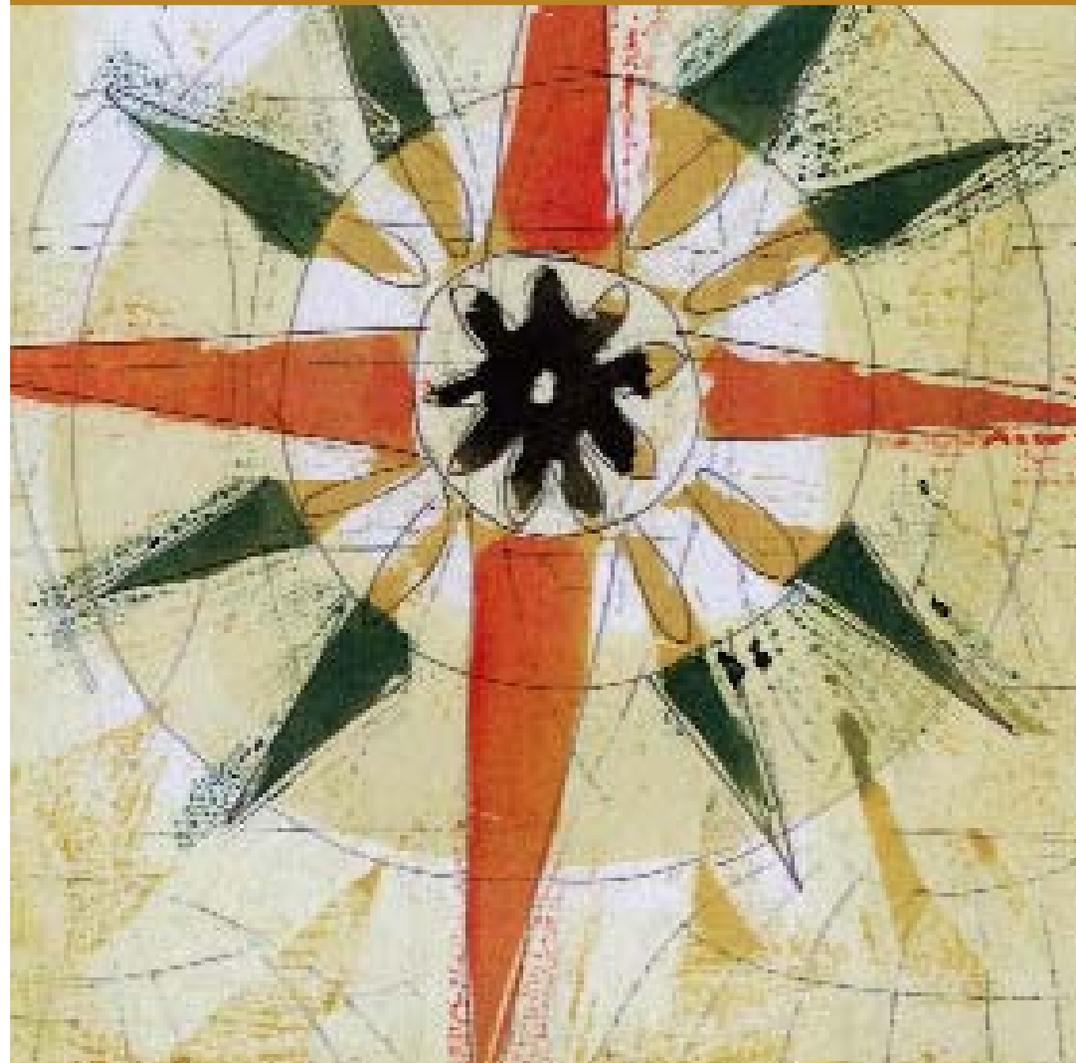




Charting the Course

LEADERSHIP TRAINING OPPORTUNITIES FOR
U.S. ARMY, EUROPE CIVILIAN EMPLOYEES



HQ USAREUR/7A-ODCS, G1
Civilian Personnel Directorate
<http://www.per/hqusareur.army.mil/cpd/>

Additional Leadership Courses

For additional leadership development opportunities visit the websites below.

