

RESOURCE LISTING FOR COMPETENCY DEVELOPMENT

1. ORAL COMMUNICATIONS

Participate in site visits.
Assist in developing EEO Special Observances.
Serve as member/chair of working groups (PATs, QMBs, etc.).
Serve as mentor.
Develop/teach subject matter course.
Represent supervisor at meetings/conferences.
Give briefings/presentations.
Participate in Toastmasters or other public speaking organization.
Participate in professional organizations.
Serve as guest lecturer for community events.
Perform volunteer work.
Serve as member of Human Relations Council.
Serve as a CFC Keyperson or MWR Committee member.
Conduct General Military Training (GMT) for military members.
Rotational assignment to PAO, IG, or Internal Review office.
Give briefings to work group on training that only you attended.

Formal Courses

Effective Briefing Techniques (VC)
Interpersonal Communications (VC/PJC)
Speaking Standard American English (VC)
Executive Writing & Speaking (VC)
Communication & Conflict Mgmt Skills (VC)
How to Become a Great Communicator (FP/SP)
How to Make Presentations with Confidence & Power (FP)
Public Speaking (PJC/UWF)
Speech Writing, Analysis & Delivery (PJC/UWF)
Business & Professional Communication (UWF)

2. WRITTEN COMMUNICATIONS

Attend meetings/conferences as recorder.
Author/revise activity directives.
Develop/teach subject matter course.
Author work-related publications.
Edit others' writing.
Review previous correspondence /reports.
Review Daily Reading File for a period of time.
Draft routine correspondence.

Prepare reports.
Request others proofread your writing & provide feedback.
Rotational assignment to PAO, IG, or Internal Review office.

Formal Courses

Spelling, Grammar & Punctuation Skills (VC)
Contemporary Navy Writing (MS)
Report Writing (VC)
Editing & Proofreading Skills (VC)
English Grammar & Usage (VC/PJC/UWF)
Technical Writing (VC/PJC/UWF)
Editing Your Own Writing (UC)
Writing Effective Letters & Memos (VC)
Executive Writing & Speaking (VC)
The Grammar Usage Seminar (FP)
Business Writing (VC/UWF)
Managing Other Peoples' Writing (VC)
Proofreading & Editing Skills (VC)
Programmed Punctuation (NISC)
Writing Analytical Reports (NISC)
Writing Short Informational Reports (NISC)
Business Communications (PJC/TSU)
Professional Writing (UWF)
Clear Writing through Critical Thinking (USDA)

3. PROBLEM SOLVING

Shadow a supervisor.
Rotational assignment to supervisory position.
Shadow assignment in local Office of Counsel.
Rotational assignment to EEO Office.
Shadow an EEO Counselor.
Serve on a working group.
Serve as a mentor.
Participate in brainstorming sessions to consider multi-decision alternatives.
Keep a record of problems that arise to identify recurrent ones.
Collect or locate references that may help you with future problem solving.
Survey others to pin-point problem areas.
Have brainstorming session to identify possible solutions to a problem; determine most viable solution.

Formal Courses

Creative Problem Solving & Decision Making (VC)
Workplace Skills (PJC)

4. DON MISSION/ORGANIZATION

Familiarize yourself with DON's and your own activity's strategic goals and missions and how they support and interrelate with each other.

Review DON Strategic Plan.

Network with others on all levels of the organizational hierarchy.

Review organizational charts for own activity through SECNAV; discuss with mentor to grasp how parent organization fits into the overall DON structure.

Review CNET and local activity organizational manuals, telephone books, lists of directives, and command history reports to get a 'big picture' of the organization as a whole & how the various functions relate to each other.

Review Standard Naval Distribution List (SNDL).

Shadow/rotational assignment to N-7.

Telephone interview Program Manager at ODASN/CO/SECNAV/OPNAV with program, financial, or acquisition responsibilities.

Attend management meetings to understand your organization's mission & strategic vision.

Interview top managers of your organization.

Formal Courses

Navy Rights and Responsibilities Training (DON)

Capitol Hill Workshop (FA)

5. INTERPERSONAL/TEAM SKILLS

Seek feedback from peers about your interpersonal skills.

Serve as member/chair of working group.

Serve as member on EEO Committee.

Establish employees' unique talents into the work processes.

Participate in professional organization or other volunteer community organizations.

Serve on a Command Assessment or Command Climate Team.

Serve on a team to formulate a POA&M.

Serve on a Mission Capability Assessment (MCA) Team.

Serve as a CFC Keyperson.

Chair a panel.

Serve on a Selection Board.

Serve on a CID working group.

Serve as a mentor.

