

ACTEDS COMPETENCIES
MWR CAREER FIELD 51
FAMILY SUPPORT FUNCTIONAL AREA

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

FSD - 0101: Family Support Chief - (100)

ACS - 0101: Army Community Service Chief - (200)

CDS - 1701: Child Development Services Coordinator - (300)

YSD - 0301: Youth Services Director - (400)

KNOWLEDGE	FSD	ACS	CDS	YSD
K001. Knowledge of Army mission, goals, organizations, and functions.	X	X	X	X
K002. Knowledge of DoD and Army peculiarities (e.g., acronyms, MWR activity categories, traditions, military rank structure, and similarities and differences between military and civilian personnel).	X	X	X	X
K003. Knowledge of historical background of MWR programs and direction.	X	X	X	X
K004. Knowledge of office automation applications (e.g., word processing, spreadsheets, graphics, and database management).	X	X	X	X
K005. Knowledge of MWR Commercial Sponsorship Program, and marketing practices and concepts (e.g., Market Plan: environmental analysis, needs assessment, vision development, strategy development, written plan, implementation, evaluation).	X	X	X	X
K006. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) accounting structure and systems.	X	X	X	X
K007. Knowledge of the appropriated fund (APF) and nonappropriated	X	X	X	X

K001. Knowledge of Army mission, goals, organizations, and functions.	X	X	X	X
fund (NAF) budget formulation and associated documents (e.g., schedules, exhibits, program budget guidance, APF/NAF Major Construction, NAF Capital Purchase and Minor Construction, APF/NAF Synchronization Budget, 5-year Plan).				

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 ACS - 0101: Army Community Service Chief - (200)
 CDS - 1701: Child Development Services Coordinator - (300)
 YSD - 0301: Youth Services Director - (400)

KNOWLEDGE	FSD	ACS	CDS	YSD
K008. Knowledge of budget execution phases (e.g., obligations, commitments, disbursements, unobligated balances, outlays).	X	X	X	X
K009. Knowledge of budget analysis techniques used to evaluate APF and NAF financial statements (e.g., validation and identification of trends, resource requirements, acid test, financial management analysis, break-even analysis, average inventory turnover, cost-of-goods sold).	X	X	X	X
K010. Knowledge of the NAF Risk Management Program (RIMP).	X	X	X	X
K011. Knowledge of NAF internal controls regulations and procedures (e.g., cash controls, retail sales accountability, cash counts, petty cash fund).	X	X	X	X
K012. Knowledge of manpower resource management (e.g., Schedule X and Table of Distribution and Allowances (TDA), manpower surveys, Program Analysis Resource Review (PARR), and NAF Personnel Requirements Document (PRD)).	X	X	X	X

K013. Knowledge of APF and NAF acquisition, procurement, and contracting (e.g., Blanket Purchase Agreements, NAF Purchase Request, Order for Supplies or Service/Request for Quotations [DA Form 4067-R], emergency purchase procedures, source lists, Contracting Officer Representative [COR] regulations and procedures).	X	X	X	X
K014. Knowledge of APF and NAF property management (e.g., fixed assets, end-of-month inventory, relationship with Central Accounting Office [CAO], disposition, lost and transfer of property, Report of Survey, property book accountability).	X	X	X	X

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 CDS - 1701: Child Development Services Coordinator - (300)
 YSD - 0301: Youth Services Director - (400)

KNOWLEDGE

	FSD	ACS	CDS	YSD
K015. Knowledge of accepted customer relations/service practices, techniques, and programs.	X	X	X	X
K016. Knowledge of career planning goals, policies, procedures, and training.	X	X	X	X
K017. Knowledge of group dynamics and its impact on meeting organizational goals.	X	X	X	X
K018. Knowledge of the organizational leadership elements of purpose, direction, and motivation.	X	X	X	X
K019. Knowledge of leadership and management behaviors and techniques including understanding of the Army's leadership competencies and the	X	X	X	X

Office of Personnel Management's managerial competencies.				
K020. Knowledge of current management innovations and trends and external events and attitudes that influence decisions.	X	X	X	X
K021. Knowledge of creative problem-solving, decision-making, and strategic planning techniques.	X	X	X	X
K022. Knowledge of Total Army Quality concepts and applications.	X	X	X	X
K101. Knowledge of DoD/DA/CFSC policies, regulations, procedures and program standards pertaining to the execution of Family Support programs and operations (e.g., Youth Services, Child Development, Army Community Service).	X			

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ACS - 0101: Army Community Service Chief - (200)

CDS - 1701: Child Development Services Coordinator - (300)

YSD - 0301: Youth Services Director - (400)

KNOWLEDGE	FSD	ACS	CDS	YSD
K102. Knowledge of regulations and procedures relating to private organizations on Department of the Army installations.	X	X	X	X
K103. Knowledge of Army Quality of Life program.	X	X	X	X
K104. Knowledge of DoD/DA/CFSC/ fire, health, and sanitation laws, regulations, and procedures as they relate to family support facilities, activities, and supplies.	X	X	X	X
K105. Knowledge of manpower management and organizational functions to	X	X	X	X

include requirements determination, allocation, utilization, documentation, and reporting processes.				
K106. Knowledge of military customs and protocol (e.g., flag displays, receiving lines, seating arrangements).	X	X	X	X
K107. Knowledge of Military Child Care Act of 1989.	X	X	X	X
K108. Knowledge of program analysis and evaluation (e.g., analysis of program policies, source estimates and utilization, balances within and between programs) including program issues and analytical techniques to measure progress toward objectives and to identify actual or potential problems, trends, and accomplishments.	X	X	X	X
K109. Knowledge of OSHA/DoD/DA/CFSC safety and accident prevention policies, regulations, and procedures for family support facilities, activities, equipment, and programs (e.g., Child Development Center, Youth Services Center, lending closet, equipment).	X			