Federal Executive Institute & Management Development Centers offer more than 100 leadership courses.
www.leadership.opm.gov

USDA Graduate School offers courses such as Executive Leadership Program and Leadership Skills for Non-Supervisors.
www.grad.usda.gov

Harvard University's John F. Kennedy School of Government Executive Programs is dedicated to preparing leaders in democratic societies for service in public affairs.
www.execprog.com/programs.asp

National Security Studies is a premiere professional development and training program for the senior civilian and military leadership of the Defense Department.
www.nss.edu

Center for Creative Leadership is an internationally recognized resource for developing leaders. They have many good articles on their website.
www.ccl.org

Training for Success

As the Army transforms to meet the demands of the 21st Century, it is more important than ever to develop strong civilian leaders equipped with the knowledge and skills to empower employees, affect change, and shape the Army of the future.

To be a leader in the Army of the 21st Century you must embrace the concept of life-long learning. Today's rapidly changing world demands that you constantly seek self-development opportunities. These learning opportunities come in many forms: mentoring, professional reading, on-the-job training, rotational assignments, involvement in professional organizations, seminars and training programs. This guide is designed to introduce you to Army-sponsored leadership development courses and programs.

The residential professional development opportunities in this brochure employ an interactive learning approach that leads you through simulations and self-discovery activities designed to help you acquire the tools and skills to become a more effective leader. Taking advantage of these learning opportunities will provide you with a breadth of knowledge that will make your work more rewarding and effective. It can also be the key to unlock the door to your professional goals, giving you a competitive edge for advancement.

Want to know more? Visit the Army Sponsored Leadership Training section on the HQ USAREUR/7A-ODCS, G1, Civilian Personnel Directorate (CPD) website at www.per.hqusareur.army.mil/cpd/. More information on other training and self-development activities can be found under "Leader Development."

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OPM Federal Executive Institute (FEI) Leadership for a Democratic Society Program

WHO: High performing GS-15 (or equivalent) managers and members of the Senior Executive Service.

WHAT: The Leadership for a Democratic Society Program covers personal leadership in government, transforming public organizations, policy in a constitutional system, global perspectives, and public action. For more information visit the OPM website at www.leadership.opm.gov/content.cfm?CAT=LDS50.

WHERE & WHEN: The Federal Executive Institute in Charlottesville, Virginia. For course dates visit the OPM website at www.leadership.opm.gov/schedule.cfm.

LENGTH: 4 weeks

COST: Tuition costs of approximately \$12,000 - \$13,000 and all travel and per diem must be paid by the nominating organization or career program.

HOW TO APPLY: FAX DD Form 1556 to CHRA-E HRDD at 0621 487 9778 or DSN: 375-9778.

National Security Management Course (NSMC)

WHO: GS-15 (or equivalent) and members of the Senior Executive Service.

WHAT: This program provides senior DOD leaders and managers an understanding of the factors and forces that shape national security strategy and policy. Participants gain an understanding of the four major areas of national security: resources; interagency relationships; democratic control; and the global security environment. For more information visit the National Security Studies website at www.maxwell.syr.edu/nss/index.htm.

WHERE & WHEN: This course is conducted at Syracuse University in Syracuse, New York. For course dates visit the Army Sponsored Leadership Training section of the HQ USAREUR/7A-ODSC, G1, CPD website at www.per.hqusareur.army.mil/cpd/.

LENGTH: 6 weeks

COST: Tuition, meals, and lodging are centrally funded. The nominating activity must fund the travel and incidental entitlements allowable by the JTR.

HOW TO APPLY: Application packages are available online at the CPOL website at www.cpol.army.mil/library/train/catalog/ch04nsmc.html. Hard copy applications with original signature must be forwarded through command channels to HQ USAREUR/7A-ODCS, G1, CPD (AEAGA-CE), Unit 29351, APO, AE 09014.

Supervisor Development Course (SDC)

WHO: Required for new supervisors within six months of appointment to a supervisory position; recommended for new team leaders.