Formal Courses

Interpersonal Communication (VC)

How to Handle Difficult People (VC)

Conflict Management Skills (VC)

Team Building (VC)

Assertiveness Skills (VC)

How to Handle People with Tact and Skill (CT)

Successful Negotiation Skills (VC)
Communication & Conflict Management Skills (VC)
Effective Listening & Memory Development (VC)
Understanding Human Behavior UC)
Business Professions Seminar (PJC)
Human Relations (PJC)
Introduction to Psychology (PJC/TSU)
Workplace Skills (PJC)
Speaking & Interpersonal Communication (UWF)

6. SELF-DIRECTION

Set improvement goals and establish measures to gauge level of improvement.
Evaluate ILDP progress quarterly.
Volunteer for special assignments and/or teams.
Read *The 7 Habits of Highly Effective People* (Stephen R. Covey) and provide critique to mentor.
Watch 'Flight of the Butterfly' or other related videos in TQL Library.
Listen to self-development audio tapes.
Write down your goals, monitor your progress, & adjust as necessary.
Share your goals with your supervisor & ask for feedback on your progress.
Identify a new set of skills that would be beneficial to you and learn them.
Keep a daily 'to-do' list & prioritize frequently.
Establish firm deadlines for projects, including intermediate deadlines.
Participate in professional/community organizations as a means of strengthening specific job-related skills (e.g., project management, public speaking, financial management, etc.).
Organize a community drive for your organization (e.g., Manna Food Bank, Toys for Tots, Clean & Green, Adopt a School, etc.).
Keep a journal with task notes, lessons learned, goals achieved, etc.
Take Kiersey Sorter Inventory and adjust behavior accordingly.

Formal Courses

Time Management (USDA/NISC)
Managing Multiple Priorities (USDA)
How to Management Multiple Projects & Meet Deadlines (FP)
Decision Making for Support Staff (USDA)
How to De-junk Your Life (CT)
First Things First (SP)
Assertiveness Skills (VC)
Career Communications (PJC)
Goal-Setting

7. QUALITY PRINCIPLES

Read books or periodicals that address Total Quality Management or Leadership principles (e.g., Deming, Covey, etc.).
Join working group involved in measuring customer satisfaction.

Serve as facilitator for working group.
Develop and implement a survey to measure customer satisfaction.
Develop reporting & tracking systems for your projects.
Serve on a Mission Capability Assessment (MCA) team.

Formal Courses

Methods for Managing Quality
Total Quality Management (PJC)
How to Measure Customer Satisfaction
Various TQL training
How to Deliver Exceptional Customer Service (FP/SP)
Managing the Customer Satisfaction Process (USDA)
Quality Control (UWF)

8. NAVY CORE VALUES

Review Code of Ethics (Public Law 96-303 & 5 CFR Part 2635) periodically.
Maintain a professional demeanor in interaction with others by practicing Navy core values and code of ethical behavior. Discuss your strengths/weaknesses with mentor.
Participate in a professional organization.
Volunteer in community organizations in which you serve as a role model (e.g., Big Brothers/Big Sisters, Literacy Program, etc.).
Shadow assignment in local Office of Counsel.
Give briefs to work groups on Ethics and Navy Core Values.
Develop a brochure that defines and describes Navy Core Values.
Rotational assignment in EEO or Labor Relations office.
Read Thoughts on Ethics Military Leadership by Leon Edney (ADM).

Formal Courses

NRR Navy Core Value Workshop (DON)
Ethics Training (PJC)

9. CUSTOMER ORIENTATION

Identify your internal and external customers, and what they want and expect.
Conduct focus groups with internal and external customers to understand their requirements.
Develop a presentation on quality improvement and customer satisfaction.
Review the assignments of your employees to understand their jobs and how they interact with their customers.
Keep a record of and analyze complaints, missed deadlines, overtime worked, lost business, etc., to determine where improvements should be made.
Design a system for surveying customer satisfaction that can be adjusted around the changing needs of customers.
Network with people in other departments/organizations to determine how they analyze customer satisfaction.

Formal Courses

Measuring Customer Satisfaction
Quality Control (UWF)
How to Handle Difficult People (VC)
Customer Service (PJC)
Managing the Customer Satisfaction Process (USDA)
Customer Service Excellence (USDA)
Dealing with the Public (NISC)
Dealing with Angry Customers (USDA)
How to Deliver Exceptional Customer Service (FP)

10. FLEXIBILITY

Perform duties in absence of supervisor.
Rotational assignment to CLD, IG, PAO, Internal Review, or other job outside field/series.
Assume Lead responsibilities.
Volunteer for special assignments and/or teams.
Develop multiple contingency plans.
Cross-train in related field.
Listen to relaxation audio and/o@ video tapes.
Serve on a decision-making committee to develop multiple contingency plans.
Serve as a mentor.
Serve as a CFC Keyperson.

