40	10	15	10	5	10
	Executive Leadership Forums on Critical Public Policy Issues	28	15	2	6	2	2	1
39	Public Executive Program—Cat- negie—Mellon University	104	32	10	32	10	10	10
40	Executive Program in Business Ad- ministration—Columbia University	250	21	41	24	11	28	17
41	Executive Program Dartmouth Uni- versity	100	15	20	20	10	10	10
42	Senior Managers in Government— Harvard University	120	13	13	17	11	11	2
43	Executive Development Program— University of Houston	200	—	20	40	4	30	—
44	Executive Program—University of Michigan	158	6	—	101	32	4	10
45	Summer Executive Program—Uni- versity of Southern California	112	36	10	21	4	21	5
46	Winter Executive Program—Univer- sity of Southern California	90	25	9	24	3	5	4
50	Administration of Public Policy	80	80	—	—	—	—	—

Table B
OPM Executive Comptencies and Classroom Hours Devoted to Each Competency—Continued

Course Number	Formal Course Title	Total Course Hours	Integra- tion of In- ternal and External Program- /Policy Is- sues (1)	Organiza- tional Rep- resentation and Liaison (2)	Direction and Guid- ance of Programs, Projects, or Policy Develop- ment (3)	Resource Acquisi- tion and Adminis- tration (4)	Utilization of Human Re- sources (5)	Review of Implementa- tion and Results (6)
51	Public Program Management	80	60	—	20	—	—	—
52	National Economy and Public Policy	80	80	—	—	—	—	—
54	Intergovernmental Relations	80	80	—	—	—	—	—
55	Environmental Quality and Natural Resources	80	80	—	—	—	—	—
56	Domestic Policies and Programs	80	80	—	—	—	—	—
58	Management Development Seminar	80	16	—	16	16	16	16
59	Executive Development Seminar	120	72	48	—	—	—	—

Notes:

¹ Core program only; does not include time spent on electives, research projects, or special reports.

² Contact hours only; at least twice as much time is required for research and study in addition to the hours listed.

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