WHAT: This online course is Phase 1 of the required supervisory training program. It provides new supervisors with the knowledge necessary to successfully manage work and lead people. SDC consists of two sub-courses:

- (1) **ST5001 Managing and Leading** - Provides new supervisors basic skills in managing work and leading people.
- (2) **ST 5002 Human Resources Management** - Provides new supervisors basic skills in human resource management.

WHERE & WHEN: This course can be taken online at any time on the Army Civilian Personnel Online (CPOL) website at www.cpol.army.mil/library/train/courses/.

LENGTH: 39 correspondence course hours

COST: There is no cost for this course.

HOW TO APPLY: Apply online at the Army online correspondence portal at http://www.aimsrdl.atsc.army.mil/secured/accp_top.htm.

NOTE: *This course is to be completed prior to taking LEAD.*

Leadership Education and Development (LEAD)

WHO: Required for new supervisors within six months of appointment to a supervisory position; recommended for team leaders.

WHAT: This classroom course is Phase 2 of the required supervisory training program. Through group interaction and team activities, participants are introduced to the interpersonal skills required to be an effective leader. Participants learn how to assess their own effectiveness, as well as the effectiveness of their employees and teams. They also learn how to motivate and influence employees, communicate effectively, conduct counseling, and resolve conflict. As a result, participants will develop strategies to create fully functional teams.

WHERE & WHEN: This course is conducted at various sites throughout Europe. Check under “Training and Development” on the Civilian Human Resources Agency-Europe (CHRA-E) website for dates and locations at www.chra.eur.army.mil.

Length: 1 week

COST: There is no cost to attend the course. Organizations are responsible for any TDY costs.

HOW TO APPLY: Apply online at the CHRA-E website at www.chra.eur.army.mil. Select “Training and Development.”

PREREQUISITE: Supervisor Development Course

Harvard University Program for Senior Executive Fellows

WHO: GS-14/15 (or equivalent) managers. Candidates for Senior Executive Service are strongly desired.

WHAT: Incorporating OPM's Executive Core Qualifications (ECQs), this program provides a unique opportunity to gain perspectives on public policy and management through interaction across agency and executive-legislative branch boundaries. For more information, visit the John F. Kennedy School of Government Executive Programs website at www.ksg.harvard.edu/smg-sef/sef.htm.

WHERE & WHEN: This course is conducted at the John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts. For course dates visit the Army Sponsored Leadership Training section of the HQ USAREUR/7A-ODCS, G1, CPD website at www.per.hqusareur.army.mil/cpd/.

LENGTH: 4 week

COST: \$14,200 for travel costs, tuition, curricular materials, housing and most meals. This course must be funded by the nominating organization or career program.

HOW TO APPLY: Application packages are available online at the CPOL website at www.cpol.army.mil/library/train/catalog/ch04husef.html. Hard copy applications with original signatures must be forwarded through command channels to HQ USAREUR/7A-ODCS, G1, Civilian Personnel Directorate (AEAGA-CE), Unit 29351, APO, AE 09014.

Industrial College of the Armed Forces (ICAF)

WHO: GS-14/15 (or equivalent) employees who have career status, a minimum of three years consecutive service, and possess or are able to obtain a TOP SECRET clearance with a SBI. Participants should possess a graduate degree.

WHAT: This in-depth program offers a post-graduate, executive-level course of study and research in national security and military strategy with an emphasis on resource management. ICAF focuses on strategic thinking, visioning, planning and leading with a joint, interagency perspective. For more information visit the National Defense University website at www.ndu.edu/icaf.

WHERE & WHEN: This program is offered once each year at Fort Lesley J. McNair, Washington, DC. For course dates visit the Army Sponsored Leadership Training section of the HQ USAREUR/7A-ODCS, G1, CPD website at www.per.hqusareur.army.mil/cpd/.

LENGTH: 10 months

COST: No cost to the organization. Travel and per diem are centrally funded.