Formal Courses

How to Handle Difficult People (VC)
Managing Change
Thinking Outside the Boundaries (FP)
Crisis Communication (UWF)
Stress Management (NAVHOSP/Community Hospital)
How to Manage Multiple Projects & Meet Deadlines (FP)
Thinking Outside the Lines (CT)
Managing Multiple Projects, Objectives & Deadlines (SP)
Time Management (USDA/NISC)
Organizational Change & Development (UWF)

11. DECISIVENESS

Set a target date for a decision & plan the decision process accordingly. For a complex decision, create a flow chart with several decision points. Discuss with supervisor.
Volunteer for assignments with tight timelines that force decisiveness (e.g., site visits, IGs, etc.).
Serve as officer in volunteer organization.
Rotational assignment to the local Office of Counsel.
Chair a panel.

Serve on teams that have a specific focus.
Perform duties in absence of supervisor.
Assume Lead responsibilities.
Shadow a senior manager in your organization.
Assist in the formulation of a POA&M.
Serve as a sports referee/umpire.

Formal Courses

Assertiveness Skills (VC)
Decisiveness & Empowerment Skills UC)
Time Management (USDA/NISC)
Creative Problem Solving (USDA)

12. TECHNICAL COMPETENCE

Perform duties in absence of supervisor.
Shadow supervisor.
Network with other people in your field.
Shadow peer in similar field.
Cross-train in related field.
Attend technical-specific conferences.
Keep list of relevant resources in job-related fields.
Join/participate in technical-/job-related professional organization (e.g., Defense Regional Interservice Support, American Society of Military Comptrollers, etc.).
Read technical/trade articles and periodicals.
Give subject matter briefs.
Serve as a subject matter expert for organization and selection panels.
Consult with others who have technical skills/knowledge that you lack.

Formal Courses

Action Officer Development Course (USA)
Various Computer Courses
Technical Training in your field

13. DIVERSITY AWARENESS

Assist in EEO Special Observances.
Serve on EEO Committee.
Shadow assignment in EEO.
Seek assignments where you are exposed to cultural diversity.
Take Kiersey Sorter Inventory and adjust behavior accordingly.
Develop a plan to capitalize on the diversity of your work unit by thinking of ways in which each individual's unique talents & preferences can be drawn into the work process. Discuss plan with supervisor.
Serve on a Command Assessment Team.
Obtain statistics on local workforce demographics and analyze.

Sponsor an overseas student.

Participate in a service organization such as Big Brothers/Big Sisters, Literacy Program, etc.

Formal Courses

Valuing Diversity

Communication Skills (VC)

Prevention of Sexual Harassment (DON/USDA)

EEO for Supervisors (PH/USDA)

Introduction to Sociology (PJC/TSU)

Gender & Communication (UWF)

Race & Ethnic Relations (TSU)

Sociology of Gender (TSU)

Race & Ethnic Relations (TSU)

EEO -- It's Place in the Federal Government (NISC)

SUPERVISORS COMPETENCIES

14. SITUATIONAL LEADERSHIP

Seek out role models who exhibit good leadership practices and interview or shadow.

Read books and listen to tapes on effective leadership and various leadership styles (e.g., Deming, Covey, etc.).

Read books about successful managers (e.g., Lee Iacocca, Dave Thomas, Sam Walton, etc.).

Review results of 360 Assessment to develop an understanding of your leadership style.

Seek temporary assignment in your organization that provides increasing responsibilities to be accountable for a task or decision.

Analyze your leadership style in relation to each of your employees (using instrument such as Myers-Briggs Inventory) and try to modify your behavior to most effectively capitalize on each employee's profile.

Serve as an officer in a service organization.

Consult with someone you consider an effective delegator.

organize and facilitate a brown bag lunch session 'm your organization.

Serve as a project leader for a community exhibit/event.

Serve as a spokesperson for an issue at a community meeting.

Formal Courses

Situational Approaches to Leadership

How to Supervise People (FP)

Introduction to Supervision (VS)

Supervision and Group Performance (VS)

Assertiveness Skills for Managers & Supervisors (VC)

Conquering Workplace Negativity (CT)

Excelling as a First-Time Supervisor (CT)

Management Development Seminar (OPM)

1001 Ways to Energize Employees (SP)

Critical Thinking (AMA)

Working with Difficult People UC)

Principles of Management (PJC/TSU)

Fundamentals of Leadership (PJC)

Applied Super-vision (PJC)

Management Fundamentals (UWF)

Organizational Behavior (UWF/TSU)

Leadership (UWF)

Supervisory Leadership Seminar I & 11 (OPM)

Delegation & Empowerment Skills UC)

Effective Work Delegation (USDA)

Criticism & Discipline Skills for Managers (CT)

Action Officer Development Course (USA)

15. DEMONSTRATE CORE VALUES

Review Code of Ethics (Public Law 96-303 & 5 CFR Part 2635) periodically.
Practice Navy core values and code of ethical behavior.
Flow chart your job, re-evaluate annually, and apply improvements.
Maintain a professional demeanor in interaction with others.
Volunteer in community organizations in which you serve as role model (e.g., Big Brothers/Big Sisters, Literacy Program, etc.).
Shadow assignment in local Office of Counsel.
Continuously update your knowledge of policies and regulations that apply to your area.
Give presentation on Navy Core Values to your work group.
Review CNET's 'Navy's Core Values' instructor guide.
Read *Thoughts on Ethics in Military Leadership* by Leon Edney (ADM).

