

Army Civilian Training, Education and Development Systems (ACTEDS) Plan for Morale, Welfare and Recreation (MWR) Career Field 51

Have you ever wondered how you might enhance your professional skills to make yourself more marketable for other positions in MWR? You want to upgrade your experience and knowledge, but don't know how to begin the process? If you're an MWR employee in one of the job series covered in the Career Field 51 ACTEDS plan, then you have a tool to help you design a map for your career. The Plan is outlined by functional area:

- Army Community Service
- Business Programs
- Lodging
- Child and Youth
- NAF Support Management
- Marketing
- Information Technology
- Contracting
- Recreation

It's a structured, progressive, and sequential approach to employee development within Career Field 51, the MWR workforce. It identifies key nonappropriated (NAF) and appropriated fund (APF) MWR positions as well as two wage grade positions, the competencies needed for the positions, and the training needed to acquire the competencies. The training may be scheduled based on various career phases (entry, specialist, managerial, and executive).

The overall goal of the Career Field 51, MWR, ACTEDS Plan is to systemically prepare individual MWR employees for positions of increased responsibilities.

**Army Civilian Training, Education and Development
Systems (ACTEDS)
Plan for Family and Morale, Welfare and Recreation
(FMWR) Career Field 51**

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ACTEDS (CF-51)

WELCOME FAMILY AND MORALE, WELFARE AND RECREATION CAREER FIELD - (CF-51) PROFESSIONALS

SUBJECT:

Army Civilian Training, Education and Development Systems (ACTEDS)
Plan for Career Field 51 Morale, Welfare and Recreation (MWR) (CF-51)

This ACTEDS revision fully integrates the Army Leader-Development model for civilians; embraces the Army FMWR vision; and incorporates the Strategic Plan into a continuous, dynamic system of learning and growth. This plan is a comprehensive, sequenced plan of training, education and professional development experiences required for your career progression. Resting on a foundation of core technical competency, this plan integrates leadership skills and business based competencies to lead a flexible and responsive Army FMWR Team into the 21st Century.

Professional growth and self-development is the joint responsibility of the employee and supervisor. This ACTEDS Plan provides a roadmap to career progression. We charge each supervisor and FMWR leader to support this ACTEDS Plan and make career development and professionalism a reality for the Army FMWR employees.

Introduction

The ACTEDS Plan documents a structured, progressive, and sequential approach to employee development within Career Field 51 (Family and Morale, Welfare, and Recreation [FMWR], Army Community Service and Army Lodging). The FMWR ACTEDS Plan is a competency-based, career progression "road map" that blends training and self-development to systematically enhance individual performance and potential.

Scope and Applicability

This ACTEDS Plan is intended for the General Schedule, Wage Grade, and Nonappropriated Fund employees who work within the FMWR CF 51. Principal among these are the specialty, job series, and FMWR position title identified in the Table below. Under the Department of Army Nonappropriated Fund Pay Band System, FMWR position titles may vary from those listed.

The Plan identifies training and development needed to sustain and improve the ability of the FMWR workforce to successfully execute its diverse responsibilities. The plan provides a path by which to further develop competencies through experience, education, training, and personal career planning. The overall goal of the FMWR ACTEDS Plan is to prepare the individual FMWR employee systematically for positions of increased responsibility. The following table is not inclusive; it lists the titles on the career ladders by job series. For additional information on all CF-51 series, specialty and position titles see AR 600-3.

<u>Job Series</u>	<u>Specialty</u>	<u>FMWR Position Title (varies with location)</u>
0030	Recreation	SPORTS FITNESS, AQUATICS & ATHLETICS SUPV
		FACILITY MANAGER
		ATHLETICS/INTRAMURALS PROGRAM MANAGER
		CERTIFIED FITNESS INSTRUCTOR
		FITNESS & HEALTH SUPV
		INDOOR FACILITY MANAGER
		OUTDOOR FACILITY MANAGER
		AQUATICS MANAGER
		HEAD LIFE GUARD/ASST MGR NAF
		FITNESS SPEC
		ASSISTANT AQUATICS MANAGER
		LIFEGUARD
		CHILD AND YOUTH SERVICES SPORTS & FITNESS PROGRAM MANAGER
CHILD AND YOUTH SERVICES SPORTS & FITNESS DIRECTOR		
0101	Social Science Program Specialist	ARMY COMMUNITY SERVICE DIRECTOR
		RELOCATION READINESS MANAGER
		FAMILY SUPPORT COORDINATOR (FAMILY READINESS)
		EMPLOYMENT READINESS PROGRAM MANAGER
		EXCEPTIONAL FAMILY MEMBER PROGRAM MANAGER
		OUTREACH PROGRAM COORDINATOR
		FAMILY ADVOCACY PROGRAM VICTIM ADVOCATE
		FAMILY ADVOCACY PROGRAM VICTIM ADVOCATE COORDINATOR
		FAMILY ADVOCACY PROGRAM EDUCATION SPECIALIST
FINANCIAL READINESS PROGRAM MANAGER		
0102	Social Aide & Technician (MWR)	
0185	Social Science Worker (MWR)	FAMILY ADVOCACY PROGRAM MANAGER
		NEW PARENT SUPPORT PROGRAM SOCIAL WORKER
		VICTIM ADVOCATE LEAD SOCIAL WORKER
0186	Social Services Aid and Assistant	<i>Shared dual proponentcy with U.S. Surgeon General</i>
0187	Social Service (Dual proponent with U.S. Surgeon General)	SOCIAL SERVICE REPRESENTATIVE (I&R)
		ARMY EMERGENCY RELIEF PROGRAM MANAGER
0188	Recreation Specialist	OUTDOOR RECREATION SUPV
		RECREATION CENTER SUPV
		RECREATION SPECIALIST
		OUTDOOR RECREATION SPECIALIST
0189	Recreation Aid & Assistant	LEAD RECREATION ASSISTANT
		RECREATION ASSISTANT
0301	Miscellaneous	ADMINISTRATIVE MANAGEMENT SPECIALIST

	Administration	
		ARMY VOLUNTEER CORPS COORDINATOR
		AUTOMOTIVE CRAFTS FACILITY MANAGER
		DIRECTOR OF COMMUNITY RECREATION
		ARMY COMMUNITY SERVICE VOLUNTEER COORDINATOR
		RECREATION PROGRAMER SUPV
		RECREATION PROGRAMER
		FACILITY MANAGER SUPV
		MOBILIZATION & DEPLOYMENT SPECIALIST
		SPECIAL EVENTS COORDINATOR
0303	Administrative	PROGRAM SUPPORT ASSISTANT
		HOTEL FRONT OFFICE MANAGER
		HOTEL/LODGING TRAINING SPECIALIST
		HOTEL RESERVATION MANAGER
0340	Program Manager	PROGRAM REGIONAL MANAGER
		DMWR
0343	Management & Program Analysis	MANAGEMENT ANALYST
		PROGRAM ANALYST
		SUPERVISORY PROGRAM ANALYST
0501	Financial Administration	CHIEF FINANCIAL MANAGEMENT
		FINANCIAL MANAGEMENT OFFICER
		FINANCIAL MANAGEMENT SPECIALIST
0505	Financial Management	CHIEF FINANCIAL MANAGEMENT OFFICER/FINANCIAL ADMIN
		FINANCIAL MANAGEMENT
		HOTEL COMPTROLLER
0525	Financial Mgt	HOTEL ACCOUNTING TECHNICIAN
0560	Budget Analyst	BUDGET ANALYST /FINANCIAL ANALYST
0561	Budget Assistant	BUDGET ASSISTANT
1001	General Arts and Information (MWR)	ARTS INFORMATION SPECIALIST ENTERTAINMENT SUPV
		SOLDIER ENTERTAINMENT MANAGER
		ENTERTAINMENT TECHNOLOGY SPECIALIST (AUDIO AND LIGHTING)
		CHIEF ARMY ENTERTAINMENT
1020	Marketing	GRAPHIC ARTIST/ILLUSTRATOR
1051	Music Specialist	MUSIC SPECIALIST
1054	Theatre Specialist	THEATRE SPECIALIST
1056	Art Specialist	ART SPECIALIST SUPERVISORY ART SPECIALIST ARTS AND CRAFTS PROGRAM MANAGER
1101	General Business & Industry (MWR)	ARTS AND AUTO CRAFTS SUPERVISOR AUTO SPECIALIST
		BUSINESS OPERATIONS DIRECTOR
		BOWLING (MULTIPLE CENTERS)

		BOWLING MANAGER (OVER 13 LANES)
		BOWLING MANAGER (12 LANES OR LESS)
		GOLF GENERAL MANAGER
		ASSISTANT GOLF MANAGER
		DIRECTOR OF GOLF
		GOLF PROFESSIONAL
		FOOD AND BEVERAGE DIRECTOR (CLUBS)
		FACILITY MANAGER (CLUBS)
		ASSISTANT FACILITY MANAGER
		CHEF/CATERER
		ASSISTANT FOOD AND BEVERAGE DIRECTOR
		MARKETING DIRECTOR/SUPERVISORY MARKETING SPECIALIST
		MARKETING SPECIALIST ACCOUNT EXECUTIVE
		MARKETING RESEARCH SPECIALIST
		COMMERCIAL SPONSORSHIP ADVERTISING SPECIALIST
1102	Contracting & Procurement	SUPERVISORY CONTRACT SPECIALIST
		SUPERVISORY PROCUREMENT ANALYST
		SENIOR PROCUREMENT ANALYST
		SENIOR CONTRACT ADMINISTRATOR
		SENIOR CONTRACT SPECIALIST (TEAM LEADER)
		SENIOR CONTRACT SPECIALIST
		CONTRACT SPECIALIST
		CONTRACT SYSTEMS ADMIN
		PROCUREMENT ANALYST
		CONTRACT SPECIALIST
1105	Purchasing (MWR)	PURCHASING AGENT
1160	Financial Analysis	FINANCIAL ANALYST
1173	Lodging	LODGING MANAGER
		ASSISTANT LODGING MANAGER
		REGIONAL LODGING PROGRAM MANAGER
1410	LIBRARIAN	<i>(Dual proponency with CP 34)</i> LIBRARIAN
1411	LIBRARY TECH	<i>(Dual proponency with CP 34)</i> LIBRARY TECH
1601	Management	EXECUTIVE HOUSEKEEPER
		ASSISTANT EXECUTIVE HOUSEKEEPER
		FACILITIES MAINTENANCE SUPERINTENDENT
		GREENS MANAGER (GOLF)
		GOLF COURSE SUPERINTENDENT
1701	Child & Youth Services	CHILD AND YOUTH SERVICES (CYS) COORDINATOR
		CDS ADMINISTRATOR
		YS ADMINISTRATOR
		CLEOS ADMINISTRATOR
		CHILD DEVELOPMENT CENTER DIRECTOR
		FAMILY CHILD CARE DIRECTOR
		TRAINING AND CURRICULUM SPECIALIST
		CDC SATELITE SITE DIRECTOR

		ASSISTANT CDC DIRECTOR
		SCHOOL AGE SERVICES FACILITY DIRECTOR
		TRAINING & PROGRAMMING SPECIALIST
		SAS SATELITE SITE DIRECTOR
		SAS PROGRAM DIRECTOR
		ASSISTANT SAS DIRECTOR
		YOUTH FACILITY DIRECTOR
		YOUTH SATELITE SITE DIRECTOR
		TRAINING & PROGRAMMING SPECIALIST
		YOUTH PROGRAM DIRECTOR
		ASSISTANT YOUTH DIRECTOR
		CY LIAISON EDUCATION AND OUTREACH SERVICES DIRECTOR (CLEOS)
		OUTREACH SERVICES DIRECTOR
		SCHOOL LIAISON OFFICER
		YOUTH EDUCATION SUPPORT SERVICES SPECIALIST
		YOUTH EDUCATION LIAISON OFFICER
1702		
1710	Education and Vocational Training	
1712	Training Instructor	<i>Shared dual proponency with TRADDOC</i> AUTOMOTIVE SKILLS INSTRUCTOR MWR ACADEMY INSTRUCTOR
2210	Information Technology	INFORMATION TECHNOLOGY SPECIALIST (NETWORK)
		INFORMATION TECHNOLOGY SPECIALIST (POLICY AND PLANNING)
4819	WG/NA	Bowling Equipment Repairing
7405	WG/NA	Bartending

Goal:

The overall developmental goal of the FMWR ACTEDS Plan is to provide employees and their supervisors with a reference to assist in determining appropriate training to enhance on-the-job performance and to prepare the employee for progressively more responsible positions.

Short-Term Desired Outcomes

1. To assist supervisors and employees in determining training offered.
2. To maximize employee job proficiency and quality of service.
3. To provide employees and their supervisors with a reference to assist in determining appropriate training to enhance on-the-job performance and to prepare the employee for progressively more responsible positions.

Long-Term Desired Outcomes

1. To enable employees to plan and sequence appropriate career training and development.
2. To acquire competencies through training and self-directed development listed in career ladders for career growth.
3. To develop and strengthen employee professional qualifications and leadership abilities in preparation for assuming progressively more responsible positions within the FMWR career field.
4. To develop and strengthen employee professional qualifications and leadership abilities in preparation for executive positions within CF-29 (Deputy Garrison Commander, etc.).

Experience

Experience is the concrete application of education and training to specific situations to accomplish organizational tasks. It validates the training and enhances the knowledge acquired. Experience is characterized by action, by doing. It reinforces, explicitly and practically, what one has learned intellectually. Thus, experience reinforces learning and also validates the learning process. Experience is indispensable to career progression. Resting on a solid educational base, training and experience are inextricably linked. At the beginning of career progression, training to do the work is of greater importance than experience. Over the course of career progression, experience, which reinforces training and revalidates education, becomes more important to competency and career progression.

Career Progression

The size and occupational diversity of the FMWR workforce dictate a broad-based ACTEDS structure. The FMWR career field encompasses various functional areas and series based on the preceding Table, each highly specialized and requiring a great deal of technical knowledge. Numerous occupational series are represented in each of their functional specialties. There is no rigidly structured system by which an employee progresses from entry level, through specialist levels, to management level and executive/senior executive level career positions. The scope and diversity of the FMWR "umbrella" make it unrealistic, if not virtually impossible, to design a career ladder depicting professional growth across an expansive employee population, numerous occupational specialties, many job series, and two distinct civilian personnel systems.

The generic FMWR career ladder at Figure 1 outlines potential progression patterns for horizontal, vertical, and diagonal career movement. The type of move that is appropriate for any given individual will depend on that employee's particular educational background, job experience, training, developmental assignments, and the requirements of the target position. Employees are encouraged to gain the broadest possible range of functional and command experience, and to seek promotions to other MWR specialties when they possess the appropriate qualifications. Career growth depends to a great extent on personal mobility, leadership training, FMWR job-specific training, self development efforts, on-the-job-training in developmental assignments, and employee performance. Career Field 51 (FMWR) ACTEDS Plan provides career development paths, including competencies. Career Field 51 is the primary functional proponent for training for Wage Grade and Craft and Trade positions (WG/NA Bartender - 7405 and WG/NA Bowling Equipment Repairer - 4819). Career advancement paths, Knowledge Skills and Abilities (KSA's), etc., for FMWR Wage Grade, and Craft and Trade positions in other job series can be found in ACTEDS Plans developed by the primary functional proponent for those job series (listed in AR 600-3, The Army Personnel Proponent System, available at servicing Civilian Personnel Offices or online). Individuals in clerical and administrative positions interested in career development into one of the FMWR key positions are encouraged to review the competencies and training requirements for entrance and advancement for that specific job series listed in the ACTEDS Plan developed by the primary functional proponent. There are job series listed in the (FMWR) ACTEDS Plan for which Career Field 51 is "not" the primary functional proponent. These job series are also covered in one of the other career programs/fields ACTEDS Plans, but have additional MWR-specific competencies and training requirements. For information on preparing your resume and use of the automated resume database, see Appendix B.

FIGURE 1

Career Field 51
Family and Morale, Welfare, and Recreation
Generic Career Ladder

<u>Grade</u>	<u>Installation</u>	<u>IMCOM Region</u>	<u>IMCOM HDQ/ DA</u> → FMWRC
↑ Senior NF 5 GS 13-15	DFMWR (Director Family and Morale, Welfare & Recreation)	FMWR Chief	FMWR Chief Senior Executive
NF 5 GS 13-14	Division Chief	Division Chief Branch Chief	Division Chief Branch Chief
NF 4-5 GS 12-13	Division Chief Program Manager	Branch Chief Program Manager	Branch Chief Program Manager
NF 4 GS 11-12	Branch Chief Activity Manager Program Manager	Program Manager Program Specialist	Program Manager Program Specialist
NF 3-4 GS 7-11	Program Manager Program Specialist		
NF 3 GS 5-7	Entry/Intern Trainee		
Clerical & Admin Wage Grade Craft & Trade			

NOTE: This Generic Career Ladder is intended to allow for horizontal, vertical and diagonal movement among levels at all grades. Grades are subject to the scope of responsibilities of the position and may vary among installations.

Although this ladder only shows positions at the Senior NF-5 (GS-13-15 equivalent) as DFMWR or FMWR Chief the possibility of advancing to other career fields is available to FMWR employees such as CF 29 (Deputy Garrison Commanders, etc).

A Career Ladder for each functional area is included in this ACTEDS guide.

Structure of the MWR ACTEDS Plan

In accordance with the purpose of ACTEDS, FMWR career advancement may be defined in terms of four levels of developmental progression. At each level, planned training, "build-on" or developmental assignments, and self-development are essential to quality job performance and creating the potential for advancement. The four MWR developmental levels are (1) Entry/Management Trainee, (2) Specialist, (3) Managerial, (4) Executive and Senior Executive.

Entry Level

At least initially, the entry level (GS 5-7 or NF 3) marks a stage whose central activity is learning and developing leadership skills. It follows that the greatest concentration of mandatory training occurs at this level, wherein basic competencies needed for successful job performance are acquired.

Specialist Level

Employees at this level (GS 9-12 or NF 4) receive training to build on and enhance their technical abilities. Courses contained in the FMWR Master Training Plan reflect this emphasis. Developmental assignments to other FMWR functional areas are encouraged for those who aspire to key positions requiring breadth of experience across several MWR functions. Developmental assignments are designed to

- a. Blend with training courses and other experiences (e.g., formal education) to form a sequential and progressive development plan.
- b. Enhance staffing flexibility by strengthening the experience of employees to prepare them for managerial responsibilities.
- c. Increase the proficiency of high potential personnel by providing the opportunity to (1) acquire additional competencies required by their occupational specialty; (2) obtain needed competencies in other related lines of work; or (3) prepare for managerial or executive responsibilities.
- d. Broaden employees' perspectives by providing an understanding of operations in related functions or in other FMWR functional areas.

Managerial Level

Employees at the GS 12-13, or NF 4-5 level should concentrate on improving or enhancing interpersonal skills as well as managerial, leadership and conceptual abilities. At this stage, self-development activities are strongly stressed, as is continued use of developmental assignments.

Executive and Senior Executive Level

At this level (GS 13-15 or NF 5-6), employees are expected to have in-depth knowledge of all aspects of FMWR operations, leadership and management. Managers are expected to sharpen insights into the dynamics of human and organizational behavior and to improve skills and personal understandings that increase work place effectiveness.

Developmental Assignments

- a. Developmental assignments are powerful tools for personal and professional development. A developmental assignment can improve competencies, leadership skills, self-awareness, morale and organizational performance. Developmental assignments also promote learning, career planning, job enrichment, and career progression. Further, it is an effective way to tap into the valuable resource of high potential employees and instill a culture of assisting and developing less experienced employees.
- b. Supervisors are valuable resources for assessing an employee's current skills and recommending developmental opportunities (i.e., details, temporary promotions, reassignments, etc.) that may help meet the employee and organization's current and future needs.
- c. Developmental assignments may or may not require a TDY to another location and are documented on NAF personnel actions.

Master Training Plan (MTP)

1. The Master Training Plan (MTP) is a vital tool in career progression. The MTP provides the following five functions: (1) identifies the certification requirements in terms of education, training and experience; (2) incorporates the Army Leader-Development training into a coherent, integrated career path; (3) integrates executive training, assignment-specific training, and cross-training in support of the MWR mission; (4) identifies self-development activities and desired education at various stages of career development; and (5) provides a framework and guide for the development of the IDP. The following chapters provide a MTP for each functional area.

2. The MTP sets forth the career progression within CF-51 in a logical, sequential, building block manner.

- a. At the entry-level within each career field, the initial focus is on the technical training, reinforced by the assignments and specific experience required to acquire proficiency (marked by Level I certification) in that career field. Some positions have requirements for assignment-specific courses that may be required before assuming the position or, in some cases, shortly after assignment to the position.
- b. The same pattern continues at Level II. The careerist who is certified at Level II next concentrates on courses at Level III. This would be supplemented by cross-training / developmental assignments / rotations in these career fields.

3. ACTEDS is a competency based system, and the MTP provides the employee with a career path, plan of education, training, and experience to acquire the competencies supporting career progression in CF-51. In each functional area we provide the technical competencies associated with the occupational series. The FMWR Competency Model is used by employees, supervisors, and managers to ensure that individuals have the skills necessary to perform satisfactorily at a given level. The competencies are organized in a logical, sequential, and building block fashion. Initial basic level competencies establish fundamental qualifications and expertise in the career field, with a combination of specialization and broadening of skills in the competencies required at Levels II and III.

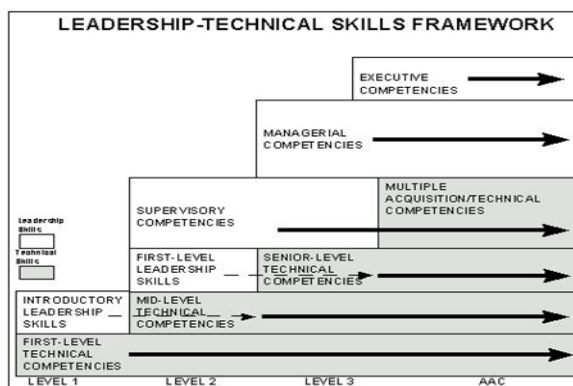


Figure 2-Leadership-Technical Skills Framework

FMWR Competency Model

The following competencies are those required for professional excellence

Competency Definition

A competency is a characteristic and measurable pattern of knowledge, skills, and behaviors, which underlie and drive superior performance on the job.