HOW TO APPLY: Complete application online at the CPOL website at www.cpol.army.mil/library/train/catalog/ch02icaf.html. Hard copy applications with original signatures must be forwarded through command channels to HQ USAREUR/7A-ODCS, G1, CPD (AEAGA-CE), Unit 29351, APO, AE 09014.

NOTE: *This program requires participants to sign a mobility agreement.*

U.S. Supervisor Development Training

WHO: Supervisors of U.S. Appropriated (AF) civilian employees.

WHAT: This course provides supervisors and managers with the tools and knowledge to effectively recruit, supervise, discipline, and reward employees. Topics include Position Management and Classification, Recruitment and Placement, Automated Personnel Tools, Priority Placement Program, Benefits and Entitlements, Performance Management, Awards, Management - Employee Relations, DOD Rotation Policy and Process, Workers Compensation, and Training.

WHERE & WHEN: This course is conducted by the local Civilian Personnel Advisory Centers (CPACs) for their serviced population. Check under "Training and Development" on the CHRA-E website for the date and location of the course offered by your CPAC at www.chra.eur.army.mil.

LENGTH: 1 week

COST: There is no cost to attend this course.

HOW TO APPLY: Apply online at the CHRA-E website at www.chra.eur.army.mil. Select "Training and Development."

LN Supervisor Development Program

WHO: Supervisors of Local National (LN) employees.

WHAT: This course provides supervisors and managers with the tools and knowledge to effectively recruit, supervise, discipline and reward LN employees. Topics include Tariff/LN Employment Overview, Position Management and Classification, Recruitment and Placement, Time and Attendance, Training, Performance Management, and Management - Employee Relations.

WHERE & WHEN: This course is conducted by the local CPACs for their serviced population. Check under "Training and Development" on the CHRA-E website for the date and location of the course offered by your CPAC at www.chra.eur.army.mil.

LENGTH: 2 days

COST: There is no cost to attend this course.

How to apply: Apply online at the CHRA-E website at www.chra.eur.army.mil. Select "Training and Development."

National War College (NWC)

WHO: GS-14/15 (or equivalent) employees who have career status, a minimum of three years consecutive service, and possess or are able to obtain a TOP SECRET clearance with a SBI. Participants should possess a graduate degree.

WHAT: This program is focused on broadening the students' understanding of national security policy and strategy. The curriculum addresses the domestic and international contexts within which policy and strategy are developed; examines the national security decision-making process; and focuses on the formulation and conduct of national security strategy, military strategy, and joint operations. For more information visit the National Defense University website at www.ndu.edu/nwc.

WHERE & WHEN: This program is conducted once each year at Fort Lesley J. McNair, Washington, DC. For course dates visit the Army Sponsored Leadership Training section of the HQ USAREUR/7A-ODCS, G1, CPD website at www.per.hqusareur.army.mil/cpd/.

LENGTH: 10 months

COST: No cost to the organization. Travel and per diem are centrally funded.

HOW TO APPLY: Complete application online at the CPOL website at www.cpol.army.mil/library/train/catalog/ch02nwc.html. Hard copy applications with original signatures must be forwarded through command channels to HQ USAREUR/7A-ODCS, G1, CPD (AEAGA-CE), Unit 29351, APO, AE 09014.

NOTE: *This program requires participants to sign a mobility agreement.*

Army War College Distance Education (AWC-DE)

WHO: GS-14/15 (or equivalent) who have career status, a minimum of three years consecutive service, and possess or are able to obtain a TOP SECRET clearance with SCI access.

WHAT: The AWC-DE course curriculum closely parallels the AWC Resident course. AWC-DE demands considerable dedication to study. Participants will conduct critical analyses and prepare numerous papers on complex national security and defense issues. For more information visit the Army War College website at <http://carlisle-www.army.mil>.

WHERE & WHEN: A new program starts every two years. Course requirements are met on your own time except for 22 resident academic days. For course dates visit the Army Sponsored Leadership Training section of the HQ USAREUR/7A-ODCS, G1, CPD website at www.per.hqusareur.army.mil/cpd/.

LENGTH: 2 years

COST: No cost to the organization. Travel and per diem are centrally funded.