Formal Courses

NRR Navy Core Value Workshop (DON)
Ethics (PJC)
Ethics in Business (TSU)

16. MANAGING DIVERSE WORKFORCE

Familiarize yourself with your organization's EEO & Affirmative Action rules and policies.
Use Upward Mobility Program in filling positions under your cognizance.
Familiarize yourself with your organization's discrimination complaints process.
Serve on EEO Committee.
Serve on activity Awards Committee.
Help organize a Special Emphasis event.
Serve as a mentor to a member of a special emphasis group.
Evaluate the developmental needs of the employees in your work group.

Formal Courses

Managing Workforce Diversity (USDA)
How to Become a Great Communicator (FP)
Multicultural Workforce Management
EEO for Supervisors (FH/USDA)
Prevention of Sexual Harassment (DON/USDA)
Introduction to Sociology (PJC/TSU)
Gender & Communication (UWF)
Psychology of Work Force Diversity (UWF)
Intercultural Communications (UWF)
Race & Ethnic Relations (TSU)
Sociology of Gender (TSU)

17. COACHING/COUNSELING

Serve as mentor.

Develop coaching/counseling skills through involvement in a service organization (e.g., Scouting, team sports, Big Brother/Big Sisters, etc.).

Read books on coaching/counseling skills.

Ask employees to identify the areas in which they would find one-on-one teaching to be the most helpful; develop a plan for providing identified training.

Rotational assignment to EEO, Employee Relations, CID, IG, or Internal Review office.

Shadow a senior manager.

Perform duties in absence of supervisor.

Formal Courses

Effective Listening Skills (VC)

Coaching and Teambuilding Skills for Supervisors & Managers (SP)

How to Give Constructive Feedback

Coaching Skills for Managers & Supervisors (FP)

Coaching to Increase Productivity (USDA)

Coaching, Criticism & Discipline Skills for Managers & Supervisors (SP)

Introduction to Psychology (PJC/TSU)

Applied Psychology (PJC)

Introduction to Sociology (PJC/TSU)

Human Relations (PJC)

The Helping Relationship (PJC)

Introduction to Behavior Modification (UWF)

Business & Industrial Psychology (TSU)

18. CONFLICT MANAGEMENT

Discuss with your supervisor a situation in which you had to exhibit conflict management skills and ask for feedback on how you handled it.

Practice active listening skills.

Serve on a liaison/mediator working group to resolve organizational problems/issues.

Perform duties in absence of supervisor.

Rotational assignment to Internal Review or IG office.

Observe Labor Relations contract negotiation meetings.

Formal Courses

How to Handle Difficult People (VC)

Conflict Management Skills (VC/UWF)

Conflict Management & Confrontational Skills (FP/CT)

Responding to Conflict (AMA)

How to Handle People with Tact & Skill (CT)

Positive Approaches to Difficult People (USDA)

19. CHANGE MANAGEMENT

Keep up-to-date by reading emerging political, economic and technological changes.

Develop a POA&M for change/transition and discuss with mentor and/or supervisor.

Meet with a manager who has successfully implemented a change; discuss the steps he/she took throughout the change process; review your own plans for change with this person and ask for feedback.

Assist others in gathering information.

Implement a change in your work unit by identifying a problem situation that necessitates change, deciding what changes are needed, developing & choosing alternatives and then making the necessary change.

Volunteer to serve on working group established to survey the need for change and/or determine change policies & procedures.

Attend management meetings to understand the mission & strategic vision of your organization's leadership.

Read books/articles on change management, such as: Organization Development & Change (Huse & Cummings) or Checklist for Change (Harvey).

Serve on a working group to develop organizational vision statements and long range plans.

Formal Courses

Change Management

Models for Change

Various TQL Courses

Leadership: Change, Challenge & Empowerment (USDA)

Organizational Change & Development (UWF/TSU)

Managing Organizational Change (USDA)

20. TEAM BUILDING

Serve on a project team.

Hold brainstorming sessions.

Serve as an officer in a professional/community organization.

Serve on a Command Assessment Team.

Organize and facilitate a brown bag lunch session in your organization.

Serve as a CFC Keyperson or MWR Committee member.

Serve on a CLD working group.

Chair a panel.

Participate in community organizations (e.g., Scouting, sports, religious groups, etc.)

Perform-m duties in absence of supervisor.