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KNOWLEDGE	FSD	ACS	CDS	YSD
K110. Knowledge of Management Control Program policy, procedures, and processes (AR 11-2).	X	X	X	X
K111. Knowledge of base operations (BASOPS).	X	X	X	X

K112. Knowledge of program administration/management procedures and processes (e.g., planning study, data collection techniques, data analysis, report preparation and presentation).	X	X	X	X
K113. Knowledge of standard first aid and basic CPR techniques.	X	X	X	X
K114. Knowledge of pre- and post-deployment/mobilization needs of soldiers and families, including operation and conduct of Family Assistance Center.	X	X		

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SUPERVISORY KNOWLEDGE

	FSD	ACS	CDS	YSD
S001. Knowledge of federal and NAF position management and classification systems (e.g., job descriptions, position classification standards, NAF Personnel Requirements Document [PRD], Table of Distribution and Allowances [TDA]).	X	X	X	X
S002. Knowledge of employee development (e.g., performance appraisal, performance and career counseling, career appraisal Individual Development Plan [IDP], training and professional development opportunities and assignments, short- and long-term training).	X	X	X	X
S003. Knowledge of Nonappropriated Fund (NAF) and federal merit promotion/internal placement procedures. Includes: NAF Central Referral System, NAF Personnel System Modernization, NAF Pay Banding, reinstatement eligibles, and the effects of the special placement programs (e.g., priority placement, military spouse preference) on these procedures.	X	X	X	X
S004. Knowledge of supervisory responsibilities in Federal Equal Employment Opportunity (e.g., affirmative action requirements, avoidance of disparate treatment, prohibited personnel practices).	X	X	X	X
S005. Knowledge of Army civilian APF and NAF career management and MWR Personnel Proponency requirements and procedures, to include the Army Civilian Career Evaluation System (ACCES), and the Army Civilian Training, Education, and Development System (ACTEDS).	X	X	X	X

S006. Knowledge of management-employee relations (absence and leave regulations, adverse action procedures, grievance and appeal procedures, disciplinary procedures, awards, labor schedule [DA FORM 5555-E], and labor/union relations).	X	X	X	X
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ABILITIES

	FSD	ACS	CDS	YSD
A001. Ability to direct work activities: Encompasses ability to assign or delegate work, to monitor the work of others, and to provide on-the-job training.	X	X	X	X
A002. Ability to communicate orally: Encompasses ability to brief, instruct, explain, advise, negotiate, or persuade.	X	X	X	X
A003. Ability to plan and organize: Encompasses ability to establish objectives, requirements, priorities, and deadlines in order to determine course of action for work.	X	X	X	X
A004. Human relations ability: Encompasses ability to interact with others in one-to-one or group situations (often called "teamwork," "cooperation," "interpersonal skills," "ability to meet and deal," "tact," and "diplomacy"). Works with supervisors and others to achieve organizational goals.	X	X	X	X
A005. Ability to analyze: Encompasses ability to obtain information, define problems, identify relationships, evaluate quality, assess impacts, and make conclusions/recommendations. It includes the ability to determine quality of projects, programs, or performance by	X	X	X	X

comparison against standards and objectives.				
A006. Ability to write: Encompasses ability to express ideas in writing (e.g., reports, information papers, memorandums, letters, briefing materials, manuals).	X	X	X	X
A007. Ability to innovate: Encompasses ability to develop new or revised procedures, programs, or solutions to problems.	X	X	X	X

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ABILITIES

	FSD	ACS	CDS	YSD
A008. Ability to initiate action: Encompasses ability to independently originate action (one who demonstrates this ability is often called a "self-starter").	X	X	X	X
A009. Ability to identify and apply different methods of conflict management, problem-solving, and decision-making.	X	X	X	X
A010. Ability to apply effective leadership style or follower feedback style in a given situation.	X	X	X	X
A011. Ability to understand how individual values affect decisions and professional ethics.	X	X	X	X
A012. Ability to identify strategies for effective decision-making in supervising subordinates as well as molding cohesive workteams through planning, good communications, proper motivation, counseling, and	X	X	X	X

conflict management.				
A013. Ability to understand the role of values and ethics in supervision.	X	X	X	X
A014. Ability to use a systems model in assessing organization operation/performance.	X	X	X	X
A015. Ability to recognize and develop human potential and increase productivity through sound management practices.	X	X	X	X
A016. Ability to understand power and authority in management.	X	X	X	X

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ABILITIES	FSD	ACS	CDS	YSD
A017. Ability to understand management and motivation, including value clarification.	X	X	X	X
A018. Ability to understand organizational functioning through basic systems models.	X	X	X	X
A019. Ability to recognize stages of group development and signs in building cohesive, high-performance teams.	X	X	X	X
A020. Ability to lead more effectively through awareness of importance of values and ethics and application of sound management practices.	X	X	X	X

A021. Ability to conduct clinics/seminars for volunteers, officials, and staff.	X	X	X	X
A022. Ability to assist unit commanders in resolving family support issues.	X	X	X	X
A023. Ability to properly instruct patrons in the proper use and operation of facility equipment.		X		X