HOW TO APPLY: Complete application online at the CPOL website at www.cpol.army.mil/library/train/catalog/ch02awcde.html. Hard copy applications with original signatures must be forwarded through command channels to HQ USAREUR/7A-ODCS, G1, CPD (AEAGA-CE), Unit 29351, APO, AE 09014.

NOTE: *This program requires participants to sign a mobility agreement.*

Basic Management Courses

Who: Supervisors and team leaders.

WHAT: These locally offered courses focus on traditional supervisory functions.

New Supervisor Orientation - Learn how to establish a positive work climate and deal with confrontation.

Coaching: Bringing Out the Best in Others - Learn how to guide and motivate others to improve performance.

Conflict Resolution - Learn how to use proven conflict resolution strategies to reduce hostility and defensiveness in confrontational situations.

Team Building - Learn how to effectively build and maintain a team and positively motivate and develop others.

Managing Time - Learn how to understand and apply successful methods to manage time and improve productivity through planning and delegation.

Managing Projects - Learn how to develop plans, assign responsibilities, and manage projects.

WHERE & WHEN: Check under "Training and Development" on the CHRA-E website for dates and locations at www.chra.eur.army.mil.

COST: There is no cost to attend these courses. Organizations are responsible for any TDY costs.

HOW TO APPLY: Apply online at the CHRA-E website at www.chra.eur.army.mil. Select "Training and Development."

Manager Development Course (MDC)

WHO: Required for new managers (2nd line supervisors and managers of programs, resources and/or policy) within six months of appointment to a managerial position.

WHAT: This online course teaches new managers skills for managing work and leading people. Lessons include strategic planning; managing change; organizational culture; Planning, Programming, Budgeting, and Execution System (PPBES); Army Environmental Program; EEO; ethics; management control; and team building.

WHERE & WHEN: This course can be taken any time on the Army CPOLE website at www.cpol.army.mil/library/train/courses/.

LENGTH: 20 correspondence course hours

COST: There is no cost for this course.

HOW TO APPLY: Apply online at the Army Training Support Center website at https://www.aimsrdl.atsc.army.mil/secured/accp_top.htm.

Army War College (AWC)

WHO: GS-14/15 (or equivalent) who have career status, a minimum of three years consecutive service, and possess or are able to obtain a TOP SECRET clearance with SCI access.

WHAT: Army War College studies the role of land power, as part of a joint or combined force, in support of the US national military strategy. The program prepares military officers and civilians for leadership responsibilities in a strategic security environment during peacetime and wartime. For more information visit the U. S. Army War College website at <http://carlisle-www.army.mil>.

WHEN: This program is offered once each year at Carlisle Barracks, Pennsylvania. For course dates visit the Army Sponsored Leadership Training section of the HQ USAREUR/7A-ODCS, G1, CPD website at www.per.hqusareur.army.mil/cpd/.

LENGTH: 10 months

COST: No cost to the organization. Travel and per diem are centrally funded.

HOW TO APPLY: Complete applications online at the CPOLE website at www.cpol.army.mil/library/train/catalog/ch02awc.html. Hard copy applications with original signatures must be forwarded through command channels to HQ USAREUR/7A-ODCS, G1, CPD (AEAGA-CE), Unit 29351, APO, AE 09014.

NOTE: *This program requires participants to sign a mobility agreement.*

Defense Leadership and Management Program (DLAMP)

WHO: GS-13 to GS-15 (or equivalent) employees who possess a baccalaureate degree from an accredited college or university.

WHAT: DLAMP is a comprehensive training program that develops senior civilian executives. Participants earn a master's degree while receiving extensive professional military education in national security policy, decision-making and leadership. Participants are also encouraged to complete a joint or cross-Component rotational assignment. For more information visit the DLAMP website at www.cpms.osd.mil/dlamp/.

LENGTH: Over a 2-5 year period, participants attend a foundation course in national security strategy and decision-making, two courses in executive leadership and a senior-level professional military education (PME) program at one of the five senior service colleges.