Core Competencies

Leading People
Change and Continuous Improvement
Business and Technical Proficiency
Communication
Drive for Results

Competency Definitions

Leading People

Drives shared vision, values and goals. Influences people so that they will willingly follow.

Leadership: Translates vision into action and influences others to accomplish the mission.

Teambuilding/Teamwork: Promotes collaborative approaches to opportunities, issues and problems.

Conflict Management: Manages and resolves conflicts and disagreements in a positive and constructive manner.

Enabling and Developing Others: Provides the means, knowledge, empowerment and/or opportunity to create an environment that supports professional growth.

Interpersonal Skills: Considers and responds appropriately to the needs, feelings, capabilities, and interests of others.

Leveraging Diversity: Recognizes, respects, and taps the abilities of diverse individuals and groups.

Change and Continuous Improvement

Improve processes, products, programs, performance, and services.

Continual Learning: Promotes an environment that values and seeks training, feedback, and opportunities for development of self and others.

External Awareness: Stays informed of organizational operating guidelines, trends, special interests, other issues; and considers impact on the organization.

Flexibility: Adapts and responds quickly to changes in the workplace environment.

Resilience: Maintains focus under pressure.

Strategic Thinking: Formulates long-term strategies consistent with the organization's mission.

Creativity/Innovation: Develops new insights and applies innovative solutions to make organizational improvements.

Leading and Managing Change: Guides organizational changes in a planned and systematic fashion.

Business and Technical Proficiency

Appropriately applies best practices to meet organizational goals and mission requirements.

Technology Management: Seeks information about and applies new technology to meet organizational needs.

Functional Proficiency: Demonstrates operational proficiency in current occupational series.

Resource Management: Applies principles of financial, personnel, and/or material management.

Organizational Awareness: Exhibits understanding of the structure of the organization its relationship to the individual's position and the larger system.

Communication

Exchanges ideas, messages, and information

Oral Communication: Expresses facts and ideas clearly in conversations and interactions, and actively listens to others. Establishes and/or participates in open exchanges of ideas, information and knowledge.

Written Communication: Expresses facts and ideas in writing in a clear, concise and organized manner.

Influence and Negotiation: Persuades persons or events, builds consensus, and gains cooperation from others.

Drive for Results

Directs processes to accomplish desired outcomes

Customer Service: Anticipates and focuses on the needs of customers.

Accountability: Holds self and/or those supervised responsible for meeting obligations.

Decision making/problem solving: Identifies and analyzes problems and recommends solutions. Makes sound, well-informed decisions.

Training Sources

The development of competent leaders is one of the Army's stated and fundamental imperatives. Its driving principle is that leaders must be appropriately prepared for increasingly responsible positions. This mandate is accomplished through a combination of schooling, assignments, and self-development.

The Army ACTEDS training catalog is published each fiscal year and is available at the civilian personnel online web site <http://www.cpol.army.mil> . The Training Catalog describes both the Army's Civilian Leader Development Core Curriculum and the courses associated with it; describes each Senior Service College Program; provides details of Army Career Program Functional Chief Representatives' Competitive Professional Development Programs and describes other government and non-government courses. The catalog provides a calendar of professional and long-term training opportunities each fiscal year and a number of Online forms for course registrations.

Another source of training can be found at <http://www.army.mil/ako/>. Numerous e-learning courses are offered. SkillSoft is an international producer and distributor of interactive server-based training solutions. The company offers thousands of hours of programming covering application development, system administration, office systems, business skills, interpersonal skills, environmental, safety and health topics, etc. This system also hosts the Rosetta Stone foreign language content provided by Fairfield Technologies.

The Army Civilian Education System consists of progressive and sequential development of civilian leaders who, through training, will possess the proficiency and confidence to accomplish their soldier support mission. These courses are available through the Army Management Staff College. For courses through the Army Civilian Education System, you can enroll online <http://www.amsc.belvoir.army.mil>. These courses require both student and supervisor participation and approval. Courses are distributive learning and resident courses and enrollment information may be found at the web site.

Complementing the Army-wide training, within the MWR career field, a strong institutional training foundation has been established. It rests on courses developed and delivered by the Family and Morale, Welfare, and Recreation (FMWRC) MWR Academy. The MWR Master Training Concept, in conjunction with the ACTEDS for CF51 forms the basis of the MWR Academy's curriculum. Together, these guidelines provide a structured, progressive, and sequential approach to MWR employee development and training for entry-level through executive-management positions. The MWR Academy is a full-fledged brick and mortar institution of professional learning and career development. Over 50 courses and training programs are provided both at the Academy and via web-based training. Most of the courses are recommended for award of college credit; all courses qualify for Continuing Education Units (CEU's). Enrollment in these courses is accomplished on line at www.mwraonline.com at this website; the MWR Academy also supports employee performance through a variety of methods including:

- Collaboration tools
- Performance support tools/job aids
- Individual skill gap analysis
- Competency based professional development analysis

- Self-report of external training and competency proficiency
- Supervisor competency assessment

The performance support tools listed above allow the supervisor and employee to create a comprehensive long-term professional development plan. Part of that development plan is identifying both annual and long-term training.

Specific terms and priorities related to these categories are found in the following table:

UNIVERSAL TRAINING PRIORITIES		
PRIORITY	CRITERIA	EXAMPLES
I	<p>Training that is typically a condition of employment, which must be successfully completed within a specified time period, and meets one or more of the following criteria:</p> <ul style="list-style-type: none"> > Employee must have for acceptable performance. > Training is essential for mission accomplishment. > Training is mandated by higher authority (law or Department of Defense) or is required for certification, health or safety reasons. > Training is mandated by the Assistant Secretary of the Army (Manpower and Reserve Affairs) as an ACTEDS leader-development core course. > Training is essential, functional intern training. 	<ul style="list-style-type: none"> > FMWR Orientation Course > FMWR Basic Management Course > Operation Excellence > Foundation Course (Civilian Education System (CES) * > Specific Courses for Certification or mission accomplishment <ul style="list-style-type: none"> Effective Writing CPR and First Aid
II	<p>Training must be needed for effective performance and to improve the quality of mission accomplishment. It is recommended that training mandated or specified in an approved training plan for enhancement of performance resulting in the improvement in the quality of mission accomplishment should be completed within a specified time.</p>	<ul style="list-style-type: none"> > Basic Course *(CES) * > Intermediate Course *(CES) > Professional Development (selected opportunities) > Supervisory Development Course
III	<p>This training is recommended for all individuals to improve or enhance knowledge, skills and abilities needed on the job.</p>	<ul style="list-style-type: none"> > Courses leading to additional certification(s) > Intermediate and Advanced Course* (CES) > Competitive Professional Development (selected opportunities) > Management Development Course

Competitive: This category includes competitive programs such as:

- a. Advanced Course through the Civilian Education System (CES)
- b. Secretary of the Army Research and Study Fellowship
- c. Army Congressional Fellowship Program
- d. Senior Service Colleges
- e. Defense Leadership and Management Program (DLAMP)
- f. National Security Management Course

For complete, up-to-date information on opportunities and how to apply for competitive opportunities, **see the annual ACTEDS Training Catalog located at <http://cpol.army.mil/library/train/catalog>**

Future Civilian Education System Training

The Training and Doctrine Command (TRADOC) is currently developing a new progressive and sequential leader development system called the Civilian Education System (CES) that will provide enhanced leader development and education opportunities for Army civilians.

The transition to the CES will begin in January 2007. As the CES progresses updates may be obtained at the AKO Civilian Leader Development Transformation Community, and at <http://cpol.army.mil/library/train> and <http://amsportal.belvoir.army.mil/>

This website will be updated as information on the CES becomes available.

Self Development Activities

Self development activities are another source of training/development and will increase employees' knowledge, improve their competence in their area of interest, and offset any limitations identified in the career planning process. A self-development activity is an individual, voluntary effort that is initiated and conducted by the employee. Active interest in self-development generally indicates that an employee has a strong desire to achieve planned career goals. This plan encourages employees to take advantage of Army correspondence courses and opportunities for study at local colleges. It encourages professional reading and participation in professional associations.

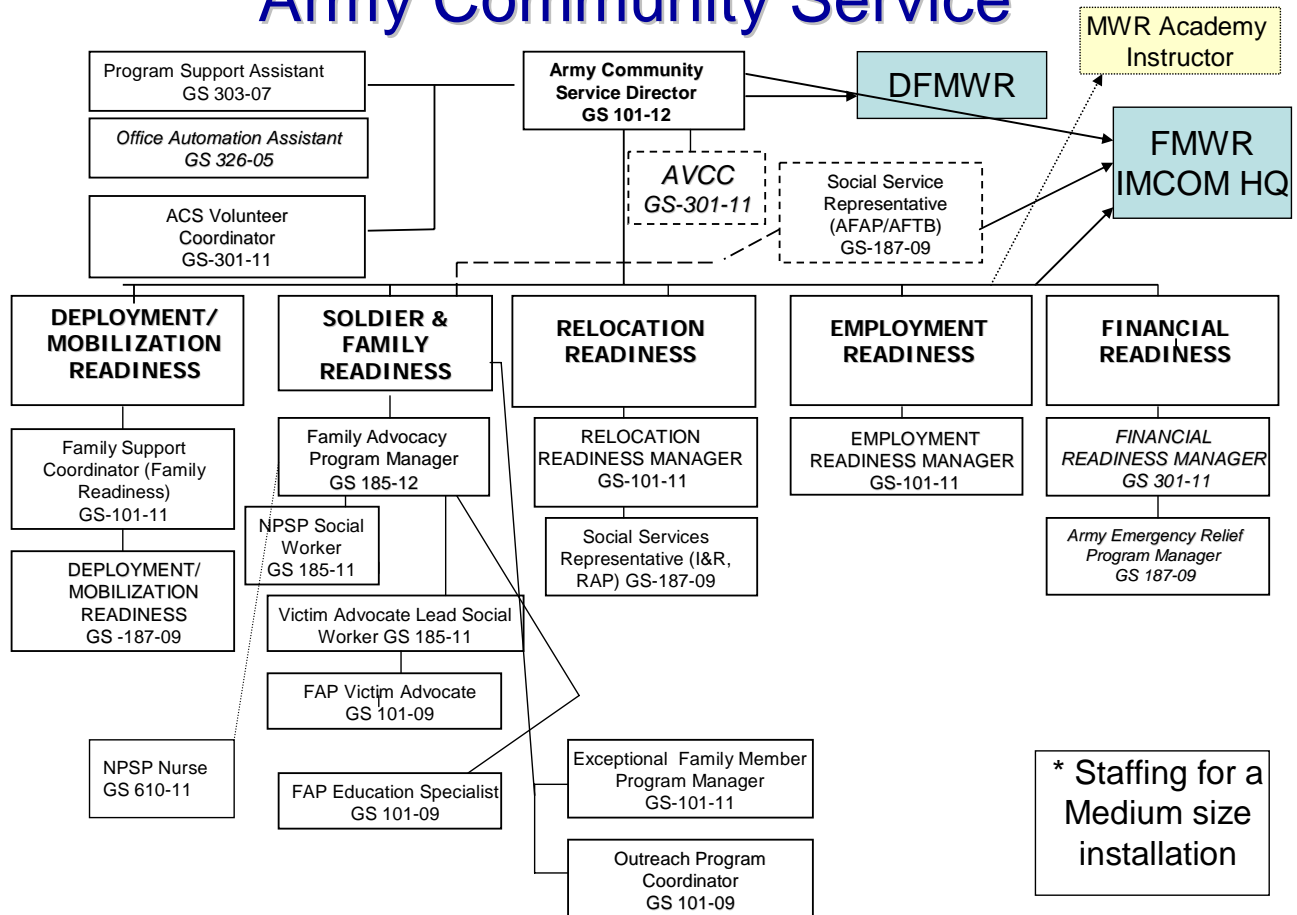
Individual Development Plan

Purpose

Career planning is the process of systematically matching an individual's aspirations with opportunities for achieving them. Using the ACTEDS Plan, training and education is documented on the Individual Development Plan (IDP). The IDP is a written blueprint and serves as a contract between the supervisor and the employee. The IDP enhances current performance and prepares the employee for assignments at higher levels. It supplements annual career appraisals by forecasting training, education, and other developmental activities. IDPs are progressive and sequential and should address the training, education, and career development activities that ultimately will result in making the employee highly competitive for career advancement. Using the performance management system and the skill gap analysis from the MWR Academy, the supervisor and employee jointly develop the IDP by honestly and candidly reviewing past performance to highlight competencies needing improvement or development. Based on this analysis, plans can be developed that are consistent with long-term functional needs and employee career goals. Counseling sessions and review of IDPs should be incorporated into the regular performance appraisal cycle when performance goals, objectives, and standards are being set and evaluated. Additionally, semiannual review of IDPs will provide close continuity with the budget process and allow for revisions and re-development of plans based on changing mission, technology and personal career goals. The following is an example of information found in an IDP.

ARMY COMMUNITY SERVICE (ACS)

Army Community Service *



Curriculum: Exceptional Family Member Program Manager
 GS-0101-9/11

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Self- Development Activities
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	ACS Directors' Leadership and Management Course www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Enhance Leadership Skills—Community Activities
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	Senior Service College (SSC) http://cpol.army.mil/library.train/catalog.toc.html (only GS 14/15)	Presentation Skills
Priority I (Functional)				
ACS Exceptional Family Member Program Management www.mwraonline.com		Executive Development for Directors of DMWR www.mwraonline.com		
Action Officer Development Course (AODC) www.amsc.belvoir.army.mil				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
Contracting Course (AKO website)				
Exceptional Family Member Program Conference				

Curriculum: Employment Readiness Program Manager
GS-0101-9/11

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Self- Development Activities
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Executive Development for Directors of DMWR www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Enhance Leadership Skills—Community Activities
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Presentation Skills
Priority I (Functional)				
ACS Employment Readiness Program www.mwraonline.com	ACS Directors' Leadership and Management Course www.mwraonline.com			
Action Officer Development Course (AODC) www.amsc.belvoir.army.mil				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
Contracting Course (AKO website)				

Curriculum: Mobilization & Deployment Specialist
 GS-0301-9/12

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Self-Development Activities
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	ACS Directors' Leadership and Management Course www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Enhance Leadership Skills—Community Activities
MWR Basic Management Course www.mwraonline.com	Mobilization & Deployment Planning Course: #2G-Si6M/500-ASi6M, Ft. Eustis	Executive Development for Directors of DMWR www.mwraonline.com	Senior Service College (SSC) http://cpol.army.mil/library.train/catalog.toc.html (GS 14/15)	Presentation Skills
Priority I (Functional)				
ACS Mobilization & Deployment Program Management www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
Action Officer Development Course (AODC) www.amsc.belvoir.army.mil	G-1 Mobilization & Deployment Conference			
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
Contracting Officer's Representative Course, (COR) Ft. Lee/USDA				

Curriculum: Personal Financial Readiness Program Manager
 GS-0101-9/12

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Self- Development Activities
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Military Financial Counselor Course (OPM)	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Enhance Leadership Skills—Community Activities
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Executive Development for Directors of DMWR www.mwraonline.com	Senior Service College (SSC) http://cpol.army.mil/library.train/catalog.toc.html (GS 14/15)	Presentation Skills
Priority I (Functional)				
ACS Financial Readiness Management www.mwraonline.com	Military Financial Counseling Seminar, Ft. Benning, GA	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
Action Officer Development Course (AODC) www.amsc.belvoir.army.mil	ACS Directors' Leadership and Management Course www.mwraonline.com			
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Accredited Financial Counselor (AFC) Certification			

Curriculum: Mobilization & Deployment Specialist
GS-0301-11

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Self-Development Activities
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	ACS Directors' Leadership and Management Course www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Enhance Leadership Skills—Community Activities
MWR Basic Management Course www.mwraonline.com	Mobilization & Deployment Planning Course: #2G-Si6M/500-ASi6M, Ft. Eustis	Executive Development for Directors of DMWR www.mwraonline.com	Senior Service College (SSC) http://cpol.army.mil/library.train/catalog.toc.html (GS 14/15)	Presentation Skills
Priority I (Functional)				
ACS Mobilization & Deployment Program Management www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Graduate Level Courses; Obtain Master's Degree
Action Officer Development Course (AODC) www.amsc.belvoir.army.mil	G-1 Mobilization & Deployment Conference			
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
Contracting Officer's Representative Course, (COTR) Ft. Lee/USDA				

Curriculum: FAPM
 GS-0185-11/12
 GS-0180-11/12

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Self- Development Activities
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	ACS Directors' Leadership and Management Course www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Enhance Leadership Skills—Community Activities
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Family Advocacy Command Assistance Training (FACAT)	Army War College/NDU http://cpol.army.mil/library/train/catalog.toc.html (GS 14/15)	Presentation Skills
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Advanced Family Advocacy Staff Training (FASTA)	Executive Development for Directors of DMWR www.mwraonline.com		
Family Advocacy Staff Training (FAST)	Army FAP Worldwide Conference	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
Action Officer Development Course (AODC) www.amsc.belvoir.army.mil				
Contracting Course (AKO website)				

Curriculum: NPSP Social Worker
GS-0185-11/12

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Self- Development Activities
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	ACS Directors' Leadership and Management Course www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Enhance Leadership Skills—Community Activities
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Family Advocacy Command Assistance Training (FACAT)	Army War College/NDU http://cpol.army.mil/library.train/catalog.toc.html (GS 14/15)	Presentation Skills
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Advanced Family Advocacy Staff Training (FASTA)	Executive Development for Directors of DMWR www.mwraonline.com		
Family Advocacy Staff Training (FAST)	Army FAP Worldwide Conference	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
Action Officer Development Course (AODC) www.amsc.belvoir.army.mil				
Contracting Course (AKO website)				

Curriculum: Victim Advocate GS-0101-09
 Victim Advocate Coordinator GS-0101-11

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Self-Development Activities
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	ACS Directors' Leadership and Management Course www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Enhance Leadership Skills—Community Activities
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Family Advocacy Command Assistance Training (FACAT)	Army War College/NDU http://cpol.army.mil/library.train/catalog.toc.html (GS 14/15)	Presentation Skills
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Advanced Family Advocacy Staff Training (FASTA)	Executive Development for Directors of DMWR www.mwraonline.com		
Family Advocacy Staff Training (FAST)	Army FAP Worldwide Conference	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
Action Officer Development Course (AODC) www.amsc.belvoir.army.mil				
Contracting Course (AKO website)				

Curriculum: Relocation Program Manager-GS-0101-11

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Self- Development Activities
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	ACS Directors' Leadership and Management Course www.mwraline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Enhance leadership skills—community activities
CFS Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Presentation skills
Priority I (Functional)				
Relocation Program Managers Course www.mwraonline.com				
Action Officer Development Course (AODC) www.amsc.belvoir.army.mil				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
Contracting Course (on line at AKO)				
Relocation Readiness Conference				

Curriculum: AFAP Program Manager
 GS-0185-12

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Self- Development Activities
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Contracting Course (AKO website)	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Enhance Leadership Skills—Community Activities
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	Senior Service College (SSC) http://cpol.army.mil/library.train/catalog.toc.html (GS 14/15)	Presentation Skills
Priority I (Functional)				
AFAP Program Managers Course/MWR Academy www.mwraonline.com				Managing Volunteers
Action Officer Development Course (AODC) www.amsc.belvoir.army.mil				Facilitation Training
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				

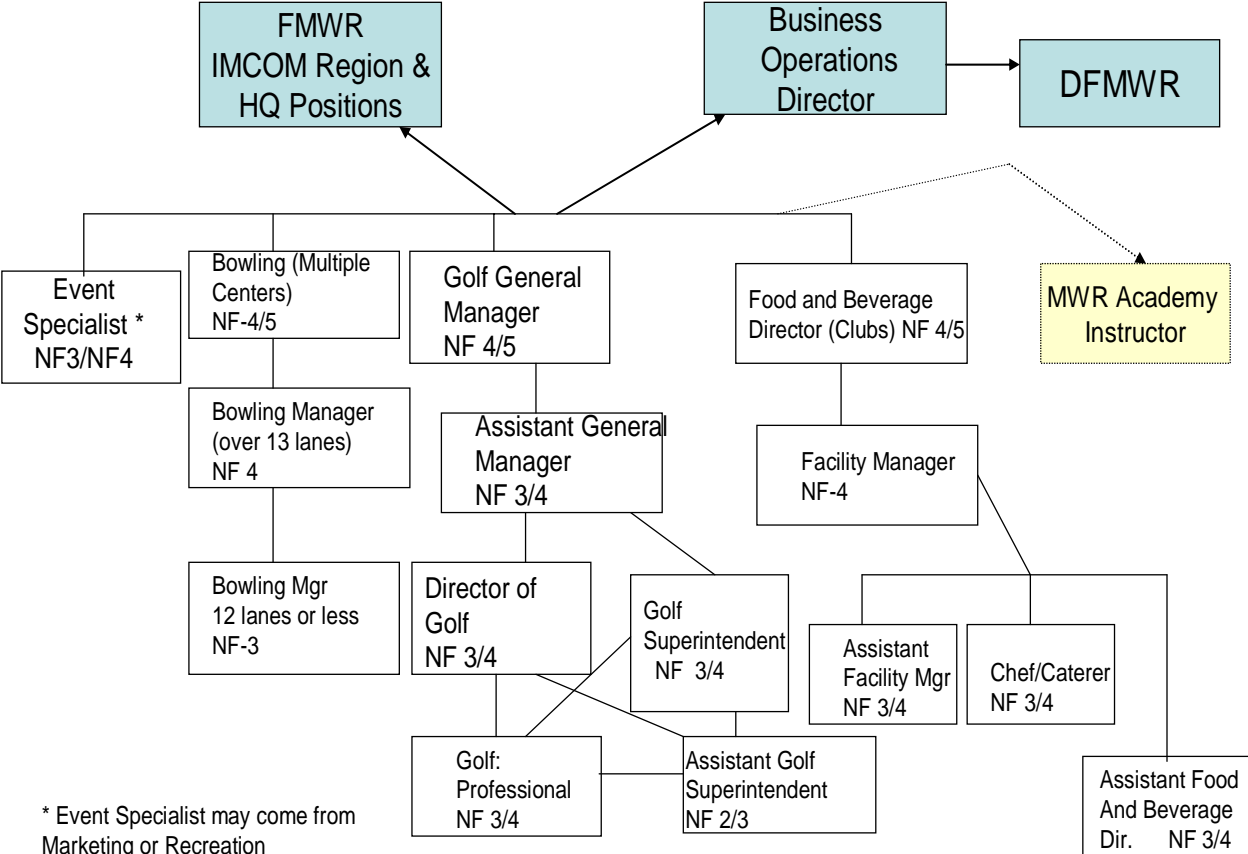
Curriculum: Army Community Service Director
 GS 0101-12/13