Formal Courses

How to Lead a Team (CT)

Team Building (VC)

Fundamentals of Team Building (AMA)

Performance Management of a Team (AMA)

Improving Meeting Productivity UC)

Meeting Skills for Super-visors & Managers UC)

Jump-Starting High-Performing Teams (USDA)
How to be a More Effective Team Leader (CT)
Team Building (UWF)
Sociology of Small Groups (TSU)
Team Leadership Essentials (USDA)
Team Building & Team Leadership (OPM)
Developing High Performing Teams (OPM)
Effective Work Delegation (USDA)
Delegation & Empowerment UC)
Project Management Skills for Teams (OPM)

21. INFLUENCING/NEGOTIATING

Volunteer for assignments that require interaction with members of different activities/levels.
Participate in community organization (e.g., Scouting, YMCA, church, Navy Kids, etc.)
Network with others at various levels in your organization, as well as in other related organizations.
Read Men Are From Mars/Women are from Venus (John Gray).
Read books on influencing people, such as How to Make Friends & influence People (Dale Carnegie).
Create a newsletter, bulletin board, or similar media to display the activities and accomplishments of your work group.
Serve as a liaison/POC for an organizational objective.
Observe Labor Relations contract negotiation meetings.
Shadow a senior manager.
Perform duties in absence of supervisor.
Serve on CID working group.
Volunteer for site visits.
Serve as a spokesperson for an issue at a community meeting.

Formal Courses

Assertiveness Skills (VC)
Negotiation Skills (VC)
Active Listening (VC)
Delegation & Empowerment UC)
Alternative Dispute Resolution (OPM)
1001 Ways to Energize Employees (SP)
Introduction to Sociology (PJC/UWF/TSU)
Persuasive Communication (UWF)

22. HUMAN RESOURCES MANAGEMENT

Define & write/revise a job description for a position in your department.
Familiarize yourself with Federal hiring rules & regulations.
Read your organization's EEO & Affirmative Action guidelines.
Establish & implement developmental assignments for new & seasoned employees in your work unit to enhance their performance and growth on the job.

Review the current performance appraisal elements/standards of your employees, analyze their measurability & appropriateness to their jobs, & make changes as necessary. (Seek assistance from personnel office, as needed.)

Familiarize yourself with your organization's procedures to reward and discipline employee performance.

Familiarize yourself with your organization's employment policies.

Familiarize yourself with your organization's grievance procedures.

Familiarize yourself with the Civilian Employee Assistance Program.

Read books dealing with human resources management, such as: Strategic Management of Human Resources (Odiorne) or Human Resources Management (Milkovich).

Develop a command orientation briefing/program for new employees.

Formal Courses

Federal Human Resources Management (OPM)

Civilian Personnel Procedures (Personnel Office/AF)

Introduction to Personnel Management (USDA)

Personnel Management for Supervisors & Managers (USDA)

EEO for Supervisors (PH/USDA)

How to Give & Receive Feedback

Improving Employee Performance (NISC)

Supervising Problem Employees (USDA)

Employee Performance & Conduct Problems (USDA)

Solving Performance & Conduct Problems (NISC)

Criticism & Discipline Skills for Managers (CT)

Human Resources Management (PJC/TSU)

Personnel Selection & Appraisal (UWF)

Management & Organizational Behavior (UWF)

Personnel Management (UWF)

Industrial-organizational Psychology (UWF)

MANAGERS COMPETENCIES

23. INNOVATIVE THINKING

Hold a brainstorming session with your work unit to discuss a current situation/problem, encourage creative ideas, record every idea, and then evaluate options.

Make a list of several problems you face, rewrite each problem as an objective, list several creative ways to reach each objective, and discuss the findings with your supervisor or mentor.

Participate in professional organizations and stay current in the professional literature to keep track of the newest developments in your field.

Formulate a POA&M for a major tasking.

Read and write book reports on visionaries (e.g., Stephen R Covey, Avraham Y. Goldratt, Joel Barker, etc.).

Serve on a team established to solve a specific problem.

Formal Courses

Creative Problem Solving (VC)

Thinking Outside the Lines (NS)

Benchmarking: The Tool to Improve Competitiveness (AMA)

Oral Communications (VC)

Customer Service (PJC)

Thinking Outside the Boundaries (FP)

Creative Thinking (SP)

1001 Ways to Energize Employees (SP)

24. PROGRAM DEVELOPMENT PLANNING & EVALUATION

Formulate an operational plan.

Develop an annual set of goals for your work unit, specify interim goals and due dates, and evaluate monthly to check accomplishments.

For each unit goal, develop a detailed plan of accomplishment.

Familiarize yourself with DOD, DON & organizational strategic goals & mission.

Serve on a strategic planning task force.

Develop project management tracking system.

Create a bulletin board to list goals/objectives & progress to-date.

Serve on a cross-functional project team.

Develop a POA&M.

Formulate lessons learned on a specific project/program into a report.

Shadow a Program Manager.

Serve on a CID working group.

Rotational assignment to IG or CLD office.