COST: DLAMP is funded by the Office of the Secretary of Defense, OSD.

HOW TO APPLY: Complete applications online at the CPOL website at www.cpol.army.mil/library/train/catalog/pkt_dlamp.html. Hard copy applications with original signatures must be forwarded through command channels to HQ USAREUR/7A-ODCS, G1, CPD (AEAGA-CE), Unit 29351, APO, AE 09014.

NOTE: *This program requires participants to sign a mobility agreement.*

Personnel Management for Executives (PME) I

WHO: GS-13/14 (or equivalent) supervisors. GS-12 and GS-15 (or equivalent) personnel are considered by exception.

WHAT: Through challenging curriculum and networking opportunities participants explore leadership concepts to learn better ways of dealing with management and leadership problems. PME I explores adaptive change, the role of the leader, ethical decision-making, communication, stress and wellness, personal leadership styles, and diversity. With a focus on “people issues”, this course improves leadership skills and expands perspectives. For more information visit the Army Management Staff College (AMSC) website at <http://amscportal.belvoir.army.mil>.

WHERE & WHEN: This course is conducted at Fort Belvoir, Virginia. For course dates visit the Army Sponsored Leadership Training section of the HQ USAREUR/7A-ODCS, G1, CPD website at www.per.hqusareur.army.mil/cpd/.

LENGTH: 2 weeks

COST: No cost to the organization. Travel and per diem are centrally funded.

HOW TO APPLY: Apply online at the AMSC website at <http://amscportal.belvoir.army.mil>.

Organizational Leadership for Executives (OLE)

WHO: GS-12 to GS-15 (or equivalent) managers (second line supervisors or managers of programs, resources, and/or policy). Attendees should complete PME I prior to attending OLE.

WHAT: OLE equips leaders with increased self-awareness, enabling them to visualize, communicate, and forge the organization's future. This class explains and demonstrates the leadership skills and competencies required to perform at the executive level. OLE is accredited by the North Central Association of Colleges and Schools for three graduate hours. For more information visit the Center for Army Leadership website at www.cgsc.army.mil/cal/cltd/CLTD_courses/ole.asp.

WHERE & WHEN: This course is offered in Europe in addition to the regularly scheduled courses in Kansas City, Missouri. Check under "Training and Development" on the CHRA-E website for dates and locations at www.chra.eur.army.mil.

LENGTH: 2 weeks

COST: No cost to the organization. Travel and per diem are centrally funded. *NOTE: Travel expenses for OCONUS attendees returning to CONUS to attend OLE are not centrally funded.*

HOW TO APPLY: Apply online at the CHRA-E website at www.chra.eur.army.mil. Select "Training and Development."

Strategic Leadership for Executives

WHO: GS-12 to GS-15 (or equivalent) managers (second line supervisors or managers of programs, resources, and/or policy).

WHAT: Strategic Leadership for Executives explains and demonstrates the leadership skills required to operate at the strategic level of leadership. Emphasis is given to utilizing current materials, which the leaders can apply in leading their organizations to increasing levels of excellence. This course develops the crucial Executive Core Qualifications - Leading Change, Leading People, Building Coalitions, Business Acumen, and Results Driven.

WHERE & WHEN: Kansas City, Missouri. For course dates visit the Army Sponsored Leadership Training section of the HQ USAREUR/7A-ODCS, G1, CPD website at www.per.hqusareur.army.mil/cpd/.

LENGTH: 1 week

COST: Travel and per diem must be paid by the nominating organization or career program.

HOW TO APPLY: Choose one of the following methods:
1) Fax or mail a completed DD Form 1556 to Center for Army Leadership to www.cgsc.army.mil/cal/cltd/cltd_courses/sle.asp for more information.

PREREQUISITE: Attendees must have completed OLE. There are no waivers or exceptions.

Personnel Management for Executives (PME) II

WHO: GS-13/14 (or equivalent) managers.