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Self- Development Activities
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Enhance Leadership Skills—Community Activities
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil		Senior Service College (SSC) http://cpol.army.mil/library.train/catalog.toc.html (GS 14/15)	Presentation Skills
Priority I (Functional)				Strategic Planning
ACS Directors' Leadership and Management Course www.mwraonline.com	Budget Presentation and Justification			Post Graduate Courses
Action Officer Development Course (AODC) www.amsc.belvoir.army.mil				CEUs
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				Writing Effective Budget Justification

MORALE, WELFARE & RECREATION (MWR)

BUSINESS

BUSINESS PROGRAMS



* Event Specialist may come from Marketing or Recreation

Business Programs Career Ladder

Curriculum: Bowling Center Manager, Cat B (12 lanes and under) and Bowling Assistant Center Manager, CAT C (14 lanes and over), NF-1101-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Business Program Management and Leadership www.mwraonline.com	Basic NAF Contracting www.mwraonline.com	Level II Bowling Center Management Certification www.armymwr.org	International Bowling Pro Shop Instructor's Association Certification
MWR Basic Management Course www.mwraonline.com	Food and Beverage Management www.mwraonline.com	Marketing Management www.mwraonline.com	Coaching Certification Level I www.armymwr.org	Coaching Level II or Level III
Priority I (Functional)				
Level I Bowling Center Management Certification www.armymwr.org	NAF Acquisition Management www.mwraonline.com	Applied Financial Planning-Breakeven Analysis www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	
ServSafe Alcohol www.mwraonline.com	Full Service Culinary Skills www.mwraonline.com	Applied Financial Planning-Forecasting www.mwraonline.com		
ServSafe Food Sanitation www.mwraonline.com	FoodTrak www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com		
First Aid & CPR Offered Locally	Operation Excellence (OPEX) Customer Service www.mwraonline.com	Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
RecTrac! For Functional Administrators www.mwraonline.com		Programming and Special Events www.mwraonline.com		
		Management for Catering Professionals www.mwraonline.com		

Curriculum: Bowling Center Manager, CAT C (14 lanes and over),
NF-1101-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Business Program Management and Leadership www.mwraonline.com	Marketing Management www.mwraonline.com	Level II Bowling Center Management Certification www.armymwr.org	International Bowling Pro Shop Instructor's Association Certification
MWR Basic Management Course www.mwraonline.com	Food and Beverage Management www.mwraonline.com	Programming and Special Events www.mwraonline.com	Coaching Certification Level I	Coaching Level II or Level III
Priority I (Functional)				
Level I Bowling Center Management Certification www.armymwr.org	Basic NAF Contracting www.mwraonline.com	Applied Financial Planning-Breakeven Analysis www.mwraonline.com	Executive Leadership and Management for MWR Division Chiefs www.mwraonline.com	Public Speaking and Presentation Skills Locally Provided
NAF Acquisition Management www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Applied Financial Planning-Forecasting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Executive Writing Skills
First Aid & CPR Offered Locally	Operation Excellence (OPEX) Customer Service www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com		Strategic Planning Locally Provided
RecTrac! for Functional Administrators www.mwraonline.com		Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
		CES Intermediate Course (IC) www.amsc.belvoir.army.mil		

Curriculum: Multi-Unit Bowling Center Manager, NF-1101-5

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Business Program Management and Leadership www.mwraonline.com	Marketing Management www.mwraonline.com	Senior Service College http://cpol.army.mil/library.train/catalog.toc.html (NF-5)	Labor Negotiations Locally Provided
MWR Basic Management Course www.mwraonline.com	Food and Beverage Management www.mwraonline.com	Programming and Special Events www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Public Speaking and Presentation Skills Locally Provided
Priority I (Functional)				
Level I Bowling Center Management Certification www.armymwr.org	Basic NAF Contracting www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	Executive Writing Skills
RecTrac! for Functional Administrators www.mwraonline.com	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		Executive Development for Directors of DMWR www.mwraonline.com	
First Aid & CPR Offered Locally	Applied Financial Planning-Forecasting www.mwraonline.com		Strategic Planning Locally Provided	
	Applied Financial Planning-Retail Sales www.mwraonline.com			
	Applied Financial Planning-Income Statement Analysis www.mwraonline.com			

Curriculum Cont'd: Multi-Unit Bowling Center Manager, NF-1101-5

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil			
	Operation Excellence (OPEX) Customer Service www.mwraonline.com			

Curriculum: Business Programs: Golf General Manager (NF-4/5)/Director of Golf (NF-1101-3/4)/Golf Professional (NF-1101-3/4)

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	PGA Class A Certification
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.atsc.army.mil	Applied Financial Planning-Breakeven Analysis www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	Public Speaking and Presentation Skills Locally Provided
Priority I (Functional)				
ServSafe Alcohol www.mwraonline.com	GolfTrac Training Contract/Locally Provided	Applied Financial Planning-Forecasting www.mwraonline.com	Executive Development for Directors of DMWR www.mwraonline.com	Annual PGA/Armed Forces Golf Managers Seminar
ServSafe Food Sanitation www.mwraonline.com	Operation Excellence (OPEX) Customer Service www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com		Leadership Skills Locally Provided
First Aid & CPR Offered Locally	Business Program Management and Leadership www.mwraonline.com	Applied Financial Planning-Income Statement Analysis www.mwraonline.com		Strategic Planning Locally Provided
Effective Writing Locally Provided	NAF Acquisition Management www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil		
	Management for Golf Course Superintendents www.mwraonline.com	Programming and Special Events www.mwraonline.com		

Curriculum Cont'd: Business Programs: Golf General Manager (NF-1101-4/5)
 Director of Golf (NF-1101-3/4) and Golf Professional (NF-1101-3/4)

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
	Food and Beverage Management www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		

Curriculum: Business Programs: Golf Course Superintendent (NF-1601-3/4)/Assistant Golf Course Superintendent (NF-1601-2/3)

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Golf Course Superintendent Certification www.qcsaa.com
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Applied Financial Planning-Breakeven Analysis www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	Public Speaking and Presentation Skills Locally Provided
Priority I (Functional)				
First Aid & CPR Offered Locally		Applied Financial Planning-Forecasting www.mwraonline.com	Executive Development for Directors of DMWR www.mwraonline.com	Leadership Skills Locally Provided
Management for Golf Course Superintendents www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Applied Financial Planning-Retail Sales www.mwraonline.com		Strategic Planning Locally Provided
Chemical Application Certification www.cs.amedd.army.mil	Operation Excellence (OPEX) Customer Service www.mwraonline.com	Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
	Business Program Management and Leadership www.mwraonline.com	Programming and Special Events www.mwraonline.com		
	Annual PGA/Armed Forces Golf Managers Seminar	GolfTrac Training Contract/Locally Provided		

Curriculum Cont'd: Business Programs: Golf Course
 Superintendent (NF-1601-3/4)/Assistant Golf Course Superintendent (NF-1601-2/3)

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
		CES Intermediate Course (IC) www.amsc.belvoir. army.mil		

Curriculum: Assistant Facility Manager, NF-1101-3/4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Marketing Management www.mwraonline.com	Business Program Management and Leadership www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Foodservice Management Professional Certification
MWR Basic Management Course www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		Annual National Bar and Nightclub Show
Priority I (Functional)				
Food and Beverage Management www.mwraonline.com	First Aid & CPR Offered Locally	Applied Financial Planning-Forecasting www.mwraonline.com		Annual Restaurant Association Convention
Operation Excellence (OPEX) Customer Service www.mwraonline.com		Applied Financial Planning-Retail Sales www.mwraonline.com		
Bar and Beverage Management www.mwraonline.com		Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
		Programming and Special Events www.mwraonline.com		
		Basic NAF Contracting www.mwraonline.com		
		CES Intermediate Course (IC) www.amsc.belvoir.army.mil		

Curriculum: Chef/Caterer, NF-1101-3/4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Marketing Management www.mwraonline.com	Business Program Management and Leadership www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Foodservice Management Professional Certification
MWR Basic Management Course www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		National Association of Catering Executives or Equivalent Certification
Priority I (Functional)				
Food and Beverage Management www.mwraonline.com	First Aid & CPR Offered Locally	Applied Financial Planning-Forecasting www.mwraonline.com		Annual National Bar and Nightclub Show
Bar and Beverage Management www.mwraonline.com		Applied Financial Planning-Retail Sales www.mwraonline.com		Annual National Restaurant Association Convention
Operation Excellence (OPEX) Customer Service www.mwraonline.com		Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
Management for Catering Professionals www.mwraonline.com		Programming and Special Events www.mwraonline.com		
		Basic NAF Contracting www.mwraonline.com		
		CES Intermediate Course (IC) www.amsc.belvoir.army.mil		

Curriculum: Assistant Food and Beverage Director, NF-1101-3/4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation www.mwraonline.com	Marketing Management www.mwraonline.com	Business Program Management and Leadership www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Foodservice Management Professional Certification
MWR Basic Management Course www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		National Association of Catering Executives or Equivalent Certification
Priority I (Standard)				
Food and Beverage Management www.mwraonline.com	First Aid & CPR Offered Locally	Applied Financial Planning-Forecasting www.mwraonline.com		Annual National Bar and Nightclub Show
Bar and Beverage Management www.mwraonline.com		Applied Financial Planning-Retail Sales www.mwraonline.com		Annual National Restaurant Association Convention
Operation Excellence (OPEX) Customer Service www.mwraonline.com		Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
		Programming and Special Events www.mwraonline.com		
		Basic NAF Contracting www.mwraonline.com		
		CES Intermediate Course (IC) www.amsc.belvoir.army.mil		

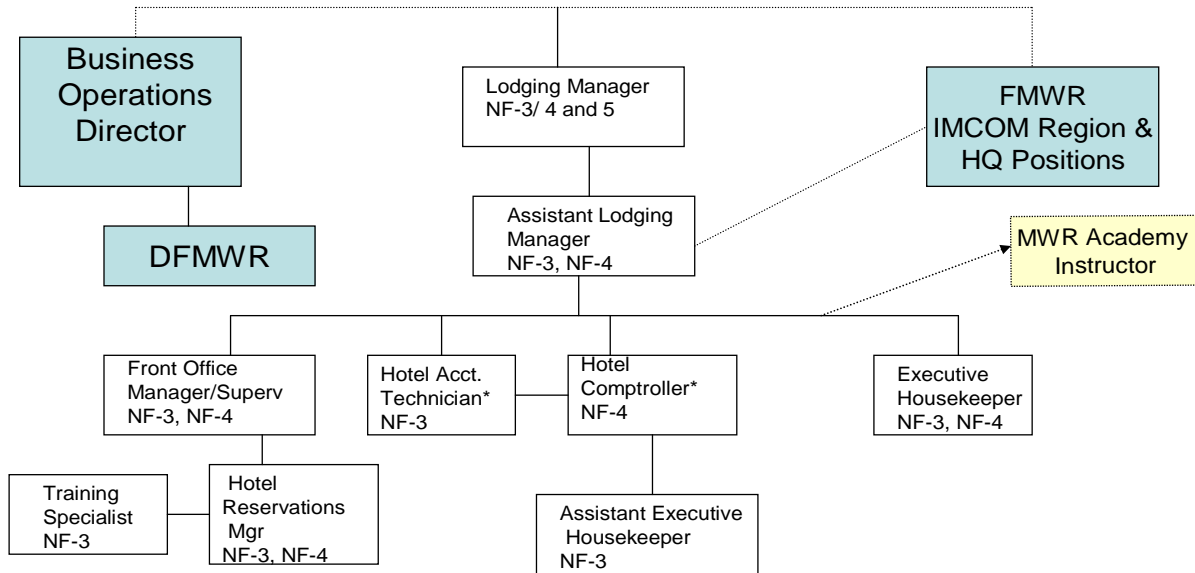
Curriculum: Facility Manager, NF-1101-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Applied Financial Planning-Breakeven Analysis www.mwraonline.com	Executive Leadership and Management for MWR Division Chiefs www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Foodservice Management Professional Certification
MWR Basic Management Course www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com	NAF Basic Contracting www.mwraonline.com		Annual National Bar and Nightclub Show
Priority I (Functional)				
Food and Beverage Management www.mwraonline.com	Applied Financial Planning-Forecasting www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Annual National Restaurant Association Convention
Bar and Beverage Management www.mwraonline.com	Applied Financial Planning-Income Statement Analysis www.mwraonline.com			
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Programming and Special Events www.mwraonline.com			
Operation Excellence (OPEX) Customer Service www.mwraonline.com	Business Program Management and Leadership www.mwraonline.com			
First Aid & CPR Offered Locally				

Curriculum: Food and Beverage Director, NF-1101-4/5

Priority I	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation www.mwraonline.com	Applied Financial Planning-Breakeven Analysis www.mwraonline.com	Executive Leadership and Management for MWR Division Chiefs www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Foodservice Management Professional Certification
MWR Basic Management Course www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Annual National Bar and Nightclub Show
Priority I (Functional)				
Food and Beverage Management www.mwraonline.com	Applied Financial Planning-Forecasting www.mwraonline.com			Annual National Restaurant Association Convention
Bar and Beverage Management www.mwraonline.com	Applied Financial Planning-Income Statement Analysis www.mwraonline.com			
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Programming and Special Events www.mwraonline.com			
Operation Excellence (OPEX) Customer Service www.mwraonline.com	Business Program Management and Leadership www.mwraonline.com			
First Aid & CPR Offered Locally				

LODGING



*Dependent on number of rooms

Lodging Career Ladder

**Note 1: Individuals can get certifications such as Certified Hotel Administrator (CHA), Certified Lodging Manager (CLM), Certified Hospitality Trainer (CHT) and Certified Hospitality Housekeeping Executive (CHHE).

Curriculum: Lodging Operations—Assistant Manager, NF-1173-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	NAF Basic Contracting www.mwraonline.com		Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Contracting Officer's Representative Training (COR)		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Operation Excellence (OPEX) Customer Service www.mwraonline.com			
	Netware 6 Advanced www.mwraonline.com			
	Business Program Management and Leadership www.mwraonline.com			
	Lodging Customer Service www.mwraonline.com			
	Process and Quality Leadership for the Hospitality Industry www.mwraonline.com			
	Lodging Supply Chain Management www.mwraonline.com			

Curriculum Cont'd: Lodging Operations—Assistant Manager, NF-1173-3

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
	Lodging Supervision www.mwraonline.com			
	Hotel Operations www.mwraonline.com			
	Performance Analysis in Hospitality Operations www.mwraonline.com			
	Effective Organizational Leadership for Hospitality Managers www.mwraonline.com			
	Value Creation in Hospitality Organizations www.mwraonline.com			
	Strategic Leadership for Hospitality Managers www.mwraonline.com			
	Strategic Communications for Lodging Managers www.mwraonline.com			

Curriculum: Lodging Operations—Lodging Manager, NF-1173-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Action Officer Development Course www.amsc.belvoir.army.mil	NAF Basic Contracting www.mwraonline.com		Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com	Operation Excellence (OPEX) Customer Service www.mwraonline.com	Contracting Officer's Representative Training (COR)		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Supervisor Development Course (SDC) www.amsc.belvoir.army.mil	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		
	Lodging Supply Chain Management www.mwraonline.com	Applied Financial Planning-Forecasting www.mwraonline.com		
	Lodging Supervision www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com		
	Lodging Strategic Financial Management www.mwraonline.com	Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
	Hotel Operations www.mwraonline.com			
	Performance Analysis in Hospitality Operations www.mwraonline.com			

Curriculum Cont'd: Lodging Operations—Lodging Manager, NF-1173-3

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
	Effective Organizational Leadership for Hospitality Mgrs www.mwraonline.com			
	Supervisor Development Course (SDC) www.amsc.belvoir.army.mil			
	Value Creation in Hospitality Organizations www.mwraonline.com			
	Process and Quality Leadership for the Hospitality Industry www.mwraonline.com			
	Strategic Leadership for Hospitality Managers www.mwraonline.com			
	Strategic Communications for Lodging Managers www.mwraonline.com			

Curriculum: Lodging Operations—Hotel Reservations Manager, NF-1173-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Action Officer Development Course www.amsc.belvoir.army.mil			Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com	Operation Excellence (OPEX) Customer Service www.mwraonline.com			
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Supervisor Development Course (SDC) www.amsc.belvoir.army.mil			
	Lodging Supervision www.mwraonline.com			
	Hotel Operations www.mwraonline.com			

Curriculum: Lodging Operations—Hotel Accounting Technician, NF-3
 Hotel Comptroller, NF-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Action Officer Development Course www.amsc.belvoir.army.mil	NAF Basic Contracting www.mwraonline.com		Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com				Strategic Financial Management
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				

Curriculum: Lodging Operations—Training Specialist, NF-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Action Officer Development Course www.amsc.belvoir.army.mil	Performance Plus Training		Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil			
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Operation Excellence (OPEX) Customer Service www.mwraonline.com			
	Lodging Group Leaders Course www.mwraonline.com			

Curriculum: Lodging Operations—Assistant Executive Housekeeper,
NF-1601-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Action Officer Development Course www.amsc.belvoir.army.mil			Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil			
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Operation Excellence (OPEX) Customer Service www.mwraonline.com			
	Performance Plus Training			
	Lodging Group Leaders Course www.mwraonline.com			

Curriculum: Lodging Operations—Executive Housekeeper, NF-1601-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil			Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com	Action Officer Development Course www.amsc.belvoir.army.mil			
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Operation Excellence (OPEX) Customer Service www.mwraonline.com			
	Lodging Supply Chain Management www.mwraonline.com			
	Lodging Supervision www.mwraonline.com			
	Lodging Group Leaders Course www.mwraonline.com			
	Hotel Operations www.mwraonline.com			
	Strategic Leadership for Hospitality Managers www.mwraonline.com			

Curriculum: Lodging Operations—Front Office Manager, NF-1173-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Action Officer Development Course www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil			
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Operation Excellence (OPEX) Customer Service www.mwraonline.com			
	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil			
	Lodging Supervision www.mwraonline.com			
	Hotel Operations www.mwraonline.com			
	Effective Organizational Leadership for Hospitality Managers www.mwraonline.com			
	Strategic Leadership for Hospitality Managers www.mwraonline.com			

**Curriculum Cont'd: Lodging Operations—Front Office Manager,
NF-1173-4**

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
	Lodging Supply Chain Management www.mwraonline.com			
	Strategic Financial Management			
	Performance Plus			

Curriculum: Lodging Operations—Executive Housekeeper, NF-1601-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Effective Organizational Leadership for Hospitality Managers www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Strategic Leadership for Hospitality Managers www.mwraonline.com		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Operation Excellence (OPEX) Customer Service www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
	Lodging Supply Chain Management www.mwraonline.com			
	Lodging Supervision www.mwraonline.com			
	Hotel Operations www.mwraonline.com			
	Lodging Customer Service www.mwraonline.com			
	Lodging Group Leaders Course www.mwraonline.com			
	Performance Plus			

Curriculum: Lodging Operations—Hotel Reservations Manager, NF-1173-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Action Officer Development Course www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil			
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Operation Excellence (OPEX) Customer Service www.mwraonline.com			
	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil			
	Lodging Supervision www.mwraonline.com			
	Hotel Operations www.mwraonline.com			
	Lodging Customer Service www.mwraonline.com			
	Performance Plus Training			

Curriculum: Lodging Operations—Lodging Manager, NF-1173-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	NAF Basic Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com	Manager Development Course www.amsc.belvoir.army.mil	Contracting Officer Representative Training (COR) www.mwraonline.com		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Operation Excellence (OPEX) Customer Service www.mwraonline.com	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		
	Business Program Management and Leadership www.mwraonline.com	Applied Financial Planning-Forecasting www.mwraonline.com		
	Lodging Supply Chain Management www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com		
	Lodging Supervision www.mwraonline.com	Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
	Strategic Financial Management	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		

Curriculum Cont'd: Lodging Operations—Lodging Manager, NF-1173-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
	Hotel Operations www.mwraonline.com			
	Performance Analysis in Hospitality Operations www.mwraonline.com			
	Effective Organizational Leadership for Hospitality Managers www.mwraonline.com			
	Process and Quality Leadership for the Hospitality Industry www.mwraonline.com			
	Strategic Leadership for Hospitality Managers www.mwraonline.com			
	Value Creation in Hospitality Organizations www.mwraonline.com			
	Lodging Customer Service www.mwraonline.com			
	Strategic Communications for Lodging Managers www.mwraonline.com			

Curriculum: Lodging Operations—Assistant Manager, NF-1173-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course www.amsc.belvoir.army.mil	NAF Basic Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Contracting Officer's Representative Training (COR) www.mwraonline.com		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Operation Excellence (OPEX) Customer Service www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
	Business Program Management and Leadership www.mwraonline.com			
	Lodging Supervision www.mwraonline.com			
	Process and Quality Leadership for the Hospitality Industry www.mwraonline.com			

Curriculum Cont'd: Lodging Operations—Assistant Manager, NF-1173-4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
	Lodging Supply Chain Management www.mwraonline.com			
	Strategic Financial Management Course			
	Hotel Operations www.mwraonline.com			
	Lodging Customer Service www.mwraonline.com			
	Performance Analysis in Hospitality Operations www.mwraonline.com			
	Effective Organizational Leadership for Hospitality Managers www.mwraonline.com			
	Strategic Communications for Lodging Managers www.mwraonline.com			
	Strategic Leadership for Hospitality Managers www.mwraonline.com			
	Value Creation in Hospitality Organizations www.mwraonline.com			

Curriculum: Lodging Operations—Front Office Manager, NF-1173-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Action Officer Development Course www.amsc.belvoir.army.mil	Effective Organizational Leadership for Hospitality Managers www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Strategic Financial Management Course		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Operation Excellence (OPEX) Customer Service www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
Performance Plus	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil			
	Lodging Supervision www.mwraonline.com			
	Hotel Operations www.mwraonline.com			
	Lodging Customer Service www.mwraonline.com			
	Strategic Communications for Lodging Managers www.mwraonline.com			