FAMILY SUPPORT FUNCTIONAL AREA
 FAMILY SUPPORT CHIEF

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
ENTRY/ TRAINEE	NF 3	MANDATORY, PRIORITY 1:	
	GS 5-7	<p>Intern Leadership Development Course Center for Army Leadership Fort Leavenworth, KS (1 week)</p> <p>TARGET: NAF Management Trainees or APF Interns</p>	K001, K002, K003, K004, K005, K006, K007, K008, K009, K010, K011, K012, K013, K014, K015
		<p>Community and Family Support Management Course Community and Family Support Training Center Falls Church, VA (3 weeks)</p> <p>TARGET: New MWR Managers, NAF Management Trainees/APF Interns</p>	K001, K016, K017, A002, A004, A005, A007, A008, A009, A010, A011, A012
		MANDATORY, PRIORITY 2:	
		NONE	
		RECOMMENDED, PRIORITY 3:	
		<p>Effective Army Writing Local CPO/on site</p> <p>TARGET: All</p>	A006
		<p>Standard First Aid and Basic CPR Local CPO or American Red Cross</p>	K113

TARGET: All

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
SPECIALIST	NF 4 GS 9-12	MANDATORY, PRIORITY 1: Supervisor Development Course- Correspondence (local CPO on-site supplement) Army Institute for Professional Development U.S. Army Training Support Center Fort Eustis, VA	A003, A004, A005, A007, A008, A012, S001, S002, S003, S004, S005, S006
		TARGET: New Supervisors	
		Leadership Education and Development Course Center for Army Leadership Fort Leavenworth, KS, or on-site locally (1 week)	A003, A004, A005, A007, A008, A012
		TARGET: New Supervisors	
		MANDATORY, PRIORITY 2: NONE	
		RECOMMENDED, PRIORITY 3: NONE	
MANAGERIAL	NF 4-5 GS 12-14	MANDATORY, PRIORITY 1: Manager Development Course-Correspondence	K001, K016, K017,

Army Institute for Professional Development
 U.S. Army Training Support Center
 Fort Eustis, VA

K018, K019, K020,
 K021, A002, A004,
 A006, A010, A011,
 A012, A013, A014,
 A015

TARGET: New Managers

**CAREER
 PHASE**

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

MANAGERIAL NF 4-5
 GS 12-14

MANDATORY, PRIORITY 2:

Organizational Leadership for Executives
 Center for Army Leadership
 Fort Leavenworth, KS (2 weeks)

K018, K021, A002,
 A003, A004, A009,
 A010, A011, A013,
 A014, A015, A019

TARGET: New Managers

Personnel Management for Executives
 Army Center for Civilian Human Resource
 Management (Taught at regional training
 centers)(1.3 weeks)

A002, A004, A006,
 A010, A011, A012,
 A013, A016, A017,
 A019, A020

TARGET: Managers (To be scheduled after several
 years of managerial experience)

Division Chiefs' Course
 Community and Family Support Training Center
 Falls Church, VA (3 weeks)

K001, K003, K005,
 K006, K008, K101,
 K102, K103, K107,
 K114

TARGET: Family Support Chiefs

RECOMMENDED, PRIORITY 3:

Army Installation Management Course
 Army Logistics Management College
 Fort Lee, VA (3 weeks)

K001, K002, K111,
 A012

TARGET: Managers

Army Community Service Management Course
 Community and Family Support Training Center
 Falls Church, VA (2 weeks)

K101, K102, K107,
 K114

TARGET: Family Support Chiefs

CAREER

PHASE

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

MANAGERIAL

NF 4-5
 GS 12-14

RECOMMENDED, PRIORITY 3:

Youth Services Directors' Course
 Community and Family Support Training Center
 Falls Church, VA (2 weeks)

K101

TARGET: Family Support Chiefs

Child Development Center Directors' Course K101, K107
 Community and Family Support Training Center
 Falls Church, VA (2 weeks)

TARGET: Family Support Chiefs

Family Advocacy Staff Training Course K101
 Health Science Academy
 Fort Sam Houston, TX (2 weeks)

TARGET: Family Support Chiefs

Family Advocacy Staff Training - Advanced Course K101
 Health Science Academy
 Fort Sam Houston, TX (1 week)

TARGET: Family Support Chiefs

Family Advocacy Command Assistance Team Course K101
 Health Science Academy
 Fort Sam Houston, TX (1 week)

TARGET: Family Support Chiefs

Budget Presentation and Justification K009
 OPM Regional Training Centers (1 week)

TARGET: Family Support Chiefs

CAREER

PHASE

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

MANAGERIAL

NF 4-5
 GS 12-14

COMPETITIVE PROFESSIONAL DEVELOPMENT

Army Management Staff College
 Fort Belvoir, VA (14 weeks)

K001, K018, K019,
 K020, K021, K022,

TARGET: NF 4-5, GS 12-14
 (GS 15 may apply by exception)

K111, K112, A002,
 A005, A006, A012,
 A015

EXECUTIVE NF 5-6 MANDATORY, PRIORITY 1:
 GS 13-15 NONE

MANDATORY, PRIORITY 2:

Director, Personnel and Community Activities Course
 Community and Family Support Training Center
 Falls Church, VA (3 weeks)

K001, K003, K005,
 K006, K007, K008,
 K009, K012, K013,
 K016, K017, K018,
 K019, K020, K021,
 A001, A002, A003,
 A004, A005, A006