Formal Courses

Project Management (VP)

Management Problems of the Technical Person in a Leadership Role (FP)

How to Run a Small Project (NISC)
Program Planning & Analysis (NISC)
Advanced Management Analysis (USDA)
Enterprise Government Management (OPM)
Executive Forum on Current Issues (OPM)
Government Performance & Results (OPM)
Introduction to Management Analysis (USDA)
Performance Measurement: Financial & Program Evaluation (USDA)
Fundamentals of Successful Project Management (SPINS)
Strategic Planning (AMA)
Performance Measurements for Your Business (AMA)
Statistical Process Control
Introduction to Management Science (UWF)
Operations Management (UWF/TSU)
Policy Analysis & Formulation (UWF)

25. MODEL/REINFORCE CORE VALUES

Review Code of Ethics (Public Law 96-303 & 5 CYR Part 2635) periodically.
Discuss with mentor situations in which you demonstrated strong values and ethics. Ask for suggestions as to how you can demonstrate those values more effectively in future situations.
Develop for distribution a brochure on core values.
Shadow a senior military officer.
Give briefs on Ethics and Navy Core Values to work group.
Read *Thoughts on Ethics in Military Leadership* by Leon Edney (ADM).
Review CNET's "Navy's Core Values" instructor guide.
Read and report to mentor on books such as The 7 Habits of Highly Effective People (Stephen R. Covey), Managing Organizational Behavior (John R. Schenkerhom), The Power of Ethical Management (Kenneth Blanchard & Norman Vincent Peale), Principle-Centered Leadership (Stephen R. Covey), or Making Ethical Decisions (Michael Josephson).

Formal Courses

Ethics (PJC)
Ethics in Business (TSU)

26. RESOURCE MANAGEMENT

Familiarize yourself with your organization's financial position.
Develop a budget plan for a specific project.
Identify & request the resources required to reach an objective.
Attend management meetings.
Find out how your department's budget fits into the budget of the whole organization.
Attend open budget hearings.
Shadow your organization's Budget &/or Contract Officer or serve a temporary assignment in the Budget/Finance &/or Contract Office.
Ask others in your organization how they monitor expenses & budgets.

Review agency & Federal Government procurement guidelines.
Participate in POM process.
Serve as a participant or observer of your organization's Mid-Year Review.

Formal Courses

Budget justification & Presentation (USDA)
Federal Budgetary Policy & Processes (OPM)
Introduction to Managerial Accounting (PJC/UWF)
How to Develop & Administer a Budget (FP)
Controlling a Unit Budget (NISC)
Developing a Budget for a Unit (NISC)
Federal Budget Process (Fr/USDA)
Budget Execution (USDA)
Budget Formulation (USDA)
Federal Appropriation Law (FT/USDA)
Defense Resources Management Course (DRMI)
Government Contract Law (DAU)
Production and Quality Management Fundamentals (DAU)
How to Put Activity-Based Cost Management to Work (AMA)
Introduction to Federal Acquisition (USDA)
Contracting Basics for Support & Administrative Personnel (USDA)
Managing Government Contracts (TSU)
Governmental/Not-for-Profit Accounting (PJC/UWF/TSU)
Applied Managerial Accounting (UWF)
Managerial Finance (UWF)
Public Budgeting (U\VF)
Business Information (TSU)
Business Logistics (TSU)

27. TECHNOLOGY MANAGEMENT

Attend state-of-the-art trade shows.
Read technical magazines & journals.
Compile a list of resources in technical subject areas.
Network with others in your field.
Participate in professional technical organizations.
Stay current in the professional literature to keep track of the newest developments in your field.
Serve on a team to plan for the introduction of & training for a new technology.
Shadow/rotational assignment to ADP/computer group.
Visit School Houses to determine how they manage/use technology in teaching.

Formal Courses

Management of Information Technology (OPM)
Science, Technology & Public Policy (OPM/UWF)
Information Systems Project Management (AMA)
Special Topics in Business Data Processing (PJC)

Computer Technology (UWF)
Computers & Society (UWF)
Management Information Systems (UWF)

28. PROCESS OVERSIGHT MANAGEMENT

Develop a process flowchart for a major activity within your area of responsibility; identify & evaluate major control points.

Use total quality tools (such as workflow documentation, root-cause analysis, etc.) to uncover opportunities for improvement in a work process.

Read related books, such as: Organization Development & Change (Huse), Out of the Crisis (Deming), or Deming's Road to Continual Improvement (Scherkenback).

Obtain training for and serve as a Process Advisor on CNET's MCA Team.

Rotational assignment to IG or Internal Review office.

Interview Program Managers for insight into the oversight of their programs.