Curriculum: Lodging Operations—Lodging Manager, NF-1173--5

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Strategic Leadership for Hospitality Managers www.mwraonline.com	NAF Basic Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Hospitality Diplomas and Professional Certifications through Educational Institute of AH&LA, i.e. CHA, CLM, CHHE, CHS (Note 1)
MWR Basic Management Course www.mwraonline.com	Process and Quality Leadership for the Hospitality Industry www.mwraonline.com	Contracting Officer Representative Training (COR) www.mwraonline.com	Senior Service College http://cpol.army.mil/library/train/catalog/toc.html (NF-5)	
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Operation Excellence (OPEX) Customer Service www.mwraonline.com	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		
Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Business Program Management and Leadership www.mwraonline.com	Applied Financial Planning-Forecasting www.mwraonline.com		
	Lodging Supply Chain Management www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com		
	Lodging Customer Service www.mwraonline.com	Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
	Lodging Supervision www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		

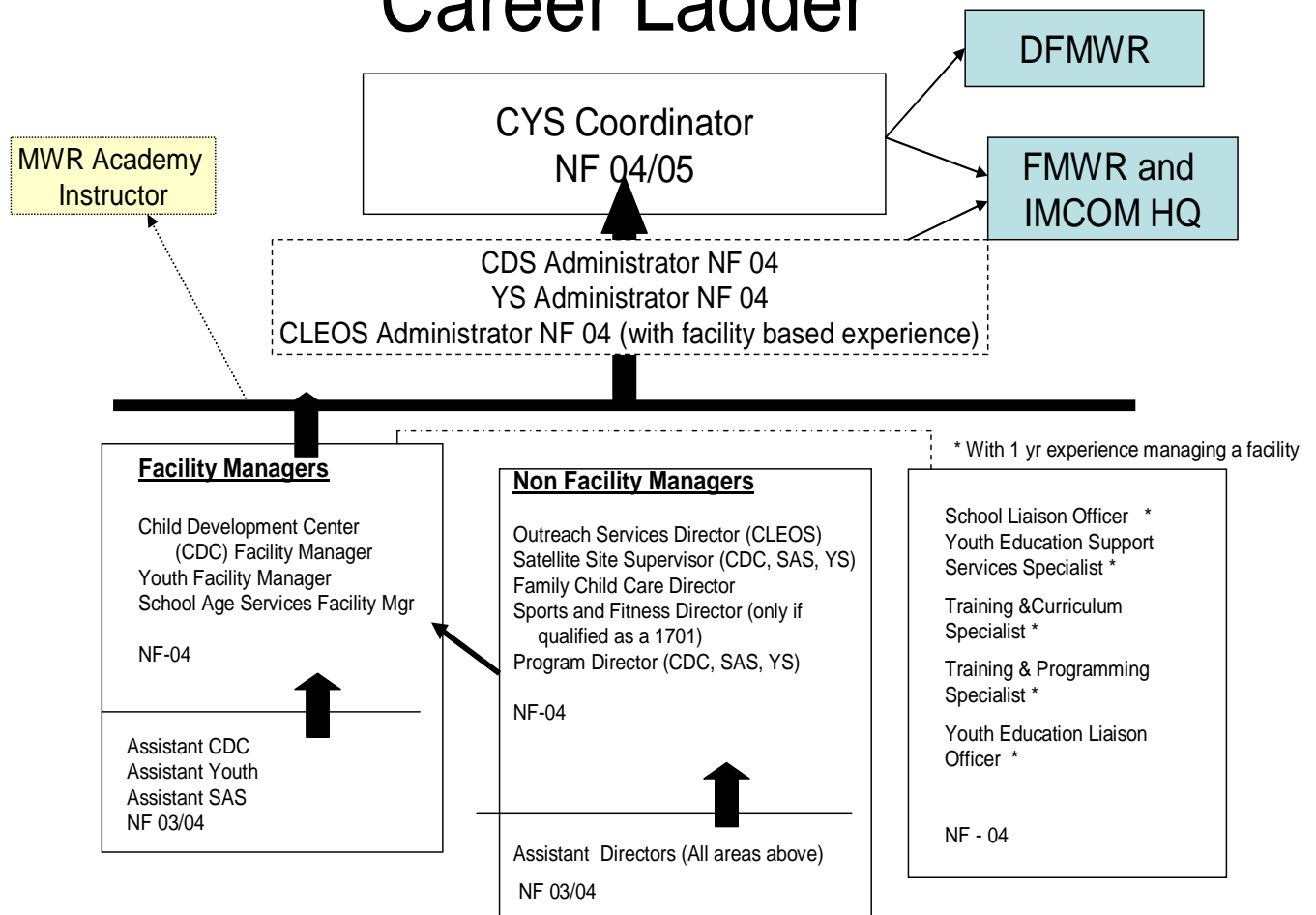
Curriculum Cont'd: Lodging Operations—Lodging Manager, NF-1173-5

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self- Directed Professional Development
	Strategic Financial Management	Value Creation in Hospitality Organizations www.mwraonline.com		
	Hotel Operations www.mwraonline.com	Strategic Communications for Lodging Managers www.mwraonline.com		
	Performance Analysis in Hospitality Operations www.mwraonline.com			
	Effective Organizational Leadership for Hospitality Managers www.mwraonline.com			

**MORALE, WELFARE & RECREATION
(MWR)**

CHILD & YOUTH (C&Y)

Child and Youth Services Career Ladder



Curriculum: Child and Youth Services Coordinator, NF-1701-4/5

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	CFS/CYS Coordinator's Course www.mwraonline.com	Executive Development for Directors of DMWR www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Involvement in State/Local Professional Associations
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	Senior Service College http://cpol.army.mil/library/train/catalog/toc.html (NF-5)	Presentation Skills
Priority I (Functional)				
Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil			Professional Credentials/Endorsements
CYS Space Census-FCC www.mwraonline.com	Executive Leadership and Management for MWR Division Chiefs www.mwraonline.com			
Army CYS Management Foundation Training Program	DoD/FMWRC/IMA CYS Sponsored Training			
Army CYS Management Annual Training Program				
Contracting Officer's Representative Course, (COR)				

Curriculum Cont'd: Child and Youth Services Coordinator, NF-1701-4/5,

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Applied Financial Planning-Breakeven Analysis www.mwraonline.com				
Applied Financial Planning-Forecasting www.mwraonline.com				
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				
Basic NAF Contracting www.mwraonline.com				

Curriculum: Child and Youth Administrator, NF-1701-4

(Encompasses Child; Youth; and Liaison, Education and Outreach Services Administrator Positions)

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	CFS/CYS Coordinator's Course www.mwraonline.com	Executive Development for Directors of DMWR www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Involvement in State/Local Professional Associations
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	Senior Service College http://cpol.army.mil/library/train/catalog/toc.html (NF-5)	Presentation Skills
Priority I (Functional)				
Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil			Professional Credentials/ Endorsements
Contracting Officer's Representative Course, (COR)	FMWRC/IMA/CYS Sponsored Training			
Army CYS Management Foundation Training Program				
Army CYS Management Annual Training Program	Basic NAF Contracting www.mwraonline.com			
Applied Financial Planning-Breakeven Analysis www.mwraonline.com				
Applied Financial Planning-Forecasting www.mwraonline.com				
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				

Curriculum: Child and Youth Facility Director, NF-1701-4

Encompasses Child Development Center, School-Age Center and Youth Center Director Positions

Child and Youth Satellite Site Director, NF-1701-4

Encompasses Child Development Satellite Site, School-Age Satellite Site and Youth Satellite Site Director Positions

Child and Youth Program Director, NF-1701-3

Encompasses Child Development Programs, School-Age Programs, and Youth Programs Director Positions

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	CFS/CYS Facility Director Course www.mwraonline.com	CFS/CYS Coordinator's Course www.mwraonline.com		Involvement in State/Local Professional Associations
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Appropriate Credential Representative Certification Training		Presentation Skills
Priority I (Functional)				
Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com		Professional Credentials/ Endorsements
Army CYS Management Foundation Training Program	Action Officer Development Course (AODC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
Army CYS Management Annual Training Program	Appropriate National Accreditation Endorser/ Validator/ Sports Credential Certification Training			
Applied Financial Planning-Breakeven Analysis www.mwraonline.com	FMWRC/IMA/CYS Sponsored Training			

Curriculum Cont'd: Child and Youth Facility Director, NF-1701-4,

Encompasses Child Development Center, School-Age Center and Youth Center Director Positions

Child and Youth Satellite Site Director, NF-1701-4

Encompasses Child Development Satellite Site, School-Age Satellite Site and Youth Satellite Site Director Positions

Child and Youth Program Director, NF-1701-3

Encompasses Child Development Programs, School-Age Programs, and Youth Programs Director Positions

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Applied Financial Planning-Forecasting www.mwraonline.com				
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				

Curriculum: Child and Youth Family Child Care Director,
NF-1701-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	CFS/CYS FCC Director Course www.mwraonline.com	CFS/CYS Coordinator's Course www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Involvement in State/Local Professional Associations
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	CDA Credential Representative Certification Training		Presentation Skills
Priority I (Functional)				
Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		Professional Credentials/Endorsements
Contracting Officer's Representative Course, (COR)	Action Officer Development Course (AODC) www.amsc.belvoir.army.mil	Applied Financial Planning-Forecasting www.mwraonline.com		
Army CYS Management Foundation Training Program	DoD/FMWRC/IMA CYS Sponsored Training	Applied Financial Planning-Retail Sales www.mwraonline.com		
Army CYS Management Annual Training Program	National Association for Family Child Care Certified Observer Training	Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
Basic NAF Contracting www.mwraonline.com		CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
CYS Space Census-FCC www.mwraonline.com				

Curriculum:

Child and Youth Liaison, Education and Outreach Services Director

Child and Youth Outreach Services Director

Child and Youth Education Support Services Director

Child and Youth Education and Liaison Officer

Child and Youth School Liaison Officer

NF-1701-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	CFS/CYS CLEOS/SLO/OS Course www.mwraonline.com	CFS/CYS Coordinator's Course www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Involvement in State/Local Professional Associations
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	CFS/CYS Facility Director's Course www.mwraonline.com		Presentation Skills
Priority I (Functional)				
Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Contracting Officer's Representative Course, (COR)		Professional Credentials/ Endorsements
Army CYS Management Foundation Training Program	Action Officer Development Course (AODC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com		
Army CYS Management Annual Training Program	DoD/FMWRC/IMA CYS Sponsored Training	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
Applied Financial Planning-Breakeven Analysis www.mwraonline.com				
Applied Financial Planning-Forecasting www.mwraonline.com				

Curriculum Cont'd:

Child and Youth Liaison, Education and Outreach Services Director

Child and Youth Outreach Services Director

Child and Youth Education Support Services Director

Child and Youth Education and Liaison Officer

Child and Youth School Liaison Officer

NF-1701-4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Applied Financial Planning-Retail Sales www.mwraonline.co m				
Applied Financial Planning-Income Statement Analysis www.mwraonline.co m				

Curriculum: Child and Youth Sports and Fitness Director,
NF-0030-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	CFS/CYS Sports and Fitness Course www.mwraonline.com	CFS/CYS Facility Director's Course www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Involvement in State/Local Professional Associations
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Presentation Skills
Priority I (Functional)				
Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil			Professional Credentials/Endorsements
Certified Sports Administration Credential training	Action Officer Development Course (AODC) www.amsc.belvoir.army.mil			
Army CYS Management Foundation Training Program	DoD/FMWRC/IMA CYS Sponsored Training			
Army CYS Management Annual Training Program	Contracting Officer's Representative Course, (COR)			
Applied Financial Planning-Breakeven Analysis www.mwraonline.com	Basic NAF Contracting www.mwraonline.com			
Applied Financial Planning-Forecasting www.mwraonline.com				

**Curriculum Cont'd: Child and Youth Sports and Fitness Director,
NF-0030-4**

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				

Curriculum: Child and Youth Assistant Director, NF-1701-3/4

Encompasses Child Development Center, School-Age Center and Youth Center Assistant Director Positions

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	CFS/CYS Facility Director's Course www.mwraonline.com		Involvement in State/Local Professional Associations
MWR Basic Management Course www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Presentation Skills
Priority I (Functional)				
Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Action Officer Development Course (AODC) www.amsc.belvoir.army.mil			Professional Credentials/Endorsements
Army CYS Management Foundation Training Program	DoD/FMWRC/IMA CYS Sponsored Training			
Army CYS Management Annual Training Program	Applied Financial Planning-Breakeven Analysis www.mwraonline.com			
Contracting Officer's Representative Course, (COR)	Applied Financial Planning-Forecasting www.mwraonline.com			
Basic NAF Contracting www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com			
	Applied Financial Planning-Income Statement Analysis www.mwraonline.com			

Curriculum: Child and Youth Assistant Sports Director, NF-0030-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	CFS/CYS Sports and Fitness Course www.mwraonline.com		Involvement in State/Local Professional Associations
MWR Basic Management Course www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil			Presentation Skills
Priority I (Functional)				
Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	DoD/FMWRC/IMA CYS Sponsored Training			Professional Credentials/Endorsements
Army CYS Management Foundation Training Program	Applied Financial Planning-Breakeven Analysis www.mwraonline.com			
Army CYS Management Annual Training Program	Applied Financial Planning-Forecasting www.mwraonline.com			
Contracting Officer's Representative Course, (COR)	Applied Financial Planning-Retail Sales www.mwraonline.com			
Basic NAF Contracting www.mwraonline.com	Applied Financial Planning-Income Statement Analysis www.mwraonline.com			

Curriculum: Child and Youth Training Specialist
 Child and Youth Lead Training Specialist
 NF-1701-04

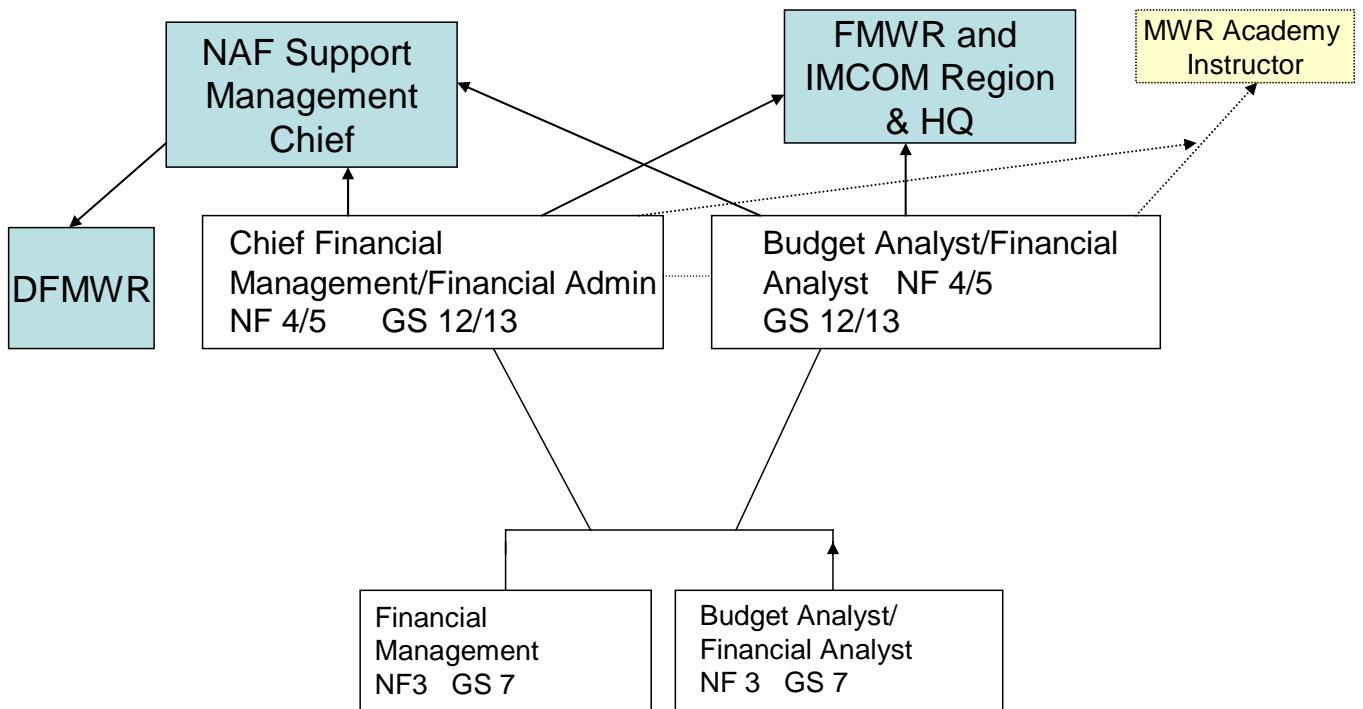
Encompasses Training and Curriculum Specialist and Training and Programming Specialist Positions

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	CFS/CYS TACS/TAPS Course www.mwraonline.com	Applied Financial Planning-Breakeven Analysis www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Involvement in State/Local Professional Associations
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Applied Financial Planning-Forecasting www.mwraonline.com		Presentation Skills
Priority I (Functional)				
Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Applied Financial Planning-Retail Sales www.mwraonline.com		Professional Credentials/Endorsements
Army CYS Management Foundation Training Program	Action Officer Development Course (AODC) www.amsc.belvoir.army.mil	Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
Army CYS Management Annual Training Program	DoD/FMWRC/IMA CYS Sponsored Training	CFS/CYS Facility Director's Course www.mwraonline.com		
	National Accreditation Validator/Endorser/Observer Certification Training	Nationally recognized Certification in First Aid/CPR		
	National Credential Representative Certification Training	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		

MORALE, WELFARE & RECREATION (MWR)

NAF SUPPORT MANAGEMENT

FINANCIAL MANAGEMENT



Financial Management Career Ladder

Curriculum: Chief Financial Management/Financial Administration, NF-4/5

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting Course www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Membership in Professional Societies and Associations
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Executive Development for Directors of DMWR www.mwraonline.com	Senior Service Colleges http://cpol.army.mil/library.train/catalog.toc.html (NF-4)	Professional License/Certification
Priority I (Functional)				
Applied Financial Planning-Breakeven Analysis www.mwraonline.com	Operation Excellence (OPEX) Customer Service www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Professional Reading Program
Applied Financial Planning-Forecasting www.mwraonline.com	Business Program Management and Leadership www.mwraonline.com			Continuing Education
Applied Financial Planning-Retail Sales www.mwraonline.com				Independent Research
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				

Curriculum: Budget Analyst/Financial Analyst, NF-4/5

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting Course www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Membership in Professional Societies and Associations
MWR Basic Management Course www.mwraonline.com	Operation Excellence (OPEX) Customer Service www.mwraonline.com	Executive Development for Directors of DMWR www.mwraonline.com	Senior Service Colleges http://cpol.army.mil/library.train/catalog.toc.html (NF-5)	Professional License/Certification
Priority I (Functional)				
Applied Financial Planning-Breakeven Analysis www.mwraonline.com	Business Program Management and Leadership www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Professional Reading Program
Applied Financial Planning-Forecasting www.mwraonline.com				Continuing Education
Applied Financial Planning-Retail Sales www.mwraonline.com				Independent Research
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				

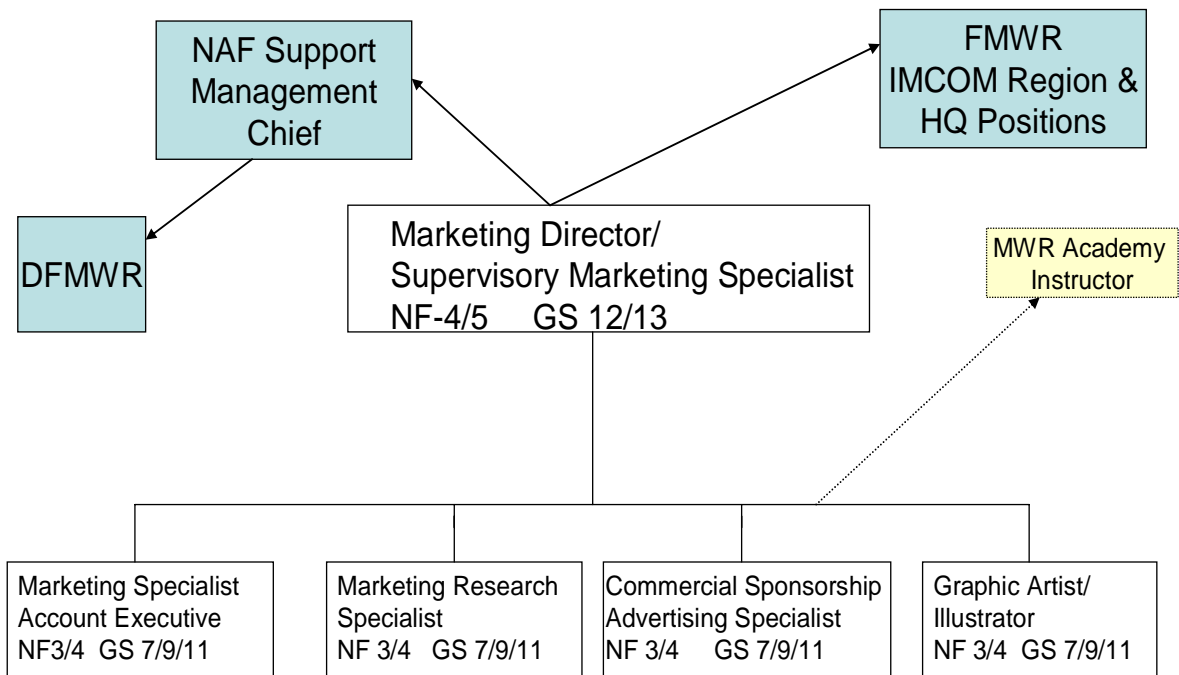
Curriculum: Financial Management, NF-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	MWR Basic Management Course www.mwraonline.com	Basic NAF Contracting Course www.mwraonline.com		Membership in Professional Societies and Associations
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil			Professional License/Certification
Priority I (Functional)				
Applied Financial Planning-Breakeven Analysis www.mwraonline.com	Operation Excellence (OPEX) Customer Service www.mwraonline.com			Professional Reading Program
Applied Financial Planning-Forecasting www.mwraonline.com	Applied Financial Planning www.mwraonline.com			Continuing Education
Applied Financial Planning-Retail Sales www.mwraonline.com				Independent Research
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				