TARGET: Senior MWR Managers

Labor Negotiations Seminar
 Army Center For Civilian Human Resource
 Management
 Lancaster, PA (3 days)

A012, S001, S003,
 S006

TARGET: Senior MWR Managers

**CAREER
 PHASE**

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
SENIOR EXECUTIVE	NF 6	<p>MANDATORY, PRIORITY 1:</p> <p>Center for Creative Leadership - Leadership Development Program Greensboro, NC (1 week)</p> <p>TARGET: New NF 6</p>	A004

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LEGEND:

- ACS - 0101: Army Community Service Chief - (100)
- EFM - 0101: Exceptional Family Member Program Coord - (200)
- FAP - 0185: Army Family Advocacy Program Coord - (300)
- CAF - 0187: Consumer/Financial Assistance Coord - (400)
- FME - 0187: Family Member Emp Assistance Prog Coord- (500)
- RAP - 0187: Relocation Assistance Program Coord - (600)
- IRF- 0187: Information, Refer & Follow-up Prog Coord - (700)

ARMY COMMUNITY SERVICE:

KNOWLEDGE	ACS	EFM	FAP	CAF	FME	RAP	IRF
K001. Knowledge of Army mission, goals, organizations, and functions.	X	X	X	X	X	X	X
K002. Knowledge of DoD and Army peculiarities (e.g., acronyms, MWR activity categories, traditions, military rank structure, and similarities and differences between military and civilian personnel).	X	X	X	X	X	X	X
K003. Knowledge of historical background of MWR programs and direction.	X	X	X	X	X	X	X
K004. Knowledge of office automation applications (e.g., word processing, spreadsheets, graphics, and database management).	X	X	X	X	X	X	X
K005. Knowledge of MWR Commercial Sponsorship Program, and marketing practices and concepts (e.g., Market Plan: environmental analysis, needs assessment, vision development, strategy development, written plan, implementation, evaluation).	X	X					
K006. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) accounting structure and	X	X		X			

K001. Knowledge of Army mission, goals, organizations, and functions.	X	X	X	X	X	X	X
systems.							

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LEGEND:

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ARMY COMMUNITY SERVICE:

KNOWLEDGE	ACS	EFM	FAP	CAF	FME	RAP	IRF
K007. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) budget formulation and associated documents (e.g., schedules, exhibits, program budget guidance, APF/NAF Major Construction, NAF Capital Purchase and Minor Construction, APF/NAF Synchronization Budget, 5-year Plan, etc.)	X	X	X	X	X	X	X
K008. Knowledge of budget execution phases (e.g., obligations, commitments, disbursements, unobligated balances, outlays).	X	X	X	X	X	X	X
K009. Knowledge of budget analysis techniques used to evaluate APF and NAF financial statements (e.g., validation and identification of trends, resource requirements, acid test, financial management analysis, break-even analysis, average inventory turnover, cost-of-goods sold).	X						
K010. Knowledge of the NAF Risk Management Program (RIMP).	X						
K011. Knowledge of NAF internal controls regulations and procedures (e.g., cash controls, retail sales accountability, cash counts, petty cash fund).	X						

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ARMY COMMUNITY SERVICE:

KNOWLEDGE	ACS	EFM	FAP	CAF	FME	RAP	IRF
K012. Knowledge of manpower resource management (e.g., Schedule X and Table of Distribution and Allowances (TDA), manpower surveys, Program Analysis Resource Review (PARR), and NAF Personnel Requirements Document (PRD)).	X						
K013. Knowledge of APF and NAF acquisition, procurement, and contracting (e.g., Blanket Purchase Agreements [BPAs], NAF Purchase Request, Order for Supplies or Service/Request for Quotations [DA FORM 4067-R], emergency purchase procedures, source lists, Contracting Officer Representative [COR] regulations and procedures).	X	X	X	X	X	X	X
K014. Knowledge of APF and NAF property management (e.g., fixed assets, end-of-month inventory, relationship with Central Accounting Office [CAO], disposition, lost and transfer of property, Report of Survey, property book accountability).	X	X	X	X	X	X	X

K015. Knowledge of accepted customer relations/service practices, techniques, and programs.	X	X	X	X	X	X	X
K016. Knowledge of career planning goals, policies, procedures, and training.	X	X	X	X	X	X	X
K017. Knowledge of group dynamics and its impact on meeting organizational goals.	X	X	X	X	X	X	X

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ARMY COMMUNITY SERVICE:

KNOWLEDGE	ACS	EFM	FAP	CAF	FME	RAP	IRF
K018. Knowledge of the organizational leadership elements of purpose, direction, and motivation.	X	X	X	X	X	X	X
K019. Knowledge of leadership and management behaviors and techniques, including understanding of Army's leadership competencies and the Office of Personnel Management's managerial competencies.	X	X	X	X	X	X	X
K020. Knowledge of current management innovations and trends and external events and attitudes that influence decisions.	X	X	X	X	X	X	X

K021. Knowledge of creative problem-solving, decision-making, and strategic planning techniques.	X	X	X	X	X	X	X
K022. Knowledge of Total Army Quality concepts and applications.	X	X	X	X	X	X	X
K101. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of Army Community Service programs (e.g., Exceptional Family Member; Family Advocacy; Consumer/Financial Assistance; Family Member Employment Assistance; Relocation Assistance; Information, Referral, and Follow-up).	X						

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ARMY COMMUNITY SERVICE:

KNOWLEDGE

	ACS	EFM	FAP	CAF	FME	RAP	IRF
K102. Knowledge of regulations and procedures relating to private organizations on Department of the Army installations.	X	X	X	X	X	X	X
K103. Knowledge of Army Quality of Life program.	X	X	X	X	X	X	X

K104. Knowledge of DoD/DA/CFSC/ fire, health, and sanitation laws, regulations, and procedures as they relate to Army Community Service facilities, activities, equipment, and supplies.	X	X	X	X	X	X	X
K105. Knowledge of social service delivery system and the military social service systems.	X	X	X	X	X	X	X
K106. Knowledge of military customs and protocol (e.g., flag displays, receiving lines, seating arrangements).	X						
K107. Knowledge of Military Child Care Act of 1989.	X	X	X	X	X	X	X
K108. Knowledge of the social, emotional, educational, medical, personal, and psychological needs of family members.	X	X	X	X	X	X	X
K109. Knowledge of crisis intervention techniques sufficient to identify, assess, and refer clients to appropriate crisis relief.	X	X	X	X	X	X	X

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LEGEND:

- ACS - 0101: Army Community Service Chief - (100)
- EFM - 0101: Exceptional Family Member Program Coord - (200)
- FAP - 0185: Army Family Advocacy Program Coord - (300)
- CAF - 0187: Consumer/Financial Assistance Coord - (400)
- FME - 0187: Family Member Emp Assistance Prog Coord- (500)
- RAP - 0187: Relocation Assistance Program Coord - (600)
- IRF- 0187: Information, Refer & Follow-up Prog Coord - (700)

ARMY COMMUNITY SERVICE:

KNOWLEDGE

ACS EFM FAP CAF FME RAP IRF

K110. Knowledge of Management Control Program policy, procedures, and processes (AR 11-2).	X	X	X	X	X	X	X
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K111. Knowledge of base operations (BASOPS).	X	X	X	X	X	X	X
K112. Knowledge of program administration/management procedures and processes (e.g., planning study, data collection techniques, data analysis, report preparation and presentation).	X	X	X	X	X	X	X
K113. Knowledge of standard first aid and basic CPR techniques.	X	X	X	X	X	X	X
K114. Knowledge of pre- and post-deployment/mobilization needs of soldiers and families, including operation and conduct of Family Assistance Center.	X	X	X	X	X	X	X
K115. Knowledge of OSHA/DoD/DA/CFSC safety and accident prevention, policies, regulations, and procedures for Army Community Service facilities, activities, equipment, and programs (e.g., lending closet, equipment).	X	X				X	X
K116. Knowledge of proper instructional methods in certifying patrons in the proper use and operation of lending closet equipment.	X					X	X

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ARMY COMMUNITY SERVICE:

KNOWLEDGE

ACS EFM FAP CAF FME RAP IRF

	ACS	EFM	FAP	CAF	FME	RAP	IRF
<p>K201. Knowledge of DoD/DA/CFSC policies, regulations and procedures, program standards pertaining to the execution of Exceptional Family Member programs (e.g., physically and mentally disabled).</p>		X					
<p>K202. Knowledge of referral and alternate Exceptional Family Member program delivery and program integration among on and off post resources (e.g., state/local social services agencies, public parks and recreation agencies, private associations [American Diabetes Association, Association For Retarded Citizens, Easter Seal Society, Muscular Dystrophy Association], youth agencies [YMCA/YWCA, Boys/Girls Clubs], local school systems, DPCA activities [recreation centers, arts and crafts, outdoor recreation, music, theater, sports, auto crafts, ITR, clubs, bowling, golf]).</p>		X					
<p>K203. Knowledge of public laws dealing with physically and mentally disabled persons.</p>		X					
<p>K204. Knowledge of Army, state, community, and installation resources available to provide for the needs of physically and mentally disabled individuals of all ages.</p>		X					

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ARMY COMMUNITY SERVICE:

KNOWLEDGE

ACS EFM FAP CAF FME RAP IRF

KNOWLEDGE	ACS	EFM	FAP	CAF	FME	RAP	IRF
K301. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of Family Advocacy Programs (e.g., spouse/child abuse prevention, education programs, training, and foster care program).			X				
K302. Knowledge of DoD/DA/CFSC policies, regulations and directives on Army Community Service and state laws on spouse/child abuse and child care.		X	X				
K303. Knowledge of educational programs and other issues on spouse/child abuse.	X		X	X			
K304. Knowledge of family dynamics and spouse/child abuse/neglect.			X				
K305. Knowledge of the dynamics of abuse syndrome.	X		X				
K306. Knowledge of the dynamics of spouse/child abuse, including relationship between domestic violence and substance abuse.			X				
K307. Knowledge of psychological/sociological theory,			X				

methods, techniques, and practices related to alcohol/drug abuse.							
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ARMY COMMUNITY SERVICE:

KNOWLEDGE	ACS	EFM	FAP	CAF	FME	RAP	IRF
K308. Knowledge of state/DoD/DA/CFSC policies, regulations, and directives on foster care.	X		X				
K309. Knowledge of crises intervention center operation (e.g., staffing, training, procedural requirements).	X		X				
K310. Knowledge of psychosocial evaluation procedures.			X				
K401. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of Consumer Affairs/Financial Assistance programs.				X			
K402. Knowledge of local/state/federal consumer affairs programs and procedures for handling consumer complaints.	X			X			
K403. Knowledge of local/state/federal Consumer Protection				X			

and Truth in Lending laws.							
K404. Knowledge of local/state/federal tax laws.				X			
K405. Knowledge of DoD/DA/CFSC policies, regulations, procedures pertaining to the Army Emergency Relief Program.	X	X	X	X	X	X	X