WHAT: This course is one of the Army's premiere executive development programs. Leaders are challenged to examine their leadership style, their use of power and authority, and to recognize their influence and impact on individuals and organizations. Participants will develop advanced leadership competencies by expressing power, change, transformational leadership, and character. For more information visit the Army Management Staff College (AMSC) website at <http://amsportal.belvoir.army.mil>.

WHERE & WHEN: This course is conducted at Fort Belvoir, Virginia. For course dates visit the Army Sponsored Leadership Training section of the HQ USAREUR/7A-ODCS, G1, CPD website at www.per.hqusareur.army.mil/cpd/.

LENGTH: 1 week

COST: No cost to the organization. Travel and per diem are centrally funded.

HOW TO APPLY: Apply online at the AMSC website at <http://amsportal.belvoir.army.mil>.

PREREQUISITE: PME I must have been completed at least 2 years prior to attendance at PME II.

Sustaining Base Leadership and Management Program (SBLM)

WHO: GS-12 to GS-14 (or equivalent) personnel who are serving in or have potential for advancement to key leadership positions. GS-11s and GS-15s (or equivalent) may apply by exception.

WHAT: SBLM is a graduate level professional development program offered as a resident or non-resident course. This program focuses on leadership, communication, decision-making, analysis, Army cultural literacy, environment, and readiness systems. Participants gain a total picture of how leaders impact every aspect of Army operations. For more information visit the Army Management Staff College website at <http://amsportal.belvoir.army.mil>.

WHERE & WHEN: This program is conducted in Fort Belvoir, Virginia or can be taken as a non-resident course. For course dates visit the Army Sponsored Leadership Training section of the HQ USAREUR/7A-ODCS, G1, CPD website at www.per.hqusareur.army.mil/cpd/.

LENGTH: 12 weeks plus 2 weeks of pre-work for the resident course. 12 months for the non-resident course.

COST: No cost to the organization. Travel and per diem are centrally funded.

HOW TO APPLY: Apply online at the AMSC website at <http://amsportal.belvoir.army.mil>.

DOD Executive Leadership Development Program (DELDP)

WHO: GS-12/14 (or equivalent) with a SECRET security clearance who have an interest and potential for advancement to senior management positions.

WHAT: This program is designed to provide participants with extensive exposure to the roles & missions of DOD through hands-on field training at military installations around the world. Participants will develop broad DOD leadership and management skills and an increased understanding and appreciation of today's warfighters.

WHERE & WHEN: This program is offered once each year, generally September-June.

LENGTH: This program consists of a series of short-term residential training sessions, hands-on field training, and extensive coursework outside of the classroom over a period of ten months. Total time away from the permanent duty station is 55-60 days.

COST: Tuition of \$5,000 plus \$7,000-12,000 in travel and per diem must be paid by the nominating command or career program.

HOW TO APPLY: Complete online applications on the CPOL website at www.cpol.army.mil/library/train/catalog/ch04deldp.html. Hard copy applications with original signatures must be forwarded through command channels to HQ USAREUR/7A-ODCS, G1, CPD (AEAGA-CE), Unit 29351, APO, AE 09014.

Army Congressional Fellows Program (ACFP)

WHO: GS 12 - 15 and above (or equivalent) who have career status and a minimum of three years of consecutive service with Department of Army.

WHAT: This program provides congressional training to top Army officers and civilians. Participants attend a 40 hour Force Integration course and 6-8 one-day seminars. Fellows then serve a full-time assignment on the staff of a Member, committee, or support agency of Congress from January - December.

WHERE & WHEN: Washington D.C. For course dates visit the Army Sponsored Leadership Training section of the HQ USAREUR/7A-ODCS, G1, CPD website at www.per.hqusareur.army.mil/cpd/.

LENGTH: First three months intermittent; January-December full-time

COST: Tuition of \$5,000 and all travel and per diem must be paid by the nominating organization or career program.

HOW TO APPLY: Complete online applications on the CPOL website at www.cpol.army.mil/library/train/catalog/acfp.html. Hard copy applications with original signatures must be forwarded through command channels to HQ USAREUR/7A-ODCS, G1, CPD (AEAGA-CE), Unit 29351, APO, AE 09014.