Curriculum: Budget Analyst, NF-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com		Membership in Professional Societies and Associations
MWR Basic Management Course www.mwraonline.com				Professional License/Certification
Priority I (Functional)				
Applied Financial Planning-Breakeven Analysis www.mwraonline.com	Operation Excellence (OPEX) Customer Service www.mwraonline.com			Professional Reading Program
Applied Financial Planning-Forecasting www.mwraonline.com				Continuing Education
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				

MARKETING



Marketing Career Ladder

Curriculum: Marketing Director/Supervisory Marketing Specialist, NF-4/5

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Marketing Management www.mwraonline.com	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Interpersonal Communication
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Programming and Special Events www.mwraonline.com	War Colleges http://cpol.army.mil/library.train/catalog.toc.html (NF-5)	Teambuilding/Group Interaction
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Manager Development Course (MDC) www.amsc.belvoir.army.mil	EEO for Executives		Persuasive Communication
Bi-Annual Army Marketing/Sponsorship Training Conferences	Operation Excellence (OPEX) Customer Service www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Presenting with Technology
	Business Program Management and Leadership www.mwraonline.com	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		Leadership Skills
	Executive Leadership and Management for MWR Division Chiefs www.mwraonline.com			Public Speaking Opportunities/Training
	Executive Development for Directors of DMWR www.mwraonline.com			Information Technology
				Project Management

**Curriculum Cont'd: Marketing Director/Supervisory Marketing Specialist,
NF-4/5**

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
		Applied Financial Planning- Forecasting www.mwraonline.com		Time Management
		Applied Financial Planning-Retail Sales www.mwraonline.com		Strategic Planning
		Applied Financial Planning-Income Statement Analysis www.mwraonline.com		Marketing Planning
				Marketing Research Techniques/ Applications
				Organizational Behavior/ Communication
				Marketing Degree Program

Curriculum: Marketing Specialist/Account Executive, NF-3/4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Marketing Management www.mwraonline.com	NAF Basic Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Interpersonal Communication
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Programming and Special Events www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	Teambuilding/Group Interaction
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Manager Development Course (MDC) www.amsc.belvoir.army.mil	EEO for Executives	War Colleges http://cpol.army.mil/library.train/catalog.toc.html NF-5)	Persuasive Communication
Bi-Annual Army Marketing/Sponsorship Training Conferences	Operation Excellence (OPEX) Customer Service www.mwraonline.com	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		Presenting with Technology
	Business Program Management and Leadership www.mwraonline.com	Applied Financial Planning-Forecasting www.mwraonline.com		Leadership Skills
	Executive Leadership and Management for MWR Division Chiefs www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com		Public Speaking Opportunities/Training
	Executive Development for Directors of DMWR www.mwraonline.com	Applied Financial Planning-Income Statement Analysis www.mwraonline.com		Project Management

Curriculum Cont'd: Marketing Specialist/Account Executive, NF-3/4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
				Time Management
				Strategic Planning
				Principles of Management
				Organizational Behavior/ Communication
				Marketing Research Techniques/ Applications
				Marketing Planning
				Information Technology
				Marketing Degree Program

Curriculum: Marketing Research Specialist, NF-3/4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Marketing Management www.mwraonline.com	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Interpersonal Communication
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Programming and Special Events www.mwraonline.com	War Colleges http://cpol.army.mil/library/train/catalog.toc.html (NF-5)	Teambuilding/Group Interaction
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Manager Development Course (MDC) www.amsc.belvoir.army.mil	EEO for Executives		Persuasive Communication
Bi-Annual Army Marketing/Sponsorship Training Conferences	Operation Excellence (OPEX) Customer Service www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Presenting with Technology
	Business Program Management and Leadership www.mwraonline.com	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		Leadership Skills
	Executive Leadership and Management for MWR Division Chiefs www.mwraonline.com	Applied Financial Planning-Forecasting www.mwraonline.com		Public Speaking Opportunities/Training
	Executive Development for Directors of DMWR www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com		Project Management

Curriculum Cont'd: Marketing Research Specialist, NF-3/4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
		Applied Financial Planning-Income Statement Analysis www.mwraonline.com		Time Management
				Strategic Planning
				Principles of Management
				Organizational Behavior/ Communication
				Information Technology
				Marketing Planning
				Marketing Research Techniques/ Applications
				Marketing Planning
				Marketing Degree Program

Curriculum: Commercial Sponsorship/Advertising Specialist,
NF-3/4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Marketing Management www.mwraonline.com	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Interpersonal Communication
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Programming and Special Events www.mwraonline.com	War Colleges http://cpol.army.mil/library.train/catalog.toc.html (NF-5)	Teambuilding/Group Interaction
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Manager Development Course (MDC) www.mwraonline.com	EEO for Executives		Public Speaking Opportunities/ Training
Bi-Annual Army Marketing/ Sponsorship Training Conferences	Operation Excellence (OPEX) Customer Service www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Attend Civic Meetings Including Chamber of Commerce Meetings, Ad Clubs, etc.
	Business Program Management and Leadership www.mwraonline.com	Applied Financial Planning- Breakeven Analysis www.mwraonline.com		Account/Project Management
	Executive Leadership and Management for MWR Division Chiefs www.mwraonline.com	Applied Financial Planning- Forecasting www.mwraonline.com		Sponsorship Training Including IEG Seminars
	Executive Development for Directors of DMWR www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com		Persuasive Communication

**Curriculum Cont'd: Commercial Sponsorship/Advertising Specialist,
NF-3/4**

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
		Applied Financial Planning-Income Statement Analysis www.mwraonline.com		Presenting with Technology
				Leadership Skills
				Time Management
				Strategic Planning
				Principles of Management
				Organizational Behavior/ Communication
				Information Technology
				Marketing Planning
				Marketing Degree Program
				Marketing Research Techniques/ Applications

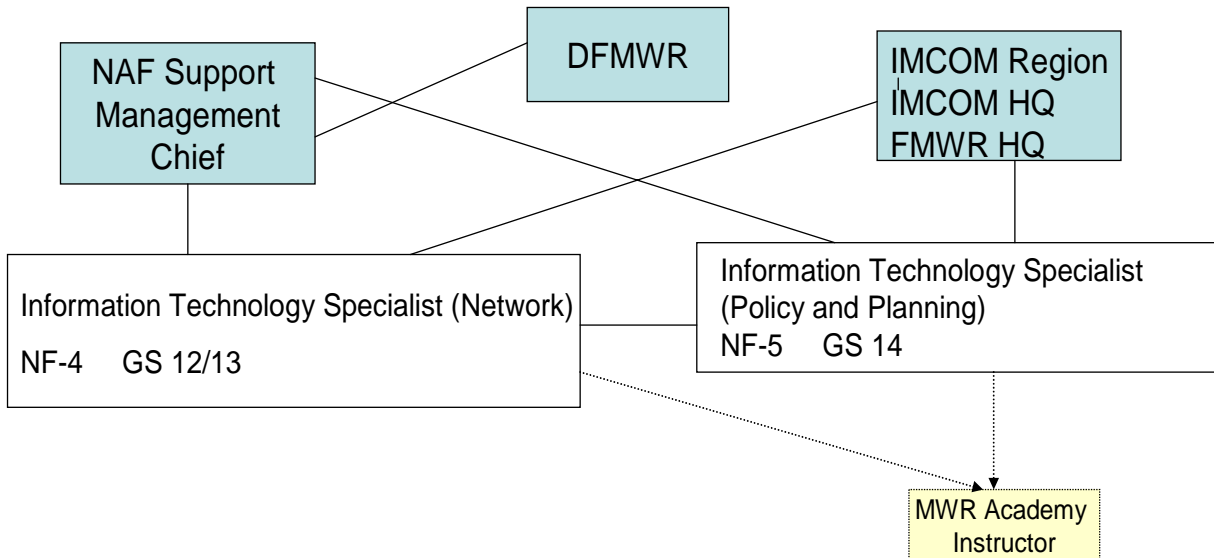
Curriculum: Graphic Artist/Illustrator, NF-3/4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Marketing Management www.mwraonline.com	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Interpersonal Communication
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Programming and Special Events www.mwraonline.com	War Colleges http://cpol.army.mil/library.train/catalog.toc.html (NF-5)	Teambuilding/Group Interaction
Priority I (Functional)				
	Manager Development Course (MDC) www.amsc.belvoir.army.mil	EEO for Executives		Persuasive Communication
Bi-Annual Army Marketing/ Sponsorship Training Conferences	Operation Excellence (OPEX) Customer Service www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Presenting with Technology
	Business Program Management and Leadership www.mwraonline.com	Applied Financial Planning- Breakeven Analysis www.mwraonline.com		Leadership Skills
	Executive Leadership and Management for MWR Division Chiefs www.mwraonline.com	Applied Financial Planning- Forecasting www.mwraonline.com		Public Speaking Opportunities/ Training
	Executive Development for Directors of DMWR www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com		Project Management

Curriculum Cont'd: Graphic Artist/Illustrator, NF-3/4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
		Applied Financial Planning-Income Statement Analysis www.mwraonline.com		Time Management
				Strategic Planning
				Principles of Management
				Organizational Behavior/ Communication
				Information Technology
				Marketing Planning
				Marketing Research Techniques/ Applications
				Marketing Degree Program

INFORMATION TECHNOLOGY

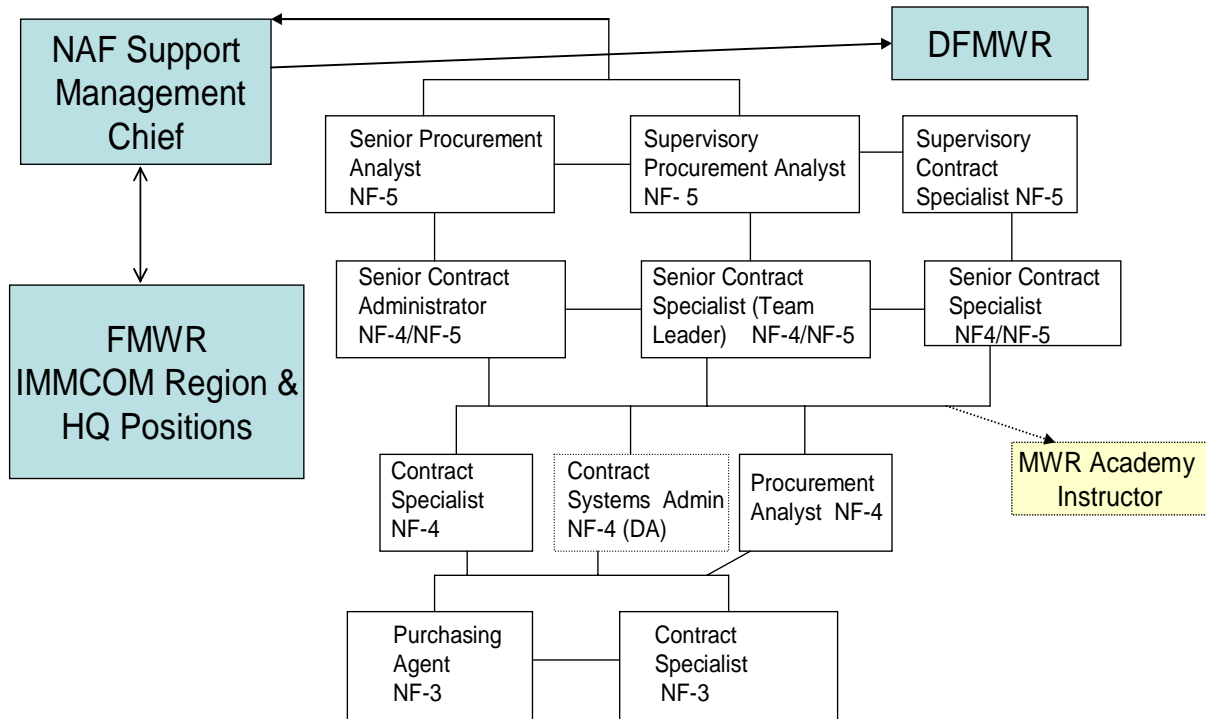


Information Technology Career Ladder

Curriculum: Information Technology Specialists (Regardless of skill set).
 Note: ACTEDS for Career Field 34 applies as well

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Smart-Force CBT Technical Training
MWR Basic Management Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil		Information Assurance 4011 Certification Program National Defense University	
Priority I (Functional)				
Operation Excellence (OPEX) Customer Service www.mwraonline.com	Computer Emergency Response Training		E-Government Certificate Program National Defense University	
Operational Information Systems Security, Volume 1 & 2 (CD)	Intrusion Detection System Training		Senior Service College http://cpol.army.mil/library/train/catalog/toc.html (NF-5)	
IASO/IAM&S Course			CIO Certificate Program National Defense University	
Systems Administrators and Network Managers Security Course				
DoD INFOSEC Awareness (CD)				
Manager Development Course (MDC) www.amsc.belvoir.army.mil				

CONTRACTING



Contracting Career Ladder

Curriculum: Purchasing Agent, NF-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Contract Administration www.mwraonline.com	Contract Law www.mwraonline.com		Membership in Professional Association e.g. NCMA, ISM
MWR Basic Management Course www.mwraonline.com	Contract Price Analysis www.mwraonline.com	Effective Army Writing		Toastmasters
Priority I (Functional)				
Basic NAF Contracting www.mwraonline.com	Effective Communication	Assertiveness Training		Academic Study in Business Management
NAF Acquisition Management Course www.mwraonline.com	Time Management	Contract Negotiation www.mwraonline.com		Professional Referral Program
Automated Procurement System (PRISM)				
Business Administration: Minimum 40 training hours				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Contract Specialist (Trainee), NF-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Contract Price Analysis www.mwraonline.com	Advanced Contract Administration www.mwraonline.com		Membership in Professional Association e.g. NCMA, ISM
MWR Basic Management Course www.mwraonline.com	Contract Negotiation www.mwraonline.com	Contract Source Selection www.mwraonline.com		Toastmasters
Priority I (Functional)				
Basic NAF Contracting www.mwraonline.com	Contract Law www.mwraonline.com	Effective Army Writing		Academic Study in Business Management
NAF Acquisition Management Course www.mwraonline.com	Effective Communication	Construction Contracts		Professional Referral Program
Automated Procurement System (PRISM)	Time Management	Construction Modifications		
Contract Administration www.mwraonline.com	Presentation Skills	A/E Contracts		
Business Administration: Minimum 40 training hours		Design-Build Contracts		
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Contract Specialist, NF-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Oral Presentation for Best Value	Effective Army Writing	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Membership in Professional Association e.g. NCMA, ISM
MWR Basic Management Course www.mwraonline.com	Construction Design/Build Contracts	Professional Conference (Job Specific)		Academic Study in Business Management
Priority I (Functional)				
Basic NAF Contracting www.mwraonline.com	Info Tech (IT) Patent Tech Data & Comp Software	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Professional Referral Program
NAF Acquisition Management Course www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil			Leadership Development
Contract Administration www.mwraonline.com				
Contract Price Analysis www.mwraonline.com				
Contract Negotiation www.mwraonline.com				
Contract Law www.mwraonline.com				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum Cont'd: Contract Specialist, NF-4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Automated Procurement System (PRISM)				
Performance Based Contracting				
Advanced Contract Administration www.mwraonline.com				
Contract Source Selection www.mwraonline.com				
Effective Communication				
Time Management				
Presentation Skills				
<u>Construction</u> Construction Contracts				
Project Management				
Socio-Economic Programs (job specific)				
Construction Modifications				
<u>Info Tech (IT)</u> Acquisition for Resource Mgt				
Project Mgt for IT				

Curriculum: Contract Systems Administrator (IT), NF-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Oral Presentation for Best Value	Effective Army Writing	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Membership in Professional Association e.g. NCMA, ISM
MWR Basic Management Course www.mwraonline.com	Assignment Specific Contracting	Assertiveness Training	Strategic Planning	Toastmasters
Priority I (Functional)				
Basic NAF Contracting www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Professional Conference (Job Specific)		Academic Study in Business Management
NAF Acquisition Management Course www.mwraonline.com		CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Professional Referral Program
Contract Administration www.mwraonline.com		Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		Leadership Development
Contract Price Analysis www.mwraonline.com				
Contract Negotiation www.mwraonline.com				
Contract Law www.mwraonline.com				

Curriculum Cont'd: Contract Systems Administrator (IT), NF-4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Operation Excellence (OPEX) Customer Service www.mwraonline.com				
Automated Procurement System (PRISM)				
Performance Based Contracting				
Word Processing/ Spreadsheet				
Contract Source Selection www.mwraonline.com				
Effective Communication				
Time Management				
Presentation Skills				
<u>Info Tech (IT)</u> Acquisition for Resource Mgt				
Project Mgt for IT				
Patent Technical Data and Computer Software				

Curriculum: Procurement Analyst NF-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Oral presentation for Best Value	Effective Army Writing	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Membership in Professional Association e.g. NCMA, ISM
MWR Basic Management Course www.mwraonline.com	Assignment Specific Contracting	Assertiveness Training	Strategic Planning	Toastmasters
Priority I (Functional)				
Basic NAF Contracting www.mwraonline.com	Construction A-E Contracts	Professional Conference (Job Specific)		Academic Study in Business Management
NAF Acquisition Management Course www.mwraonline.com	Design/Build Contracts	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Professional Referral Program
Contract Administration www.mwraonline.com	Info Tech (IT) Patent Tech Data & Comp Software	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		Leadership Development
Contract Price Analysis www.mwraonline.com				
Contract Negotiation www.mwraonline.com				
Contract Law www.mwraonline.com				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum Cont'd: Procurement Analyst NF-4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Automated Procurement System (PRISM)				
Performance Based Contracting				
Advanced Contract Administration www.mwraonline.com				
Contract Source Selection www.mwraonline.com				
Effective Communication				
Time Management				
Presentation Skills				
Construction				
Construction Contracts				
Construction Modifications				
Info Tech (IT)				
Acquisition for Resource Mgt				

Curriculum: Senior Procurement Analyst, NF-5

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Oral presentation for Best Value	Effective Army Writing	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Membership in Professional Association e.g. NCMA, ISM
MWR Basic Management Course www.mwraonline.com	Assignment Specific Contracting	Assertiveness Training	Senior Acquisition Course (ICAF) http://cpol.army.mil/library/train/catalog/toc.html	Professional License/Certification in Discipline, e.g./ CPCM, CPM
Priority I (Functional)				
Basic NAF Contracting www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	Professional Conference (Job Specific)		Professional Reading Program
NAF Acquisition Management Course www.mwraonline.com		CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil		Continuing Education Units Every Two Years
Contract Administration www.mwraonline.com	Strategic Planning	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Independent Research
Contract Price Analysis www.mwraonline.com				
Contract Negotiation www.mwraonline.com				

Curriculum Cont'd: Senior Procurement Analyst NF-5

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Construction Construction Contracts	Construction Modifications			
Contract Law www.mwraonline.com	A-E Contracts			
Operation Excellence (OPEX) Customer Service www.mwraonline.com	Design/Build Contracts			
Performance Based Contracting	Info Tech (IT) Acquisition for Resource Mgt			
Advanced Contract Administration www.mwraonline.com	Project Mgt for IT			
Contract Source Selection www.mwraonline.com	Patent Tech Data & Comp Software			
Socio-Economic Programs (job specific)	Presentation Skills			
Effective Communication				
Time Management				

Curriculum: Senior Contract Administrator (IT), NF-5

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Oral presentation for Best Value	Effective Army Writing	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Membership in Professional Association e.g. NCMA, ISM
MWR Basic Management Course www.mwraonline.com	Assignment Specific Contracting	Assertiveness Training	Senior Acquisition Course (ICAF) http://cpol.army.mil/library/train/catalog.toc.html	Professional License/Certification in Discipline, e.g./ CPCM, CPM
Priority I (Functional)				
Basic NAF Contracting www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	Professional Conference (Job Specific)		Professional Reading Program
NAF Acquisition Management Course www.mwraonline.com	Strategic Planning	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil		Continuing Education Units Every Two Years
Contract Administration www.mwraonline.com		CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil		Independent Research
Contract Price Analysis www.mwraonline.com		CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
Contract Negotiation www.mwraonline.com				
Contract Law www.mwraonline.com				

Curriculum Cont'd: Senior Contract Administrator (IT) NF-5

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Operation Excellence (OPEX) Customer Service www.mwraonline.com				
Advanced Contract Administration www.mwraonline.com				
Contract Source Selection www.mwraonline.com				
Automated Procurement System (PRISM)				
Effective Communication				
Time Management				
Presentation Skills				
Word Processing/ Spreadsheet				
Info Tech (IT) Project Mgt for IT				

Curriculum: Senior Contract Specialist (Team Leader), NF-5

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Oral Presentation for Best Value	Effective Army Writing	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Membership in Professional Association
MWR Basic Management Course www.mwraonline.com	Assignment Specific Contracting	Assertiveness Training	Senior Acquisition Course (ICAF) http://cpol.army.mil/library/train/catalog.toc.html	Professional License/Certification in discipline, e.g./ CPCM, CPM
Priority I (Functional)				
Basic NAF Contracting www.mwraonline.com		Professional Conference (Job Specific)		Professional Reading Program
NAF Acquisition Management Course www.mwraonline.com		CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil		Continuing Education Units Every Two Years
Contract Administration www.mwraonline.com		CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Independent Research
Contract Price Analysis www.mwraonline.com		Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
Contract Negotiation www.mwraonline.com		Strategic Planning		
Contract Law www.mwraonline.com				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum Cont'd: Senior Contract Specialist (Team Leader) NF-5

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Performance Based Contracting				
Advanced Contract Administration www.mwraonline.com				
Contract Source Selection www.mwraonline.com				
Project Management				
Socio-Economic Programs (job specific)				
Construction Construction Contracts				
Construction Modifications				
A-E Contracts				
Design/Build Contracts				
Info Tech (IT) Acquisition for Resource Mgt				
Project Mgt for IT				
Patent Tech Data & Comp Software				
Team Leader Effectively Managing People				
Time Management				
Presentation Skills				

Curriculum: Senior Contract Specialist NF-5

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Oral presentation for Best Value	Effective Army Writing	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Membership in Professional Association
MWR Basic Management Course www.mwraonline.com	Assignment Specific Contracting	Assertiveness Training	Senior Acquisition Course (ICAF) http://cpol.army.mil/library/train/catalog.toc.html	Professional License/Certification in Discipline, e.g./ CPCM, CPM
Priority I (Functional)				
Basic NAF Contracting www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Professional Conference (Job Specific)		
NAF Acquisition Management Course www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	Strategic Planning	Professional Reading Program
Contract Administration www.mwraonline.com				Continuing Education Units every two years
Contract Price Analysis www.mwraonline.com				Independent Research
Contract Negotiation www.mwraonline.com				

Curriculum Cont'd: Senior Contract Specialist NF-5

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Contract Law www.mwraonline.com	Construction Contracts			
Operation Excellence (OPEX) Customer Service www.mwraonline.com	Construction Construction Contracts			
Performance Based Contracting	Construction Modifications			
Advanced Contract Administration www.mwraonline.com	A-E Contracts			
Contract Source Selection www.mwraonline.com	Design/Build Contracts			
Project Management	Construction Modifications			
Socio-Economic Programs (job specific)	A-E Contracts			
Effective Communication	Design/Build Contracts			
Time Management	Info Tech (IT) Acquisition for Resource Mgt			
Presentation Skills	Project Mgt for IT			

Curriculum: NAF Contracting Supervisors/Managers/Senior Executives

This curriculum is for supervisors, team leaders and/or managers of NAF contracting operations (to include installation, Armed Forces Recreation Center hotels, Army Recreation Machine Program managers, IMA regions, IMA and FMWRC levels). Specific contracting courses, i.e., NAF Basic Contracting Course, are listed for each contracting position.