Formal Courses

Project Management (VP)

Introduction to Management Analysis (USDA)

Intermediate Management Analysis (USDA)

Advanced Management Analysis (USDA)

Reengineering in the Public Sector (USDA)

Business Process Reengineering (AMA)

Work Improvement through Redesign & Simplification (AMA)

TQL Training (CNET)

Quality Control Statistics (PJC)

Total Quality Management (PJC)

Quality Control (UWF)

Quantitative Applications in the Public Administration (UWF)

Elements of Statistics (UWF)

Quantitative Methods for Business (UWF)

Basic Statistics (TSU)

Introduction to Operations Research (TSU)

Customer Service Excellence (USDA)

Managing the Customer Satisfaction Process (USDA)

29. MENTORING

Participate in community mentoring/tutoring programs (e.g., Big Brothers/Big Sisters, Literacy Program, Navy Kids, etc.).

Discuss mentoring skills with a peer/manager who has proven to be a successful mentor.

Read the CID Mentoring Handbook.

Serve as a mentor.

Serve on CLD working group.

Rotational assignment to CID Office.

Volunteer to be a CLD 'Mentor Trainer'.

Formal Courses

Mentoring Skills (USDA)
Mentoring for Outstanding job Performance
Coaching Skills
CLD Mentor Training (CNET)
Motivation Techniques
How to Give Constructive Feedback
Coaching Skills for Managers & Supervisors (FP)
Coaching to Increase Productivity (USDA)
Human Relations (PJC)
The Helping Relationship (PJC)
Introduction to Behavior Modification (UWF)

30. PRESENTATION/MARKETING SKILLS

Develop standard promotional materials, presentations or statements.
Represent your activity at meetings/conferences.
Promote personal accomplishments.
Seek opportunities to represent your organization, its goals & accomplishments in informal or formal gatherings.
Develop & present a briefing or seminar.
Participate in Toastmasters or other public speaking organizations.
Shadow a senior manager.
Rotational assignment to PAO, IG, or CID office.
Perform duties in absence of supervisor.

Formal Courses

Public Speaking (PJC/UWF)
Effective Briefing Techniques (VC)
Speech Writing, Analysis & Delivery (PJC/UWF)
Marketing (PJC/TSU)
Executive Communications Workshop (OPM)
Strategies for Developing Effective Presentation Skills (AMA)
Persuasive Communication (UWF)
Business & Professional Communication (UWF)
How to Make Presentations with Confidence & Power (FP)

31. RISK MANAGEMENT

Examine successful projects to identify factors accounting for success.
Develop a work unit performance standard with your employees; identify critical milestones for process review.
Participate in strategic planning groups.

Formal Courses

Risk Management for Project Mangers (AMA)
Introduction to Risk Management (PJC)
Risk Analysis & Management (UWF)

EXECUTIVE COMPETENCIES

32. STRATEGIC VISION

Create a vision of where you'd like to see your department/organization in five years, evaluate alternative routes,, & decide on a specific course to reach the chosen destination.

Participate in long-range planning session with other managers.

Attend management meetings.

Volunteer to help a community organization formulate a vision & strategic plan.

Read on books on strategic vision, such as: Rethinking the Organization/The Architecture of Change (Tomasko), A Force for Change (Kotter), Competing for the Future (Hamel & Prahalad), and Built to Last: Successful Habits of Visionary Companies (Collins & Porras).

Attend strategic planning meetings as a participant or observer.

Rotational assignment to CNO/SECNAV Planning Office.

Interview a senior-level manager with strategic planning responsibilities.

Formal Courses

Executive Development Seminar (OPM)

Strategies for Building High Performing Organizations (OPM)

Strategic Planning: GPRA & NTR-Based (USDA)

Strategic Planning (AMA)

Tools & Techniques for Thinking & Managing Strategically (AMA)

Strategy implementation (AMA)

Transitioning to a Team-Based Environment (USDA)

33. EXTERNAL AWARENESS

Survey external customer satisfaction.

Attend inter-organizational meetings & seminars.

Join and actively participate in professional organizations.

Read articles & journals in your area of expertise & in other areas for which you are not directly responsible.

Stay abreast of Federal policies by reading Congressional newsletters, the 'Federal Times', 'Federal Employees News Digest', and other sources of Federal updates.

Read newspaper and journal articles to stay up-to-date on political & social trends.

Attend DON programs/symposiums.

Formal Courses

Developing Customer Focused Organizations (OPM)

Dynamics of Public Policy (OPM)

Capitol Hill Workshop (FA)

American National Government (PJC)

Business, Ethics & Society (UWF)

Public Administration Professional (UWF/TSU)

American Politics (UWF)

Public Policy (UWF)
Issues in American Government and Politics (UWF)
Principles of Macroeconomics (UWF/TSU)
American National Government (TSU)
Executive Development Seminar (OPM)
Executive Forum on Current Issues (OPM)

34. ORGANIZATIONAL REPRESENTATION & LIAISON

Join and become active in professional organizations & seek roles that provide visibility.
Network with people outside of your organization who hold positions similar to yours.
Volunteer to serve on a task force that deals with a problem relevant to your organization's future.
Volunteer for assignments that require interaction with members of different organizational units & levels.
Publicize activities & accomplishments of your organization (through bulletin boards, activity newsletter, Internet Homepage, etc.).
Shadow your organization's Public Affairs Officer or other individual responsible for representing your organization.