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ARMY COMMUNITY SERVICE:

KNOWLEDGE	ACS	EFM	FAP	CAF	FME	RAP	IRF
K406. Knowledge of financial management principles and counseling (e.g., financial counseling, budgeting, debt counseling, financial planning, and investment).	X			X			
K407. Knowledge of Army Indebtedness Policy.				X			
K501. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of Family Member Employment Assistance programs.					X		
K502. Knowledge of human behavioral variations resulting from emotional, social, economic, and personal circumstances common to the mobile life-style imposed on family members by demands of military career requirements.	X	X	X	X	X	X	X
K503. Knowledge of local/state/federal/private job markets, trends, job application procedures, job training, and educational opportunities.					X		
K504. Knowledge of interview techniques for job placement referrals.					X		
K601. Knowledge of DoD/DA/CFSC policies, regulations,						X	

procedures, and program standards pertaining to the execution of Relocation Assistance programs.							
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ARMY COMMUNITY SERVICE:

KNOWLEDGE	ACS	EFM	FAP	CAF	FME	RAP	IRF
K602. Knowledge of relocation entitlements for CONUS and OCONUS assignments.						X	
K603. Knowledge of relocation personal and financial readiness requirements.						x	
K604. Knowledge of Army Sponsorship Program.	X			X		X	
K605. Knowledge of the Relocation Automated Information System (RAIS) (e.g., format, updating, retrieval).						X	
K606. Knowledge of private-sector relocation programs/services available to military personnel.						X	
K701. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of Information/Referral/Volunteer programs.							X
K702. Knowledge of Army Volunteer Program (e.g., recruitment, training, supervision, awards).	X	X	X	X	X	X	X

K703. Knowledge of local, state, and federal community service programs and referral procedures.	X	X	X	X	X	X	X

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ARMY COMMUNITY SERVICE:

SUPERVISORY KNOWLEDGE

	ACS	EFM	FAP	CAF	FME	RAP	IRF
S001. Knowledge of federal and NAF position management and classification systems (e.g., job descriptions, position classification standards, NAF Personnel Requirements Document [PRD], Table of Distribution and Allowances [TDA]).	X	X	X	X	X	X	X
S002. Knowledge of employee development (e.g., performance appraisal, performance and career counseling, career appraisal Individual Development Plan [IDP], training and professional development opportunities and assignments, short- and long-term training).	X	X	X	X	X	X	X
S003. Knowledge of Nonappropriated Fund (NAF) and federal merit promotion/internal placement procedures. Includes: NAF Central Referral System, NAF Personnel System Modernization, NAF Pay Banding, reinstatement eligibles, and the effects of the special placement programs (e.g., priority placement, military spouse preference) on these procedures.	X	X	X	X	X	X	X
S004. Knowledge of supervisory responsibilities in Federal Equal Employment Opportunity (e.g., affirmative action requirements, avoidance of disparate treatment, prohibited personnel practices).	X	X	X	X	X	X	X

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ARMY COMMUNITY SERVICE:

SUPERVISORY KNOWLEDGE

	ACS	EFM	FAP	CAF	FME	RAP	IRF
S005. Knowledge of Army civilian APF and NAF career management and MWR Personnel Proponency requirements and procedures, to include the Army Civilian Career Evaluation System (ACCES), and the Army Civilian Training, Education, and Development System (ACTEDS).	X	X	X	X	X	X	X
S006. Knowledge of management-employee relations (absence and leave regulations, adverse action procedures, grievance and appeal procedures, disciplinary procedures, awards, labor schedule [DA FORM 5555-E], and labor/union relations).	X	X	X	X	X	X	X

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ARMY COMMUNITY SERVICE:

ABILITIES

	ACS	EFM	FAP	CAF	FME	RAP	IRF
A001. Ability to direct work activities: Encompasses ability to assign or delegate work, to monitor the work of others, and to provide on-the-job training.	X	X	X	X	X	X	X
A002. Ability to communicate orally: Encompasses ability to brief, instruct, explain, advise, negotiate, or persuade.	X	X	X	X	X	X	X
A003. Ability to plan and organize: Encompasses ability to establish objectives, requirements, priorities, and deadlines in order to determine course of action for work.	X	X	X	X	X	X	X
A004. Human relations ability: Encompasses ability to interact with others in one-to-one or group situations (often called "teamwork," "cooperation," "interpersonal skills," "ability to meet and deal," "tact," and "diplomacy"). Works with supervisors and others to achieve organizational goals.	X	X	X	X	X	X	X
A005. Ability to analyze: Encompasses ability to obtain information, define problems, identify relationships, evaluate quality, assess impacts, and make conclusions/recommendations. It includes the ability to determine quality of projects, programs, or performance by	X	X	X	X	X	X	X

comparison against standards and objectives.							
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ARMY COMMUNITY SERVICE:

ABILITIES	ACS	EFM	FAP	CAF	FME	RAP	IRF
A006. Ability to write: Encompasses ability to express ideas in writing (e.g., reports, information papers, memorandums, letters, briefing materials, manuals).	X	X	X	X	X	X	X
A007. Ability to innovate: Encompasses ability to develop new or revised procedures, programs, or solutions to problems.	X	X	X	X	X	X	X
A008. Ability to initiate action: Encompasses ability to independently originate action (one who demonstrates this ability is often called a "self-starter").	X	X	X	X	X	X	X
A009. Ability to identify and apply different methods of conflict management, problem-solving, and decision-making.	X	X	X	X	X	X	X
A010. Ability to apply effective leadership style or follower feedback style in a given situation.	X	X	X	X	X	X	X

A011. Ability to understand how individual values affect decisions and professional ethics.	X	X	X	X	X	X	X
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ARMY COMMUNITY SERVICE:

ABILITIES

	ACS	EFM	FAP	CAF	FME	RAP	IRF
A012. Ability to identify strategies for effective decision-making in supervising subordinates as well as molding cohesive workteams through planning, good communications, proper motivation, counseling, and conflict management.	X	X	X	X	X	X	X
A013. Ability to understand the role of values and ethics in supervision.	X	X	X	X	X	X	X
A014. Ability to use a systems model in assessing organization operation/performance.	X	X	X	X	X	X	X
A015. Ability to recognize and develop human potential and increase productivity through sound management practices.	X	X	X	X	X	X	X

A016. Ability to understand power and authority in management.	X	X	X	X	X	X	X
A017. Ability to understand management and motivation, including value clarification.	X		X				
A018. Ability to understand organizational functioning through basic systems models.	X		X				

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ARMY COMMUNITY SERVICE:

ABILITIES

ACS EFM FAP CAF FME RAP IRF

ABILITIES	ACS	EFM	FAP	CAF	FME	RAP	IRF
A019. Ability to recognize stages of group development and signs in building cohesive, high-performance teams.	X	X	X	X	X	X	X
A020. Ability to lead more effectively through awareness of importance of values and ethics and application of sound management practices.	X	X	X	X	X	X	X
A021. Ability to conduct clinics/seminars for volunteers and staff.	X	X	X	X	X	X	X

A022. Ability to assist unit commanders in resolving Army Community Service issues.	X	X	X	X	X	X	X
A023. Ability to properly instruct patrons in the proper use and operation of facility equipment.	X	X	X	X	X	X	X
A024. Ability to develop family and/or recreational therapy programs.	X	X	X				
A025. Ability to conduct interviews and effectively counsel clients toward problem solutions.	X	X	X	X	X	X	X
A026. Ability to serve as liaison with local authorities in regard to abuse cases.	X		X				

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ARMY COMMUNITY SERVICE:

ABILITIES

ACS EFM FAP CAF FME RAP IRF

A027. Ability to research and find material in regard to adoption requests/other court matters.	X		X				
A028. Ability to recruit, evaluate, authorize, and train foster parents for foster care.	X		X				

A029. Ability to investigate reports of alleged spouse/ child abuse.	X		X				
A030. Ability to communicate effectively with medical personnel.			X				
A031. Ability to establish and maintain client files, resource files, and statistical data.	X	X	X	X	X	X	X
A032. Ability to establish working relationships and coordination with public and private civilian agencies.	X	X	X	X	X	X	X

FAMILY SUPPORT FUNCTIONAL AREA
ARMY COMMUNITY SERVICE

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
ENTRY/ TRAINEE	NF 3	MANDATORY, PRIORITY 1:	
	GS 5-7		
		Intern Leadership Development Course Center for Army Leadership Fort Leavenworth, KS (1 week)	K001, K016, K017, A002, A004, A005, A007, A008, A009, A010, A011, A012
		TARGET: NAF Management Trainees or APF Interns	
		Community and Family Support Management Course Community and Family Support Training Center Falls Church, VA (3 weeks)	K001, K002, K003, K004, K005, K006, K007, K008, K009, K010, K011, K012, K013, K014, K015, K106
		TARGET: New MWR Managers, NAF Management Trainees/APF Interns	
		MANDATORY, PRIORITY 2:	
		NONE	
		RECOMMENDED, PRIORITY 3:	
		Effective Army Writing Local CPO/on site	A006
		TARGET: All	
		Standard First Aid and Basic CPR	K113

Local CPO or American Red Cross

TARGET: All

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
SPECIALIST	NF 4 GS 9-12	MANDATORY, PRIORITY 1: Supervisor Development Course-Correspondence (local CPO on-site supplement) Army Institute for Professional Development U.S. Army Training Support Center Fort Eustis, VA	A003, A004, A005, A007, A008, A012, S001, S002, S003, S004, S005, S006
		TARGET: New Supervisors	
		Leadership Education and Development Course Center for Army Leadership Fort Leavenworth, KS, or on-site locally (1 week)	A003, A004, A005, A007, A008, A012
		TARGET: New Supervisors	A002, A003, A004, A006, A007
		MANDATORY, PRIORITY 2: DoD Relocation Managers Course Maxwell Air Force Base, AL (2 weeks)	K601, K602, K603, K604, K605, K606, A002, A006
		TARGET: Relocation Assistance Program Managers	

Military Financial Counselor Course
 University of Georgia
 Athens, GA (1 week)

K401, K402, K403,
 K404, K405, K406,
 K407

TARGET: New Consumer Affairs/Financial
 Assistance Program Managers

CAREER

PHASE

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

SPECIALIST

NF 4
 GS 9-12

RECOMMENDED, PRIORITY 3:

**Family Member Employment Assistance Program
 Managers Course**
 Community and Family Support Training Center
 Falls Church, VA (1 week)