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Oral Presentation for Best Value	Effective Army Writing	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Membership in Professional Societies and Associations
MWR Basic Management Course www.mwraonline.com	Assignment Specific Contracting	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	Senior Acquisition Course (ICAF) http://cpol.army.mil/library.train/catalog.toc.html	Professional License/Certification in discipline, e.g./ CPCM, CPM
Priority I (Functional)				
Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	Executive Development for Directors of DMWR www.mwraonline.com	Competitive Professional Development Senior Service Colleges http://cpol.army.mil/library.train/catalog.toc.html	Professional Reading Program
Operation Excellence (OPEX) Customer Service www.mwraonline.com				Continuing Education Units Every Two Years
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				Independent Research
Management Development Course				

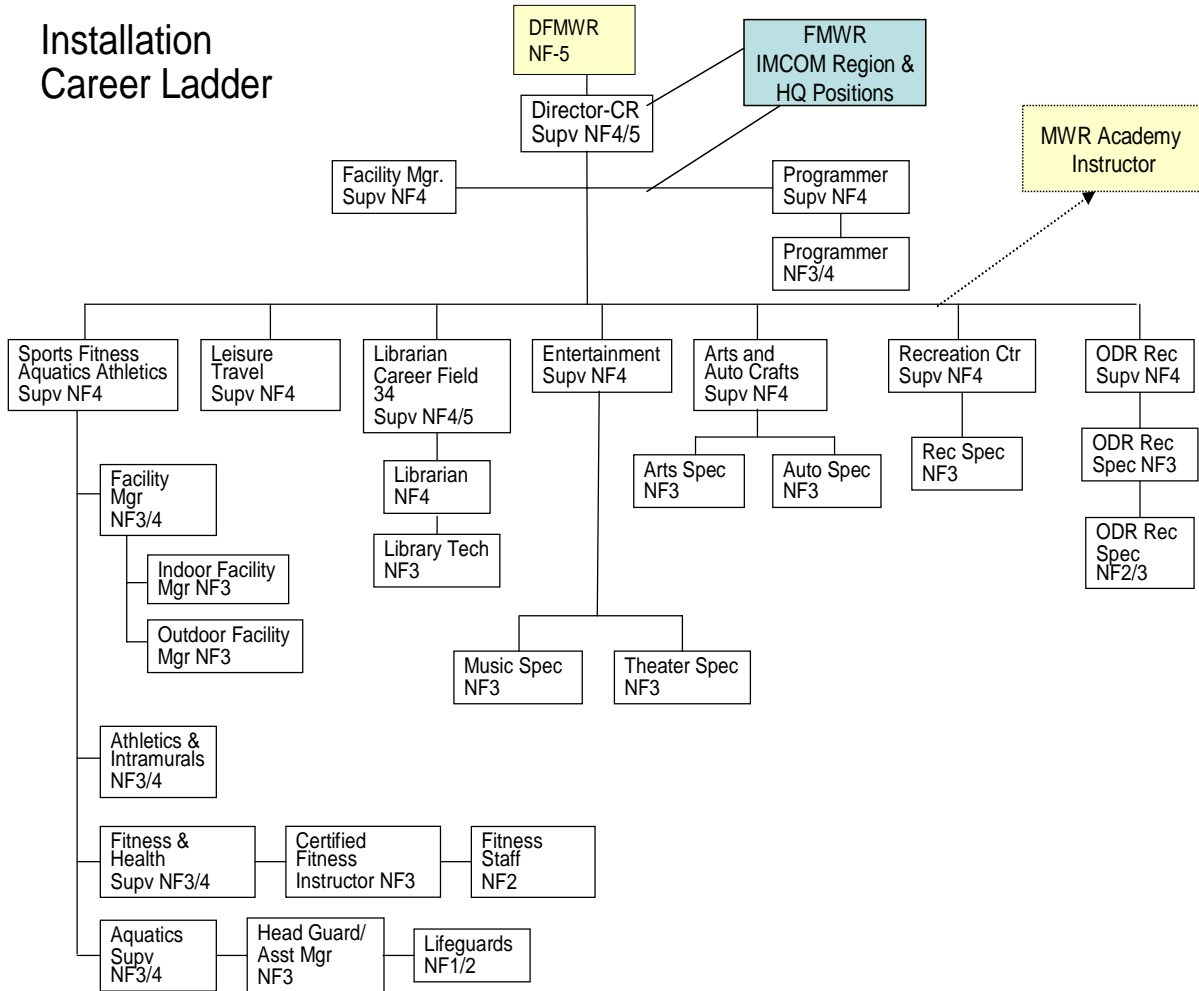
MORALE, WELFARE & RECREATION (MWR)

RECREATION

RECREATION

RECREATION CAREER LADDER

Installation
Career Ladder



** Job Series pending approval by G-1 NF-CP

Curriculum: Fitness, Athletics & Aquatics
 Head Life Guard/Asst Manager, 0030 NF-3/GS-05 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Basic Safety Orientation	Sports and Fitness Administration Course		Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Equipment: -Safe Operation -Basic Maintenance Repair	Aquatics - Lifeguard - Lifeguard Management - Lifeguard Instructor - Lifeguard Instructor Trainer - Facility Operators Course		
Priority I (Functional)				
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				
LERN I & II				

Curriculum: Fitness, Athletics & Aquatics
 Water Safety Instructor (WSI), 0030 NF-3/GS-05 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Basic Safety Orientation	Sports and Fitness Administration Course		Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Equipment: -Safe Operation -Basic Maintenance Repair	Aquatics - Lifeguard - Lifeguard Management - Lifeguard Instructor - Lifeguard Instructor Trainer - Facility Operators Course		
Priority I (Functional)				
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics
 Venue Maintenance, 0030 NF-3/GS-05 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Equipment: -Safe Operation -Basic Maintenance Repair	NAF Basic Contracting www.mwraonline.com		
MWR Basic Management Course www.mwraonline.com	Facility Management			
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				
Basic Safety Orientation				

Curriculum: Fitness, Athletics & Aquatics
 Outdoor Facility MGR, 0030 NF-3/GS-05 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	NAF Basic Contracting www.mwraonline.com		Fitness -Basic Fitness Trainer Certification and CEU's
MWR Basic Management Course www.mwraonline.com				
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics

Director of Fitness and Health Program Manager, 0030 NF-3/GS-05 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com				
MWR Basic Management Course www.mwraonline.com				
Priority I (Functional)				
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics
 Athletic/Intramurals Program MGR, 0030 NF-3/GS-07 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	NAF Basic Contracting www.mwraonline.com		Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Programming and Special Events www.mwraonline.com			
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
LERN I & II				
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics
 Aquatics Program Manager, 0030 NF-3/GS-07 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com				
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
LERN I & II				
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics
 Head Life Guard/Asst Manager, 0030 NF-3/GS-07 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com				Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com				
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
LERN I & II				
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics
 Venue MGR, 0030 NF-3/GS-07 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com		Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Programming and Special Events www.mwraonline.com			
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
LERN I & II				
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics
 Facility MGR, 0030 NF-3/GS-07 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com		Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Programming and Special Events www.mwraonline.com			
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
LERN I & II				
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics
 Venue Maintenance, 0030 NF-3/GS-07 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com		Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Programming and Special Events www.mwraonline.com			
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
LERN I & II				
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics
 Outdoor Facility MGR, 0030 NF-3/GS-07 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com		Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Programming and Special Events www.mwraonline.com			
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
LERN I & II				
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics

Director of Fitness and Health Program Manager, 0030 NF- 3/GS-07 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com		Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Business Program Management and Leadership www.mwraonline.com			
Priority I (Functional)				
LERN I & II	Programming and Special Events www.mwraonline.com			
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics 0030 NF-4/GS 9
 Athletic/Intramurals Program MGR, 0030 NF-4/GS-09 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Applied Financial Planning www.mwraonline.com		
Priority I (Functional)				
LERN I & II	Business Program Management and Leadership www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Programming and Special Events www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics
 Aquatics Program Manager MGR, 0030 NF-4/GS-09 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Applied Financial Planning www.mwraonline.com		
Priority I (Functional)				
LERN I & II	Business Program Management and Leadership www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Programming and Special Events www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics
 Venue Manager, 0030 NF-4/GS-09 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Applied Financial Planning www.mwraonline.com		
Priority I (Functional)				
LERN I & II	Business Program Management and Leadership www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Programming and Special Events www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics
 Facility MGR, 0030 NF-4/GS-09 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Applied Financial Planning www.mwraonline.com		
Priority I (Functional)				
LERN I & II	Business Program Management and Leadership www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Programming and Special Events www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics

Director of Fitness, Athletics & Aquatics, 0030 NF-4/GS-09 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Applied Financial Planning www.mwraonline.com		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Business Program Management and Leadership www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
LERN I & II	Programming and Special Events www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics

Director of Fitness and Health Program Manager, 0030 NF-4/GS-09 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Applied Financial Planning www.mwraonline.com		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Business Program Management and Leadership www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
LERN I & II	Programming and Special Events www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics
 Athletic/Intramurals Program MGR, 0030 NF-4/GS-11 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Applied Financial Planning www.mwraonline.com		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Business Program Management and Leadership www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
LERN I & II	Programming and Special Events www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics

Director of Fitness and Health Program Manager, 0030 NF-4/GS-11

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Business Program Management and Leadership www.mwraonline.com	Applied Financial Planning www.mwraonline.com		
LERN I & II	Programming and Special Events www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics

Director of Fitness, Athletics & Aquatics, 0030 NF-4/GS-11 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Business Program Management and Leadership www.mwraonline.com	Applied Financial Planning www.mwraonline.com		
LERN I & II	Programming and Special Events www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Fitness, Athletics & Aquatics

Director of Fitness, Athletics & Aquatics, 0030 NF-4/GS-12 Equivalent

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Fitness -Basic Fitness Trainer Certification & CEU's
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Business Program Management and Leadership www.mwraonline.com	Applied Financial Planning www.mwraonline.com		
LERN I & II	Programming and Special Events www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
CPR, First Aid, & AED				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				

Curriculum: Recreation, NF-3

Recreation Assistant (Job may entail collateral duty as BOSS Coordinator)

NF-0188-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Effective Army Writing	Recreation Program Management and Leadership www.mwraonline.com		CPRP/APRP Certification
MWR Basic Management Course www.mwraonline.com				Annual NRPA Conference
Priority I (Functional)				
LERN Certified Program Planner Course				
Operation Excellence (OPEX) Customer Service www.mwraonline.com				
RecTrac! for Functional Administrators www.mwraonline.com				
Standard Basic First Aid, CPR/AED				
Army Recreation Center Training				
BOSS Annual Training				
BAR Training				
Updated RDS Training				

Curriculum: Recreation, NF-3
 Recreation Assistant (deployed)
 NF-0188-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Recreation Program Management and Leadership www.mwraonline.com		CPRP/APRP Certification
MWR Basic Management Course www.mwraonline.com	Effective Briefing Techniques	Annual NRPA Conference		
Priority I (Functional)				
LERN Certified Program Planner Course				
Theater Specific Training				

Curriculum: Recreation, NF-0188-4

Recreation Facility Manager (Job may entail collateral duty as BOSS Coordinator)

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Recreation Program Management and Leadership www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	CPRP/APRP Certification
MWR Basic Management Course www.mwraonline.com	Project Management Principles www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Annual NRPA Conference
Applied Financial Planning-Breakeven Analysis www.mwraonline.com				
Applied Financial Planning-Forecasting www.mwraonline.com				
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				
Priority I (Functional)				
Effective Briefing Techniques				

Curriculum Cont'd: Recreation, NF-0188-4

Recreation Facility Manager (Job may entail collateral duty as BOSS Coordinator)

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Standard Facility Design				
Effective Army Writing				
RecTrac! for Functional Administrators www.mwraonline.com				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
Army Recreation Center Training				
BOSS Annual Training				
BAR Training				
Updated RDS Training				
Leisure Travel Training				

Curriculum: Recreation, NF-0301-4
Operations Specialist (RDS)

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Principles of Project Management
MWR Basic Management Course www.mwraonline.com				
Priority I (Functional)				
RecTrac! for Functional Administrators www.mwraonline.com				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
Updated RDS Training				
BAR Training				
Effective Army Writing				
Effective Briefing Techniques				

**Curriculum Cont'd: Recreation, NF-0301-4
Operations Specialist (RDS)**

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Applied Financial Planning-Breakeven Analysis www.mwraonline.com				
Applied Financial Planning-Forecasting www.mwraonline.com				
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				

Curriculum: Recreation, NF-1054-4
 Entertainment Program Manager, (supervisory)

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	Principles of Project Management	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Annual Commercial Industry EXPO
MWR Basic Management Course www.mwraonline.com	Marketing Management www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Graduate Level Business Courses
Priority I (Functional)				American Association of Community Theatre (AACT)
Performance Management				United States Institute for Theatre Technology (USITT)
Recreation Program Management and Leadership www.mwraonline.com				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
Applied Financial Planning- Breakeven Analysis www.mwraonline.com				
Applied Financial Planning- Forecasting www.mwraonline.com				

Curriculum Cont'd: Recreation, NF-1054-4
Entertainment Program Manager (supervisory)

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				
Effective Army Writing				
Effective Briefing Techniques				
RecTrac! for Functional Administrators www.mwraonline.com				

Curriculum: Recreation, NF-1054-4
 Travel Specialist (supervisory)

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	Principles of Project Management	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Annual Commercial Industry EXPO
MWR Basic Management Course www.mwraonline.com		Principles of Marketing		Graduate Level Business Courses
Priority I (Functional)				
Performance Management		CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
Recreation Program Management and Leadership www.mwraonline.com				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
Applied Financial Planning- Breakeven Analysis www.mwraonline.com				
Applied Financial Planning- Forecasting www.mwraonline.com				

Curriculum Cont'd: Recreation, NF-1054-4
Travel Specialist (supervisory)

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				
Effective Army Writing				
Effective Briefing Techniques				
RecTrac! for Functional Administrators www.mwraonline.com				
Army Entertainment Training				

Curriculum: Recreation, NF-0301-5
 Chief, Army Entertainment (supervisory)

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Executive Development for Directors of DMWR www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Annual Commercial Industry EXPO
MWR Basic Management Course www.mwraonline.com	Principles of Project Management			Graduate Level Business Courses
Priority I (Functional)				American Association of Community Theatre (AACT)
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				United States Institute for Theatre Technology (USITT)
Executive Leadership and Management for MWR Division Chiefs www.mwraonline.com				
Applied Financial Planning-Breakeven Analysis www.mwraonline.com				
Applied Financial Planning-Forecasting www.mwraonline.com				

Curriculum Cont'd: Recreation, NF-0301-5
Chief, Army Entertainment (supervisory)

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				
Effective Army Writing				
Effective Briefing Techniques				
RecTrac! for Functional Administrators www.mwraonline.com				
Army Entertainment Training				

Curriculum: Recreation, NF-1054-4
 Entertainment Technology Specialist (audio)

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com			Principles of Project Management
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil			American Association of Community Theatre (AACT)
Priority I (Functional)				United States Institute for Theatre Technology (USITT)
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				

Curriculum: Recreation, NF-1054-4
 Technical Specialist, (lighting)

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		Principles of Project Management	Annual Commercial Industry EXPO
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil			American Association of Community Theatre (AACT)
Priority I (Functional)				United States Institute for Theatre Technology (USITT)
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				

Curriculum: Recreation

Recreation Specialist, (RDS Programmer), (Job may entail collateral duty as BOSS Coordinator)

NF-0188-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Recreation Program Management and Leadership www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		CPRP/APRP Certification
MWR Basic Management Course www.mwraonline.com	Project Management Principles			Annual NRPA Conference
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
Effective Briefing Techniques				
Standard Facility Design				
Effective Army Writing				
RecTrac! for Functional Administrators www.mwraonline.com				

Curriculum Cont'd: Recreation

Recreation Specialist, (RDS Programmer), (Job may entail collateral duty as BOSS Coordinator)

NF-0188-4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Applied Financial Planning- Breakeven Analysis www.mwraonline.com				
Applied Financial Planning- Forecasting www.mwraonline.com				
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				
Updated RDS Training				
BAR Training				

Curriculum: Recreation
 Recreation Specialist (deployed)
 NF-0188-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	RecTrac for Functional Administrators www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	CPRP/APRP Certification
MWR Basic Management Course www.mwraonline.com		CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Annual NRPA Conference
Priority I (Functional)				
Recreation Program Management and leadership www.mwraonline.com				
Effective Briefing Techniques				
Theater Specific Training				
Effective Army Writing				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				

Curriculum: Recreation

Recreation Specialist, (Job may entail collateral duty as BOSS Coordinator)

NF-0188-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Recreation Program Management and Leadership www.mwraonline.com			CPRP/APRP Certification
MWR Basic Management Course www.mwraonline.com				Annual NRPA Conference
Priority I (Functional)				
LERN Certified Program Planner Course				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
Effective Army Writing				
Army Recreation Center Training				
BOSS Annual Training				
BAR Training				
Updated RDS Training				
RecTrac! for Functional Administrators www.mwraonline.com				

Curriculum: Recreation
 Recreation Specialist (Outdoor)
 NF-0188-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Recreation Program Management and Leadership www.mwraonline.com			CPRP/APRP Certification
MWR Basic Management Course www.mwraonline.com				Annual NRPA Conference
Priority I (Functional)				
LERN Certified Program Planner Course				Ski Maintenance/Hill Operations
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				Hunting and Fishing-US Wildlife Service
Annual Outdoor Program Training				Waterfront Safety Instructor-American Red Cross
Effective Army Writing				FAA Operations
BAR Training				Firearms/Range Safety-National Rifle Association
Updated RDS Training				Lodging Operations
RecTrac! for Functional Administrators www.mwraonline.com				

Curriculum: Recreation

Recreation Manager, (Job may entail collateral duty as BOSS Coordinator),
(supervisory), NF-0188-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Recreation Program Management and Leadership www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		CPRP/APRP Certification
MWR Basic Management Course www.mwraonline.com	Project Management Principles			Annual NRPA Conference
Priority I (Functional)				
				Rock Climbing-American Mountain Guides Association
Effective Briefing Techniques				Hiking-American Hiking Association
Standard Facility Design				Parachuting-American Parachute Association
RecTrac! for Functional Administrators www.mwraonline.com				Kayaking-American Kayak Association
Employee Performance Management				Rafting-White Water Guides Association
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				Canoeing-American Canoe Association
Applied Financial Planning-Breakeven Analysis www.mwraonline.com				Pool-National Recreation and Parks Pool Management School

Curriculum Cont'd: Recreation

Recreation Manager, (Job may entail collateral duty as BOSS Coordinator),
(supervisory)

NF-0188-4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Applied Financial Planning-Forecasting www.mwraonline.com				
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				
Army Recreation Center Training				
BOSS Annual Training				
BAR Training				
Updated RDS Training				
RecTrac! for Functional Administrators www.mwraonline.com				

Curriculum: Recreation
 Recreation Manager (supervisory)
 NF-0188-5

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil	CES Advanced Course (AC) www.amsc.belvoir.army.mil	CPRP/APRP Certification
MWR Basic Management Course www.mwraonline.com	Project Management Principles			Annual NRPA Conference
Priority I (Functional)				
Recreation Program Management and Leadership www.mwraonline.com				
Supervisory Development Course (SDC) www.amsc.belvoir.army.mil				
RecTrac! for Functional Administrators www.mwraonline.com				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				
Army Recreation Center Training				

Curriculum Cont'd: Recreation
Recreation Manager (supervisory)
NF-0188-5

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
BAR Training				
Updated RDS Training				
Effective Briefing Techniques				

Curriculum: Recreation
 Art Specialist
 NF-1056-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Recreation Program Management and Leadership www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		Society of Decorative Painters Association Certification
MWR Basic Management Course www.mwraonline.com	Project Management Principles			Professional Picture Framers Association Certification
Priority I (Functional)				
Army Arts and Crafts Skills Training				Duncan Ceramics Certification
BAR Training				Gemological Institute of America Certification
Updated RDS Training				Craft and Hobby Association – smart Staff Certification & Professional Demonstrator Certification
RecTrac! for Functional Administrators www.mwraonline.com				
Effective Writing Techniques				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				

Curriculum: Recreation, Art Specialist
NF-1056-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Recreation Program Management and Leadership www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Society of Decorative Painters Association Certification
MWR Basic Management Course www.mwraonline.com	Project Management Principles	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Professional Picture Framers Association Certification
Priority I (Functional)				
Army Arts and Crafts Skills Training				Duncan Ceramics Certification
BAR Training				Gemological Institute of America Certification
Updated RDS Training				Craft and Hobby Association – Smart Staff Certification & Professional Demonstrator Certification
RecTrac! for Functional Administrators www.mwraonline.com				
Effective Briefing Techniques				
Effective Writing Techniques				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				

Curriculum Cont'd: Recreation
Art Specialist
NF-1056-4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Employee Performance Management		Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
Standard Facility Design				
Applied Financial Planning-Breakeven Analysis www.mwraonline.com				
Applied Financial Planning-Forecasting www.mwraonline.com				
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				