Formal Courses

Executive Communications Workshop (OPM)
Effective Executive Speaking (AMA)
Advanced Executive Speaking (AMA)
Public Relations: Strategies for Success (AMA)
Organizational Communication (UWF)
Promotional Management (UWF)
Principles of Public Relations (UWF)

35. JOINT SERVICE PERSPECTIVE

Attend brown bag lunches in your organization.
Maintain relationships with individuals in regulatory or policy-making offices.
Attend DOD &/or joint service professional meetings.
Read DOD publications, including newsletters & periodicals, on DOD organization, program & policy issues.
Study a DOD-wide organizational chart/manual to get a "big picture" of the organization as a whole & to understand how the various military departments & DOD agencies relate to each other.
Volunteer to serve on a joint service/interagency task force.
Attend ship transfer ceremony.
Rotational assignment to CNO/SECNAV/OPNAV/DOD offices with joint responsibilities.

Formal Courses

Executive Development Seminar (OPM)

TRAINING SOURCES

American Management Association (AMA)
P.O. BOX 5 19
Saranac lake, NY 12983
cusLwrv@amanet.org
1-900-714-6395

Army Institute for Professional Development (USA)
U.S. Army Training Support Center
Newport News, VA 23629-0001
<http://www.atsc-army.org/cgi-bin/atdl.dll/accp/M7000/top.htm>

Chief of Naval Education & Training (CNET)
250 Dallas Street
Pensacola, FL 32508-5220

CareerTrack (C7)
3085 Center Green Drive
Boulder, CO 80301-5408
em,oll@careertrack.com
1-800-334-6790

Defense Acquisition University (DAU)
Navy: (703)602-3991/3992
<http://dacm-riav.navy.mil>

Defense Resources Management Institute (DRMI)
1522 Cunningham Road, Room 106
Naval Postgraduate School
Monterey, CA 93943-5201
<http://web.nps.navy.mil/drmi/>
DSN 879-2104/2306
(408)656-2104/2306

Alan L Freed Associates, Inc. (IA)
119 South Fairfax Street
Alexandria, VA 22314
(703)684-8807

National Seminars Group (NS)
P.O. Box 419107
Kansas City, MO 64141-6107
<http://www.natsemcom>
1-900-259-7246

National Independent Study Center (NISC)
USDA Graduate School
P.O. Box 25167
Denver, CO 80225-0167
nisc@grad.usdagov
(303)969-5800

Office of Personnel Management OPM)
Eastern Management Development Center
P.O. Box 1579
Lancaster, PA 17608-1579
<http://www.opm.gov/mdc>
(717)399-0112

Pensacola junior College (PJC)
NAS Office, Bldg. 679
Naval Air Station
Pensacola, FL 32509
(950)453-7526/452-4520

pH Associates (PH)
P.O. Box 3921
Meridian, MS 39303
(601)482-7094

Reeves-Martin & Associates (RM)
P.O. Box 14043
Huntsville, AL 35815
(205)883-8985

SkillPath Seminars
P.O. Box 2768
Mission, KS 66201-2768
skwpath@mcimail.com
1-800-873-7545

Fred Pryor Seminars (FP)
P.O. Box 2951
Shawnee Mission, KS 66201
1-800-255-6139.1.1

University of West Florida (UWF)
11000 University Parkway
Pensacola, FL 32514-5750
(850)474-2000

The Federal Training Center (F7)
5917 Kingsford Road, Suite 500
Springfield, VA 22152-1126
(301)989-3228

Troy State University
NAS Pensacola
P.O. Box 33202
NAS Pensacola, FL 32508-3202
(850)4 52-3491/455-5936

Jack Creech & Associates, Inc. (JC)
P.O. Box 420247
Atlanta, CA 30342-0247
(404)250-5493

U.S. Air Force (AF)
Extension Course Institute
50 S. Turner Blvd.
Maxwell AFB, Gunter Annex, Al.
36118-5643
DSN 596-4536

Management Skills Associates, Inc. (MS)
P.O. Box 365
Solvang, CA 934 64 -03 6 5
(805)688-2389

USDA Graduate School (USDA)
Southeast Training Center
75 Spring Street, SW, Suite 940
Atlanta, GA 30303-3109
atlanta@grad.usda.gov
(404)331-3498

Various Communication Training Sources (VC)

CT	NS	PJC	UWF
FP	NISC	SP	
JC	OPM	TSU	
MS	PH	USDA	

Various Project Mgmt Training Sources (VP)

AMA	FP	USDA
CT	RM	

Various Supervisory Training Sources (VS)

AF	FP	NS	PH
AMA	JC	NISC	USDA
CT	MS	OPM	