Curriculum: Recreation
 Auto Skills Manager
 NF-1712-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Recreation Program Management and Leadership www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Automotive Engine Repair
MWR Basic Management Course www.mwraonline.com	Project Management Principles	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		Transmission and Transaxles
Priority I (Functional)				Manual Drive Train and Axles
Army Auto Skills Training				Brakes
BAR Training				Suspension and Steering
Updated RDS Training				Electrical-Electronics System
RecTrac! for Functional Administrators www.mwraonline.com				Heating and Air-Conditioning
Effective Briefing Techniques				Engine Performance
Effective Writing Techniques				Advanced Engine Performance (Automotive Service Excellence [ASE] or equivalent certification)
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				

Curriculum Cont'd: Recreation
Auto Skills Manager
NF-1712-4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Employee Performance Management		Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
Standard Facility Design				
Applied Financial Planning-Breakeven Analysis www.mwraonline.com				
Applied Financial Planning-Forecasting www.mwraonline.com				
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				

Curriculum: Recreation
 Auto Skills Technician
 NF-1712-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Recreation Program Management and Leadership www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		Automotive Engine Repair
MWR Basic Management Course www.mwraonline.com	Project Management Principles			Transmission and Transaxles
Priority I (Functional)				Manual Drive Train and Axles
Army Auto Skills Training				Brakes
BAR Training				Suspension and Steering
Updated RDS Training				Electrical-Electronics System
RecTrac! for Functional Administrators www.mwraonline.com				Heating and Air-Conditioning
Effective Briefing Techniques				Engine Performance
Effective Writing Techniques				Advanced Engine Performance (Automotive Service Excellence [ASE] or equivalent certification)
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				

Curriculum: Recreation
 Leisure Travel Manager
 NF-1101-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Recreation Program Management and Leadership www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	
MWR Basic Management Course www.mwraonline.com	Project Management Principles	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
Priority I (Functional)				
Joint ITR Training				
BAR Training				
Updated RDS Training				
RecTrac! for Functional Administrators www.mwraonline.com				
Effective Briefing Techniques				
Effective Writing Techniques				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				

Curriculum Cont'd: Recreation
Leisure Travel Manager
NF-1101-4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Employee Performance Management				
Standard Facility Design				
Applied Financial Planning-Breakeven Analysis www.mwraonline.com				
Applied Financial Planning-Forecasting www.mwraonline.com				
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				

Curriculum: Recreation
 Travel Specialist
 NF-0188-3

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Recreation Program Management and Leadership www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com		
MWR Basic Management Course www.mwraonline.com	Project Management Principles			
Priority I (Functional)				
Joint ITR Training				
BAR Training				
Updated RDS Training				
RecTrac! for Functional Administrators www.mwraonline.com				
Effective Writing Techniques				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				

Curriculum: Recreation
 Travel Specialist (supervisory)
 NF-1054-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Recreation Program Management and Leadership www.mwraonline.com	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	
MWR Basic Management Course www.mwraonline.com	Project Management Principles	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		
Priority I (Functional)				
Army Entertainment Training				
BAR Training				
Updated RDS Training				
RecTrac! for Functional Administrators www.mwraonline.com				
Effective Briefing Techniques				
Effective Writing Techniques				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil				

Curriculum Cont'd: Recreation
Travel Specialist (supervisory)
NF-1054-4

Priority I (Functional)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
Employee Performance Management				
Standard Facility Design				
Applied Financial Planning- Breakeven Analysis www.mwraonline.com				
Applied Financial Planning- Forecasting www.mwraonline.com				
Applied Financial Planning-Retail Sales www.mwraonline.com				
Applied Financial Planning-Income Statement Analysis www.mwraonline.com				

Curriculum: World Class Athlete Program Military Personnel Clerk,
GS-0204-05

Priority I	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com				Computer Classes in Access, Excel, PowerPoint and MS Word
MWR Basic Management Course www.mwraonline.com				

Curriculum: World Class Athlete Program Analyst
 NF-0343-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Operation Excellence (OPEX) Customer Service www.mwraonline.com	Basic NAF Contracting Course www.mwraonline.com	LERN	Computer Software Courses
MWR Basic Management Course www.mwraonline.com	Recreation Program Management and Leadership www.mwraonline.com	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil		Applied Financial Planning-Forecasting www.mwraonline.com		
	Sports Management Course	Applied Financial Planning-Retail Sales www.mwraonline.com		
		Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
		Programming and Special Events www.mwraonline.com		

Curriculum: World Class Athlete Program Sports Specialist
NF-0030-4

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting Course www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Master's level Courses – Sports Administration
MWR Basic Management Course www.mwraonline.com	Operation Excellence (OPEX) Customer Service www.mwraonline.com	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Recreation Program Management and Leadership www.mwraonline.com	Applied Financial Planning-Forecasting www.mwraonline.com		
	Executive Leadership and Management for MWR Division Chief's www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com		
		Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
		CES Intermediate Course (IC) www.amsc.belvoir.army.mil		

Curriculum: World Class Athlete Program Manager
 NF-0301-5

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Supervisory Development Course (SDC) www.amsc.belvoir.army.mil	Basic NAF Contracting Course www.mwraonline.com	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Graduate Studies – Sports Management
MWR Basic Management Course www.mwraonline.com	Manager Development Course (MDC) www.amsc.belvoir.army.mil	Applied Financial Planning-Breakeven Analysis www.mwraonline.com		
Priority I (Functional)				
CES Foundation Course (FC) and Basic Course (BC) www.amsc.belvoir.army.mil	Operation Excellence (OPEX) Customer Service www.mwraonline.com	Applied Financial Planning-Forecasting www.mwraonline.com		
	Recreation Program Management and Leadership www.mwraonline.com	Applied Financial Planning-Retail Sales www.mwraonline.com		
		Applied Financial Planning-Income Statement Analysis www.mwraonline.com		
	Executive Development for Directors of DMWR www.mwraonline.com	CES Intermediate Course (IC) www.amsc.belvoir.army.mil		

Curriculum: World Class Athlete Physician's Assistant
 GS-0603-12

Priority I (Standard)	Priority II	Priority III	Competitive Professional Development Training	Recommended Self-Directed Professional Development
MWR Orientation Course www.mwraonline.com	Ongoing Education in Nursing Methods	Specialized Training in Hand and Elbow Physical Therapy	CES Advanced Course (AC) www.amsc.belvoir.army.mil	Certified Accreditation as a Physical Therapist CEU's
MWR Basic Management Course www.mwraonline.com	Ongoing Education for Physical Extenders	Specialized Training in Ankle and Foot Physical Therapy		Certified Accreditation as a Certified Athletic Trainer CEU's
Priority I (Standard)				
CPR	Ongoing Education for Certified Athletic Trainers			
AED training				

APPENDIX A

CAREER FIELD 51 EMPLOYEE DEVELOPMENT GUIDE

Career Development Guide

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CAREER DEVELOPMENT GUIDE

1. Purpose. This guide outlines a plan of action for developing employees and leaders in Career Field (CF) 51 (MWR).

2. Applicability. This guidance applies to nonappropriated fund (NAF) and appropriated fund (APF) personnel in Career Field 51 (MWR)

3. Introduction. More than ever before, the Army of the 21st Century will rely on top quality civilians in professional, technical, and leadership positions to provide first-choice morale, welfare, and recreation (MWR) services. The development of competent leaders is one of the Army's fundamental imperatives, with the driving principle that leaders must be appropriately prepared for increasingly responsible positions. FMWRC Management Support Directorate developed the CF51 Development Guide, which has been adapted for use Army-wide.

The Army's Civilian Leader Development Program outlines a plan for the progressive and sequential development of civilian leaders who, through training, assignments, and self-development, should possess the proficiency and confidence to accomplish their soldier support missions. A strong institutional training foundation is established in the MWR career field (CF 51). It rests on courses developed and delivered by the MWR Academy and is complemented by Army-wide training, such as Civilian Education System (CES) Courses (outlined in subsequent paragraphs).

4. General Guidance.

a. The Army Civilian Training, Education, and Development System (ACTEDS) Plan for CF 51, (MWR) documents a structured, progressive, and sequential approach to employee development within CF 51. The MWR ACTEDS Plan is a career-progression "road map" that blends training, operational assignments, and self-development to systematically enhance individual employee performance and potential. The CF 51 ACTEDS Plan, in combination with other information contained in this guide, prepares CF 51 (MWR) employees systematically for positions of increased responsibility. A more detailed description of the CF 51 ACTEDS Plan is in Appendix 1. The ACTEDS Plan is a "living document" and is subject to change. To view the most current version of the ACTEDS Plan, go to the online link at <http://www.cpol.army.mil> (click on References and Tools: Training and Leadership Development ACTEDS Career Plans). Also available at this link is Army's Trail Guide for Army's Future Civilian Leaders. The Trail Guide, designed for appropriated fund employees, is useful with respect to the development of NAF employees.

b. MWR Career Development Training The MWR Master Training Concept, in conjunction with the Army Civilian Training, Education and Development System (ACTEDS) for CF 51 (MWR) forms the basis of the MWR Academy's curriculum. Together, these guidelines provide a structured, progressive, and sequential approach to MWR employee development and training for entry-level through executive-management positions.

The MWR Academy is a full-fledged brick and mortar institution of professional learning and career development. The MWR Academy offers over 50 courses and training programs both at the Academy and via web-based training. College credit is awarded for many of the courses offered; most courses qualify for Continuing Education Units (CEUs). <http://www.mwraonline.com>

c. Leader development (Department of Army Pamphlet 350 – 58 Leader Development for the Army)

(1) Leader development is the deliberate, continuous, sequential, and progressive process; grounded in Army values that develop civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the lifelong synthesis of the knowledge, skills, and experiences gained through institutional training and education, organizational training, operational (on-the-job) experiences, and self-development. Managers and supervisors play a key role in leader development that ideally produces tactically and technically competent, confident, and agile leaders who act with boldness and initiative in dynamic, complex situations to execute the organization's goals and mission.

(2) Leader development is the mechanism by which the Army grows leaders at all levels to provide purpose, direction and motivation to the force and all its components. The output of that developmental system is leaders who exercise leadership. Done successfully, the system produces leaders who are equipped intellectually and endowed with the competence to meet the many and uncertain challenges of the contemporary operating environment.

(3) The courses are highly desirable for CF 51 (MWR) employees in the grade levels specified. Employees who have completed the specified courses will have a competitive edge for career progression opportunities. A description of each of the Civilian Education System courses is in Appendix 2.

d. The Army ACTEDS Training Catalog is published each fiscal year and is available at the civilian personnel online web site <http://www.cpol.army.mil> (click on References & Tools: Training & Leadership Development ACTEDS Training Catalog). The Training Catalog reiterates and further describes both the Army's Civilian Education System and the courses associated with it; describes each Senior Service College Program; provides details of Army Career Program Functional Chief Representatives' Competitive Professional Development Programs; and describes other government and non-government courses. The catalog provides a calendar of professional and long-term training opportunities each fiscal year and a number of Online forms for course registrations.

e. Appendix 3 is a generic sample of the types of courses that CF 51 (MWR) employees should complete to progress in their careers. This sample does not include many technical courses applicable to specific occupations — those specifics are generally available in the MWR CF 51 ACTEDS Plan.

f. Appendix 4 is a listing of web sites that should be useful to all employees in exploring general information about training and sources of training opportunities.

APPENDIX 1

ARMY CIVILIAN TRAINING, EDUCATION, AND DEVELOPMENT SYSTEM (ACTEDS) PLAN FOR CAREER FIELD 51, MWR

1. The MWR CF 51 ACTEDS Plan is for the General Schedule, Wage Grade, and Nonappropriated fund employees who work within the MWR career field. The proponent of the MWR ACTEDS Plan is the Commander of the Family & Morale, Welfare, and Recreation Command (FMWRC). (AR 600-3 and AR 215-3, Para 12-1)
2. Section I of the MWR ACTEDS Plan outlines the purpose, objectives, scope, and applicability of the Plan. It includes a listing of the specific job series and specialties, as well as a partial listing of MWR position titles covered by the ACTEDS Plan. The MWR workforce is unique and managed by three distinct personnel systems: military, appropriated fund, and nonappropriated fund. Therefore, there is no rigidly structured system by which an employee progresses from entry level, through specialist levels, to management levels. Section I provides generic information; outlines the structure of the MWR ACTEDS Plan; provides training category definitions; outlines civilian leader development core courses (some of which are described in Appendix 2 of this guide); discusses personal career planning and individual development plans; and defines “key positions” within MWR CF 51.
3. Section II of the MWR ACTEDS Plan outlines core knowledge, supervisory knowledge, and abilities for all MWR functional areas, and it describes the Master Training Program for CF Field 51.
4. Section III of the MWR ACTEDS Plan outlines the MWR knowledge, supervisory knowledge, skills, abilities, and training plans required for progression in each of the MWR functional areas. The functional areas covered by the Plan are Business Programs, Recreation Programs, Family Programs, Financial Management, Lodging, Child and Youth Services, Marketing, Contracting and Information Technology. Section III provides detailed information on specific knowledge and abilities needed and provides the training courses and sources that can help the employee achieve the required knowledge and abilities.
5. Section IV of the MWR ACTEDS Plan provides descriptions of many courses pertinent to the MWR career field.

APPENDIX 2

ARMY CIVILIAN LEADER DEVELOPMENT CIVILIAN EDUCATION SYSTEM CURRICULUM

1. CES linkage to Leader Development

(1) CES provides the Army Civilian Corps self-development and institutional training (leader development) opportunities to develop leadership attributes through distance learning (DL) and resident training. CES includes the Action Officer Development Course (AODC), Supervisory Development Course (SDC), Management Development Course (MDC), Foundation Course (FC), Basic Course (BC), Intermediate Course (IC), Advanced Course (AC) and Senior Service College (SSC). Courses may be added as additional educational requirements are identified.

(2) The CES courses are designed using leadership competencies derived from the Office of Personnel Management (OPM) leadership competencies and competencies identified by the Center for Army Leadership in FM 6-22, Army Leadership. CES is a structured, progressive, sequential program which broadens the targeted civilian educational training base. It provides leader training and education that supports civilian leaders' career path requirements and professional development, and promotes lifelong learning and self development as integral parts of the civilian leader development program. CES provides leader development opportunities for Army civilians. Designated courses are required for interns, team leaders, supervisors and managers. Descriptions, linkage and policy are included for each course.

2. Funding

Most permanent Army civilians are centrally funded. Local National employees; military members; term and temporary employees; and non-Department of the Army employees, for example, are funded through their own organizations.

3. Eligibility

Subject to satisfaction of the prerequisites and eligibility requirements for the individual courses, Army civilian employees eligible for the CES courses include, but are not limited to the following:

- (1) Appropriated Fund
- (2) Non-Appropriated Fund
- (3) Working Capital Fund
- (4) Civil Works
- (5) Federal Wage System
- (6) Local National Employees
- (7) Reserve (OMAR) and National Guard Civilians
- (8) Term and temporary employees

4. Course Credit

(1) Army employees who have completed similar or more advanced training through the legacy civilian leader development core curriculum courses will receive credit for equivalent training. In recent years retired or prior military personnel have become members of the Army Civilian Corps.

To facilitate ease in identifying equivalencies, Army military training equivalencies are provided along with civilian training equivalencies.

a. Civilian legacy course equivalencies for the Basic, Intermediate and Advanced course are provided under each course section.

b. Course credit or the employee's supervisor validates substitution (listed in the equivalency section for each CES course).

c. Employees employed before 30 September 2006 will receive credit for and are exempt from taking the Foundation Course. However, FC is available to them as a self-development tool.

d. The Personnel Management for Executives (PME) I and II programs do not have a direct equivalency in the CES courses. The primary focus in PME I and II was personnel management issues and presentations by guest speakers. CES courses are much broader in nature and are not specific to personnel management.

e. Employees who have graduated from a Senior Service School (SSC) and Defense Leadership and Management Program (or currently enrolled) are considered at a more advanced level than the CES program. Therefore, they are exempt from CES courses.

(2) To receive credit or course substitution for training received through working for private industry, another military department, federal agency, or through university study, the procedures are described below.

a. Constructive credit may be granted in lieu of course completion based on assignment history and past academic experiences. In all cases, TRADOC as the executive agent will assess past comprehensive civilian or military experience against established course critical tasks. Individuals must possess the same skills and qualifications as CES course graduates.

b. Substitution may be granted in lieu of CES course attendance based on courses completed that have comparable critical tasks. Critical task assessments are performed by TRADOC. Applicants must possess the same skills and qualifications as course graduates.

c. Applicants awarded constructive or substitution credit is considered on the same basis as graduates of the course concerned.

d. Requests for credit will include an outline of the individual's prior leadership or technical training or experiences with supporting documentation. Individuals requesting credit will submit the request through supervisory channels to TRADOC. More information on the process can be obtained by contacting the school course proponent.

e. The DCS, G-3/5/7 is the final approval authority for granting constructive and equivalent credit. Headquarters Department of the Army, G-3/5/7 (DAMO-TR) is the staff action office.

5. Training Management System

(1) A Training Management System (under development) will provide course enrollment, screen for course eligibility, provide accountability of student load, allocate school training seats, identify funding for attendees, and manage and track training in ATRRS.

(2) The system will provide a completion certificate for the DL phase and a diploma at the end of the resident phase for each course. The diploma signifies the student has completed both the DL and resident phases.

6. Training during duty day

Reference 5 Code of Federal Regulations (CFR) 410 and Army Distributed Learning Policy. Approved training is authorized during duty hours. Supervisors and managers are responsible for setting guidelines that allow employee's duty time to complete required DL portions of CES courses. Guidelines can be in the form of a written or verbal agreement and should articulate a study schedule and timeline for the employee to complete the course. Training made available to employees as a voluntary self-development tool will be undertaken by the employee outside regular working hours and will not be considered hours of work.

Action Officer Development Course (AODC), Supervisory Development Course (SDC), and Management Development Course (MDC)

These DL courses are available through the AMSC website www.amsc.belvoir.army.mil. They are available as self-development to supplement other training opportunities and to increase employee's knowledge and skill at any point in their career. Interns are required to complete the AODC before the completion of their intern program. SDC is required to be completed by individuals in supervisory and managerial positions before they complete their one-year probationary period. MDC provides self-development opportunities for all Army civilians and leaders.

(1) Action Officer Development Course (AODC). An action officer is a staff member with subject matter expertise who "works actions" on behalf of senior staff officers or commanders. The term "action officer" does not refer to a duty position.

This course describes "staff work" as it is generally practiced Army-wide. The AODC covers organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army standard; coordinating; conducting briefings; and ethics.

a. AODC is a required course for interns and completion is required before they complete the intern program.

b. AODC is available to all Army employees as a self-development tool.

(2) Supervisory Development Course (SDC). SDC provides supervisors or managers with civilian personnel administration skills such as work management and basic supervision. SDC has two sub courses. Both are required for successful completion of the course.

Sub course - ST5001: Managing and Leading provides techniques for managing work and leading people. Management and leadership processes include planning, organizing, coordinating, directing, and controlling. It also includes lessons on delegating authority, problem solving, communicating effectively, and ethics.

Sub course - ST5002: Human Resources Management provides training to enable a supervisor to use personnel management and training procedures to ensure mission accomplishment and subordinates' professional growth. It includes lessons on position classification, staffing, human resources development, performance management, awards, discipline, and labor relations.

a. SDC is a required course for employees in supervisory and managerial positions. They must complete the SDC within one year of placement in a supervisory or managerial position or the effective date of this policy (whichever is later) to meet the one-year supervisory probationary period requirement. It is highly recommended they complete the SDC before enrolling in the any of the CES courses.

b. SDC is available to all Army employees as a self-development tool.

(3) Manager Development Course (MDC). MDC assists supervisors and managers with basic skills for managing work and leading people. MDC includes modules in organizational culture; time management; objectives and plans; problem solving and decision making; planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental Program; equal employment opportunity; professional ethics; internal management control; and Army family team building. MDC is available as a self-development tool for all Army employees and is recommended for all civilians in supervisory or managerial positions before attending CES courses.

The Foundation, Basic, Intermediate and Advanced Courses.

These courses provide leader development for Army civilian employees through DL modules and resident instruction.

(1) The Foundation Course is available in DL only.

(2) All DL phases (FC, BC, IC, and AC) are available to Army employees for individual self-development.

(3) The Basic, Intermediate and Advanced Course are a combination of a DL phase and a resident phase. Completion of both phases is required to receive credit for a course.

(4) Web-based DL pre-assessment will identify individual needs for specific DL modules for completion based on each individual's knowledge.

(5) The DL phase must be completed prior to attending the resident phase of a course. Those unable to successfully complete the DL phase will not be eligible for the resident phase.

(6) Employees in supervisory and managerial positions must complete the DL and resident phase of the Basic Course within one year of placement in a supervisory or managerial position or the effective date of this policy (whichever is later) to meet the one-year supervisory probationary period requirement.

(7) The time length between completion of the DL phase and taking the resident phase should not exceed 180 days. The DL phase has review or "reach back" capability as a refresher for those who are attending the resident phase. Reach back capability is also available for those who take the DL phase as self-development.

Foundation Course (FC)

The FC is designed for employees to gain an understanding of the structure of the U.S. Army, the Army's leadership doctrine, and the personnel system for Department of Army civilians. The course objectives are to understand U.S. Army leadership doctrine; increase self-awareness, as it relates to their profession; understand team building, group dynamics, and effective communication; assess individual values and how they relate to professional ethics; understand how to manage professional advancement and leverage career potential; and complete administrative requirements expected of DA civilians.

(1) The FC is available by DL only.

(2) FC is required for all interns, team leaders, supervisors and managers hired after 30 September 2006.

(3) For purposes of establishing training priorities, Interns are required to complete the FC before completion of the intern program.

(4) The FC is available to other members of the Army Civilian Corps.

Basic Course (BC)

BC is designed for civilian leaders who exercise direct leadership to effectively lead and care for teams. Training focuses on basic education in leadership and counseling fundamentals, interpersonal skills and self-awareness.

(1) BC consists of a DL phase (pre-assessment determines individual length) and a two week resident phase. The resident phase will be taken after successful completion of the DL phase and takes place in a university setting encompassing a classroom environment and small group seminars.

(2) Eligibility at the resident phase.

a. Army civilian employees, who for 25% or more of their duties, lead teams of civilians. These individuals lead groups or teams of civilian employees and perform coaching, facilitating and mentoring duties to effectively lead and care for these teams.

b. Army employees with a permanent appointment to a supervisory or managerial position and have not received similar training.

c. Army civilian employees who are program managers/project leaders as defined in the "Terms" section in this document.

d. Military supervisors of civilian employees and other DoD employees.

e. Applicants must have a current TAPES performance rating of successful or NSPS rating of Level (2) or above, and be in good standing regarding conduct.

(3) Prerequisite for attendance at the resident phase. Employees must have successfully completed the FC as required in Section H.

(4) Admission priorities for the resident phase. For the purposes of establishing training priorities the BC is required for all employees with a permanent appointment to a leadership position with responsibilities to effectively lead and supervise employees. Employees must complete this course no later than one year from placement or the effective date of this policy (whichever is later) to a supervisory or managerial position unless they receive credit for successful completion of substitute courses and/or experience. For purposes of illustration:

a. Priority 1. Army civilians newly assigned as team leaders or to supervisory or managerial position with the one-year supervisory probationary period requirement and have not received credit for course/experience substitution for the BC.

b. Priority 2.

1. Civilians whose primary duties include leading others on an

ad hoc basis or managing programs that require leading others (project leaders and program managers).

2. Army civilian employees and other DoD employees participating in an Army endorsed supervisory or manager development program (e.g. DoD Executive Leadership Program (DELDP), the Army Fellows Program, and the Best Enterprise Solutions Trainee (BEST) Program).

c. Priority 3. Military supervisors of civilians and other DoD leaders.

(5) Course credit and Substitutions. Substitution may be granted to employees who have successfully completed similar or more advanced training and education or have experience as civilian or military leaders to satisfy course completion requirements.

a. Army courses identified for Basic Course substitution are Civilian Leadership Education and Development (LEAD) Course, Officer Basic Course (OBC), Warrant Officer Advanced Course (WOAC), Advanced NCO Course (ANCOC).

b. The list of courses is not exclusive and other similar or more advanced training/education may be substituted using the approval process identified in Section 3C.

c. Experience substitution is available to satisfy course completion requirements for employees whose civilian or military background includes five years or more experience exercising responsibility for leading and supervising teams of Federal civilian employees (Section 3C).

(6) Enrollment.

a. A web-based DL pre-assessment (within the course) will identify individual needs for specific DL modules.

b. The DL phase must be completed prior to taking the resident phase. Those unable to successfully complete the DL phase are not eligible for the resident phase of the BC.

c. Employees in supervisory and managerial positions must complete the DL and resident phase of BC within one year after assignment or the effective date of this policy (whichever is later) to a supervisory or managerial position to meet the one-year supervisory probationary period.

d. The time length between completing the DL phase and beginning the resident phase should not exceed 180 days. DL phase has review or "reach back" capability as a refresher for those who will not immediately be attending the resident phase.

e. Quotas are assigned to Army organizations based on the population of civilian employees identified as requiring the course.

f. Applicants are screened for eligibility based on policy eligibility, admission priorities and prerequisites.

Intermediate Course (IC)

IC is designed for civilians in supervisory or managerial positions. This target population is by necessity more adaptive, innovative, self-aware, and prepared to effectively lead and care for personnel and manage assigned resources. Training and developmental exercises focus on "mission" planning, team building, establishing command climate, and stewardship of resources.

(1) IC consists of a DL phase (pre-assessment determines individual length) and a three week resident phase. The resident phase will be taken after successful completion of the DL phase and takes place in a university setting encompassing a classroom environment and small group seminars.

- (2) Eligibility for the resident phase.
- a. Army civilian employees in a permanent appointment to a supervisory or managerial position.
 - b. Army civilian employees who are program managers as defined in this document.
 - c. Military supervisors of civilian employees and other DoD leaders.
 - d. Applicants must have a current performance rating of successful or NSPS rating of Level (2) or above, and be in good standing regarding conduct.

(3) Prerequisite for attendance at the resident phase. Employees must have successfully completed the FC (as required by Section H) and BC or have BC course/experience substitution.

(4) Admission priorities for the resident phase. For purposes of establishing training priorities, the IC is required for all employees in a permanent appointment to a supervisory or managerial position. Employees in supervisory or managerial positions must complete this course no later than two years from placement or the effective date of this policy (whichever is later) or have received credit for successful completion of substitute course and/or experience. For purposes of illustration:

- a. Priority 1. Army civilians in a permanent appointment to a supervisory or managerial position and have not received course/experience substitution.
- b. Priority 2.
 - 1. Army civilian program managers
 - 2. Army civilian employees and other DoD employees who are participating in an Army endorsed supervisor or management development program (e.g. DoD Executive Leadership Program (DELDP), the Army Fellows Program, the Best Enterprise Solutions Trainee (BEST) Program).
- c. Priority 3. Military supervisors of civilians and other DoD leaders.

(5) Course credit and Substitutions. Substitution may be granted, to satisfy course completion requirements, to employees who are required to complete the IC, but have successfully completed similar or more advanced training and education as civilian or military leaders.

a. Army courses identified as Intermediate Course substitution are Organizational Leadership for Executives (OLE), Captains Career Course (CCC), Warrant Officer Senior Course (WOSC), and First Sergeant Course (FSC).

b. The list of courses is not exclusive and other similar or more advanced training/education may be substituted using the approval process identified in Section 3C.

c. Experience substitution to satisfy course completion requirements is available for employees whose Federal civilian or military background includes five years or more experience in a supervisory or managerial position supervising Federal civilian employees (Section 3C).

(6) Enrollment.

a. A web-based DL pre-assessment (within the course) will identify individual needs for specific DL modules.

b. The DL phase must be completed prior to taking the resident phase. Those unable to successfully complete the DL phase are not eligible for the resident phase of the IC.

c. Employees in a permanent appointment to a supervisory or managerial position must complete the DL and resident phases of IC within two years after placement or the effective date of this policy (whichever is later) to meet required attendance.

d. The time length between completing the DL phase and beginning the resident phase should not exceed 180 days. DL phase has review or “reach back” capability for refresher for those who will not be immediately attending the resident phase.

e. Quotas are assigned to Army organizations based on the population of civilian employees identified as requiring this course.

f. Applicants are screened for eligibility based on policy eligibility, admission priorities and prerequisites.

Advanced Course (AC)

AC is designed for civilian leaders who exercise predominately indirect supervision and who are adaptive, innovative, self-aware, and capable of effectively leading a complex organization, guiding programs, and managing associated resources. The training focus is on strategic thinking and assessment, change management, developing a cohesive organization, managing a diverse workplace, and management of resources.

(1) AC consists of a DL phase (pre-assessment determines individual length) and a four week resident phase. The resident phase will be taken after successful completion of the DL phase and takes place in a university setting encompassing a classroom environment and small group seminars.

(2) Eligibility for resident phase.

a. Army civilian leaders in a permanent appointment to a supervisory or managerial position at GS-13 and above or comparable pay band.

b. Army civilians at GS-13 and above or comparable pay band in senior level positions typically found in Team Leaders, Deputies or Program Managers.

c. Military supervisors of civilian employees and DoD supervisors.

c. Applicants must have a current TAPES performance rating of successful or NSPS rating of Level (2) or above and be in good standing regarding conduct.

(3) Prerequisite for attendance at the resident phase.

a. Employees in a permanent appointment.

b. Employees at the senior level (GS-13 and above or comparable pay band).

c. Successfully completed the FC (as required by Section H), BC and IC or have received course/experience substitution for each.

(4) Admission priority for the resident phase. For purposes of establishing training priorities AC required for all employees with a permanent appointment to a supervisory or managerial position. Employees must complete this course no later than two years from their placement, or the effective date of this policy (whichever is later), or have received credit for successful completion of substitute courses and/or experience. For purposes of illustration:

a. Priority 1. Army civilian leaders in a permanent appointment to a supervisory or managerial position.

- b. Priority 2. Army senior level civilians, GS-13 and above or comparable pay band, currently not in a supervisory or managerial position.
- c. Priority 3. Military supervisors of civilians or in managerial positions and other DoD leaders.

(5) Course credit and Substitutions. Substitution may be granted, to satisfy course completion requirements, to employees who are required to complete AC but have successfully completed similar or more advanced leadership education and training or have experience as civilian or military leaders.

- a. Army courses identified as Advanced Course substitutions Sustaining Base Leadership and Management (SBLM), Command and General Staff College (CGSC)/Intermediate Level Education (ILE), Warrant Officer's Senior Staff Course (WOSSC), and Sergeant Majors Course (SMC).
- b. The list of courses is not exclusive and other similar or more advanced training or education may be substituted using the approval process identified in Section 3C.
- c. Experience substitution to satisfy course completion requirements is available for employees whose civilian or military work experience includes five years or more experience in a senior supervisory or managerial position (i.e., GS-13 and above or comparable pay band) supervising Federal civilian employees (Section 3C).

(6) Enrollment.

- a. A web-based DL pre-assessment (within the course) will identify individual needs for specific DL modules.
- b. The DL phase must be completed prior to attending the resident phase. Those unable to successfully complete the DL phase will not be eligible for the resident phase of the AC.
- c. Employees in supervisory or managerial positions must complete the DL and resident phase within two years after placement or the effective date of this policy (whichever is later), to meet attendance requirements.
- d. The time length between completing the DL phases and beginning the resident phase should not exceed 180 days. DL phase has review or "reach back" capability as a refresher for those who will not immediately be attending the resident phase.
- e. Quotas are assigned to Army organizations based on the population of civilian employees identified as requiring this course.
- f. Applicants are screened for eligibility based on policy eligibility, admission priorities and prerequisites.

Senior Service College (SSC)

SSC is at the apex of the civilian education system and prepares civilians for positions of greatest responsibility in the Department of Defense. SSC provides advanced level educational opportunities for those who have completed CES training through the Advanced Course or equivalent training. Leaders who attend must have an understanding of complex policy and operational challenges and increased knowledge of the national security mission. Attendance is a competitive process and a HQDA Secretariat Board makes selections. Like the Officer Corps, civilians graduating from SSC are centrally placed in a position of greater responsibility in another assignment or organization where they can apply the advanced education they have received.

- (1) Eligibility requirements for SSC.
 - a. Army civilian GS/GM-14/15 or comparable NSPS or NAF pay band.
 - b. Army civilians must have three years in a permanent appointment before admittance to SSC.
 - c. Must possess a baccalaureate degree from an accredited college or university.
 - d. Must have completed the CES Advanced Course or equivalent.
 - e. Must have or be able to obtain a TOP SECRET clearance with Special Background Investigation access that will not expire during the academic year.
 - f. SSCs for which DA civilians can apply are the Army War College (AWC), National War College (NWC), Industrial College of the Armed Forces (ICAF), and Army War College Distance Education Course.
 - g. Information on the application process and forms are available on www.cpol.army.mil.

Defense Leadership and Management Program (DLAMP)

DLAMP is the premier executive development program for senior Defense civilians and a key component of the Department of Defense's (DoD) succession planning strategy. DLAMP provides the means to mature a cadre of highly capable senior civilian leaders with a joint perspective on managing the Department's workforce and programs.

(1) The DLAMP goal is to develop senior civilian leaders with a DoD-wide perspective; substantive knowledge of the national security mission; a shared understanding, trust, and sense of mission with military counterparts; and strong leadership and management skills. Although there is no guarantee of advancement, DLAMP activities, when combined with increasingly responsible work assignments, prepare individuals for senior leadership positions throughout DoD.

(2) DLAMP is a comprehensive program of education and development. Participants are nominated by their respective Components and ratified for admission by the DLAMP Council. Once admitted, DoD centrally funds approved DLAMP activities. Most participants will complete all requirements in two to five years, depending on their prior education, career goals, and individual needs.

- (3) The DLAMP Core elements that must be met to complete the program.
 - a. Receive an advanced degree from an accredited institution;
 - b. Attend graduate courses in business management and public policy areas;
 - c. Graduate from a Senior Service College
 - d. Attend leadership courses designed to enhance executive core qualifications;
 - e. Complete a Developmental Assignment

- (4) Eligibility requirements.
 - a. Army civilian GS/GM – 14/15 or comparable NSPS or NAF pay band.
 - b. Must have three years in a civilian permanent appointment before admittance to DLAMP.
 - c. Must possess a baccalaureate degree from an accredited college or university.
 - d. Must have completed the CES Advanced Course or equivalent.

- e. Must have or be able to obtain a TOP SECRET clearance.
- f. SSCs available for DLAMP participants are the Army War College (AWC), Army War College Distance Education Course, National War College (NWC), Industrial College of the Armed Forces (ICAF), Naval War College and Air War College.
- g. Information on the DLAMP application process and forms are available on www.cpol.army.mil.

Senior Service College Graduate Placement Program (SSC GPP).

To increase the effectiveness of civilian SSC education, the VCSA established a policy of directed placement of all civilian SSC graduates, including participants in the Defense Leadership and Management Program (DLAMP). This process will maximize the Army's return on investment and provide an avenue for full utilization of the competencies acquired through advanced education with an assignment process paralleling to military SSC graduates. The VCSA policy memorandum can be read at <http://cpol.army.mil/library/train/tld-060503.html>

(1) Directed placement will advance the goals of professionalizing leader development for the civilian workforce and provide an avenue for full utilization of leadership skills and competencies acquired. Centralized placement will strengthen the Army, ensuring SSC graduates are put to use immediately and on a continuing basis, using the benefits acquired from their development by placement in Army leadership positions.

(2) The SSC GPP applies to all Army civilian applicants for SSC. SSC applicants must sign a SSC GPP Mobility Agreement as a condition of applying for SSC. HQDA will consider SSC graduates for permanent placement laterally into known or anticipated vacancies for which they are qualified. The positions into which they will be placed must be validated as requiring SSC education. Validation Guidance that describes the characteristics of a position requiring SSC education is located at <http://cpol.army.mil/library/train/catalog/valguide-ssc.html>.

(3) SSC graduates are encouraged to apply competitively for promotion. These positions must also be identified as requiring/desiring SSC. If the student finds a position on their own, they must coordinate with and obtain approval of HQDA.

(4) More information on SSC application process and forms are available on www.cpol.army.mil.

APPENDIX 3

FORMAL TRAINING RECOMMENDED FOR PROGRESSION IN CF 51 (MWR)

NF-2 to NF-3, or GS-5 through GS-8

- Computer courses (MS Word, Power Point, MS Excel, MS Access Netscape or other Internet courses) or equivalent experience
- [MWR Orientation Course](#)
- [Operational Excellence \(OPEX\): Customer Service](#)
- Foundation Course (CES)
- Effective telephone techniques
- Time management

NF-3 to NF-4, or GS-8/9 through GS-12

- Above courses or equivalent experience
- Technical courses or equivalent experience in the occupational series to which promotion is desired
- Action Officer Development Course (AODC)
- [MWR Basic Management Course](#)
- Basic Course (CES)

NF-4 to NF-5, or GS-9/12 to GS-13/15

- MWR Basic Management Course
- Intermediate Course (CES)
- Advanced Course (CES)

NF-5 pay band progression or GS-13 to GS-15

- MWR Basic Management Course
- Advanced Course (CES)
- Senior Service College
- DLAMP

MWR Orientation Course

Length/Location of Program: Self-paced web-based training, approximately 5 hours in duration available at: <http://www.mwraonline.com/>

Eligibility Requirements: No prerequisites. Open to all MWR civilian and military employees. Recommended completion of the course is within the first 30 days of employment.

Other Requirements: Registration in the MWR Academy Learning Management System is required to enroll.

Purpose/Course Description: If you are new to the U.S. Army and to MWR, this course is essential in helping you understand your work environment. If you have been working in this environment for some time already, you may access this course to update your knowledge in MWR. The four modules offered in the Orientation course provide a very good overview of both the U.S. Army and the nonappropriated Funds Instrumentality (NAFI) known as "Morale, Welfare and Recreation (MWR)". The four modules are "Welcome to the Army," "Welcome to MWR," "More About MWR Programs," and "Human Resources."

Application Process: Enrollment is accomplished via : <http://www.mwraonline.com>

Selection and Notification: No selection process for this course.

Funding: No cost

Operational Excellence (OPEX): Customer Service

Length/Location of Program: Self-paced web-based training, approximately 6 hours in duration available at: <http://www.mwraonline.com/>.

Eligibility Requirements: No prerequisites. Open to all MWR civilian and military employees. Recommended completion of the course is within the first 3 months of employment.

Other Requirements: Registration in the MWR Academy Learning Management System is required to enroll. Supervisory approval is required.

Purpose/Course Description: This course focuses on developing customer service skills by teaching techniques to meet customer expectations through a positive image, teamwork, customer care, professional performance and problem solving. Upon completion, participants will generate a level of performance and commitment that develops a service excellence culture through pride and professionalism.

Application Process: Will be available Online later in FY05. When available, enrollment is accomplished via <http://www.mwraonline.com/>.

Selection and Notification: No selection process for this course. Funding: No cost

MWR Basic Management Course

Course Code: NA

Length/Location of Program: Self-paced web-based training, approximately 80 hours in duration available at <http://www.mwraonline.com/>

Purpose: This is the basic; entry-level course targeted at all new managers. If you are newly appointed to a MWR managerial position, this course will familiarize you with the various areas of MWR responsibilities, and Army philosophy, policy and procedures. It includes instruction in personnel management, financial management, budgeting, procurement and acquisition, marketing, corporate sponsorship, management controls, safety and RIMP, retail sales and accountability, and Management Information Systems. Managers are strongly encouraged to apply online for this course as soon as possible following their appointment to a managerial position.

Application: Enrollment is accomplished at: <http://www.mwraonline.com/>

Prerequisites: Should be a newly assigned manager who has financial and supervisory responsibilities for an MWR program. Recommended completion of this course is within the first 6 months of appointment to a managerial appointment.

Other Requirements: Registration in the MWR Academy Learning Management System is required to enroll. Supervisory approval is required. Successful completion of the course requires a score of 75% or better on all module post assessments.

Selection and Notification: No selection process for this course. Funding: No cost.

APPENDIX 4

USEFUL WEB SITES

<http://mwraonline.com>. This is the MWR Academy's web page. You can access the MWR Academy's course catalog and request enrollment for courses. The Academy and web-based training provides over 50 courses and training programs. Many of the courses are recommended for award of college credit; most courses qualify for Continuing Education Units (CEUs).

<http://cpol.army.mil> (click on References & Tools: Training & Leadership Development). Civilian Personnel Online. This is the Army's primary web site for civilian personnel information. Visit this site for a myriad of training information, both within and outside Army. Provides direct connections to:

ACTEDS Career Plans. This section provides career plans for the Army's 22 Appropriated Fund (APF) Career Programs, and the Army's Career Fields (including CF 51, MWR).

ACTEDS Training Catalog, FY06 (updated each fiscal year). See paragraph 4d of this guide for a description of the ACTEDS Training Catalog.

Here are the Commonly Used Links on the CPOL website:

- [Army Employment Information](#)
- [FY 07 Labor Relations Program Evaluation-Labor Relations Bulletin #422](#)
- [Civilian Human Resources: FY07 Annual Evaluation](#) Posted 04/04/08!
- [The FY08 ACTEDS Training Catalog](#) April Updates posted!
- [Army National Security Personnel System \(NSPS\)](#) April Updates posted
- [Monthly Maintenance Event Schedule](#)
- [Army G-1 Freedom of Information Act \(FOIA\) Requester Service Center](#)
- [Emergency HR Guidance \(w/Natural Disasters Smartbook\)](#) Updated August 2007
- [Army Base Realignment And Closure \(BRAC\) Information](#) (Newly redesigned!)
- Army Civilian Corps Established: [Memo](#) | [Creed](#)
- [Index of Helpful Links](#)
- [Latest Civilian Personnel Bulletin](#)
- [What's NEW! - the CPOL News page!](#)

Trail Guide for Army's Future Leaders. (See paragraph 4a of this guide).
The CPOOL web site provides links to a number of training-related activities, including:

- Army Acquisition Corps
- Army Doctrine & Training Digital Library (ADTDL)
- Army Logistics Management College
- Army Management Staff College
- Army Reserve Readiness Training Center (ARRTC)
- Army Training Support Center
- Army War College
- Civilian Education and Professional Development
- Civilian Common Core Tasks Courseware
- Defense Acquisition University
- Defense Automated Visual Information System
- Federal Executive Institute
- Government Training Institute
- National Defense University
- Training Management Division, CPOCMA
- USDA Graduate School

<http://www.leadership.opm.gov/>. This is an Office of Personnel Management (OPM) web site for the Federal Executive Institute (FEI) and OPM Management Development Centers (MDC). The FEI and the MDC are dedicated to developing career leaders for the federal government. OPM's three centers, in Charlottesville, VA, Shepherdstown, WV, and Denver CO, all offer exceptional residential learning environments and are staffed with program directors, seminar leaders, and facilitators drawn from America's elite corps of training professionals.

<http://www.opm.gov/hrd/> OPM Human Resource Development-strives to improve performance of the Federal Workforce through learning, education, and development.

<http://grad.usda.gov/>. The Graduate School, US Department of Agriculture (USDA) is a continuing education institution offering career-related courses to all adults regardless of education or place of employment. USDA annually provides more than 1,500 different courses for career development and personal enrichment. Classes designed to help individuals realize their career potential, improve their job performance and enrich their lives.

<http://www.cpms.osd.mil/> Civilian Education and Professional Development. The mission of this branch is to serve as the focal point for the academic quality and cost-effectiveness of all DoD civilian educational and professional development activities. This web site also contains numerous links to other educational sources.

<http://www.fedworld.gov/>. In 1992, The National Technical Information Service (NTIS) established FedWorld, an agency of the U.S Department of Commerce, to serve as the Online locator service for a comprehensive inventory of information disseminated by the Federal Government. Today, the FedWorld Information Network consists of an integrated network offering the public broad access to information.

<http://www.firstgov.gov/> FirstGov allows users to browse a wealth of information - everything from researching at the Library of Congress to tracking a NASA mission. It also enables users to conduct important business Online such as applying for student loans, tracking Social Security benefits, comparing Medicare options, and even administering government grants and contracts.

The Federal Employee tab of FirstGov lists various programs, directories, and gateways. Reading, writing, math, communication, and problem solving are basic skills needed for success in today's job market. In addition, about 60 percent of the new jobs in America now require computer expertise, and computer skills are often required for existing jobs. To help you improve your skills or find the right program for you, search the links to training providers, technical schools, community colleges, four-year colleges, or universities that are listed in this web site.

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