K501, K502, K503,
 K504

TARGET: New Family Member Employment Assistance Program Managers

Personal Finance for Educators Course
National Institute for Consumer Education and Eastern Michigan University
Traverse City, MI (2 weeks)

K401, K402, K403,
K404, K405, K406,
K407

TARGET: Consumer/Financial Assistance Program Managers

MANAGERIAL NF 4-5
GS 12-14

MANDATORY, PRIORITY 1:

Army Community Service Management Course
Community and Family Support Training Center
Falls Church, VA (2 weeks)

K001, K002, K003,
K004, K005, K006,
K007, K008, K009,
K010, K011, K012,
K013, K014, K015,
K101, K102, K103,
K105, K111, K113,
K114, K201, K202,
K301, K401, K501,
K504, K601, K604,
K605, K701

TARGET: New Army Community Service Officers
(To be scheduled after 3 to 6 months on the job)

Manager Development Course-Correspondence
Army Institute for Professional Development
U.S. Army Training Support Center
Fort Eustis, VA

K001, K016, K017,
K018, K019, K020,
K021, A002, A004,
A006, A010, A011,
A012, A013, A014,
A015

TARGET: New Managers

CAREER
PHASE

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

MANAGERIAL

MANDATORY, PRIORITY 2:

NF 4-5

GS 12-14

Organizational Leadership for Executives
Center for Army Leadership
Fort Leavenworth, KS (2 weeks)

K018, K021, A002,
A003, A004, A009,
A010, A011, A013,
A014, A015, A019

TARGET: New Managers

Personnel Management for Executives
Army Center For Civilian Human Resource
Management (Taught at regional training
centers)(1.3 weeks)

A002, A004, A006,
A010, A011, A012,
A013, A016, A017,
A019, A020

TARGET: Managers (To be scheduled after several
years of managerial experience)

Division Chiefs' Course
Community and Family Support Training Center
Falls Church, VA (3 weeks)

K001, K003, K005,
K006, K008, K101,
K102, K103, K105,
K114

TARGET: High potential ACS Officers for
Family Support Division Chief's positions

RECOMMENDED, PRIORITY 3:

Army Installation Management Course
Army Logistics Management College
Fort Lee, VA (3 weeks)

K001, K002, K111,
A012

TARGET: Managers

Family Advocacy Staff Training Course
Health Science Academy
Fort Sam Houston, TX (2 weeks)

K301, K302, K303,
K304, K305

TARGET: Family Advocacy Program
Managers

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
MANAGERIAL	NF 4-5 GS 12-14	RECOMMENDED, PRIORITY 3:	
		Family Advocacy Staff Training - Advanced Course Health Science Academy Fort Sam Houston, TX (1 week)	K301, K302, K303, K304
		TARGET: Family Advocacy Program Managers	
		Family Advocacy Command Assistance Team Course Health Science Academy Fort Sam Houston, TX (1 week)	K301, K302, K303, K304, K305, K306, K307, K308, K309, A023, A024
		TARGET: Family Advocacy Program Managers	
		Writing Effective Budget Justification OPM Regional Training Centers (1 week)	K008
	TARGET: All		
	Budget Presentation and Justification OPM Regional Training Centers (1 week)	K009	
	TARGET: All		
	COMPETITIVE PROFESSIONAL DEVELOPMENT		
		Army Management Staff College Fort Belvoir, VA (14 weeks)	K001, K018, K019, K020, K021, K022, K111, K112, A002, A005, A006, A012, A015
		TARGET: NF 4-5, GS 12-14 (GS 15 may apply by exception)	

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
EXECUTIVE	NF 5-6 GS 13-15	MANDATORY, PRIORITY 1:	
		NONE	
		MANDATORY, PRIORITY 2:	
		Director, Personnel and Community Activities Course Community and Family Support Training Center Falls Church, VA (3 weeks)	K001, K003, K005, K006, K007, K008, K009, K012, K013, K016, K017, K018, K019, K020, K021, A001, A002, A003, A004, A005, A006
		LABOR TARGET: Senior MWR Managers	
Labor Negotiations Seminar Army Center For Civilian Human Resource Management Lancaster, PA (3 days)	A012, S001, S003, S006		
		LABOR TARGET: Senior MWR Managers	
		RECOMMENDED, PRIORITY 3:	
		Strategic Planning U.S. Army Management Engineering College Rock Island, IL (3 days)	A012
		LABOR TARGET: Senior MWR Managers	
		Total Quality Management for Executives U.S. Army Management Engineering College Rock Island, IL (2 days)	K018, K019, K022, A012

TARGET: Senior MWR Managers

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
EXECUTIVE	NF 5-6 GS 13-15	RECOMMENDED, PRIORITY 3 Labor and Employee Relations and Equal Opportunity for Executives Army Center For Civilian Human Resource Management Lancaster, PA (4 days) TARGET: Senior MWR Managers	A012, S001, S003, S006
		COMPETITIVE PROFESSIONAL DEVELOPMENT	
		SENIOR SERVICE COLLEGES: National War College Army War College Industrial College of the Armed Forces Fort McNair, VA (1 year)	A001, A002, A003, A004, A005, A006, A007, A008, and knowledge of issues associated with national security
		TARGET: Senior Managers (GS 14-15) and NF equivalent	
SENIOR EXECUTIVE	NF 6	MANDATORY, PRIORITY 1: Center for Creative Leadership - Leadership Development Program Greensboro, NC (1 week) TARGET: New NF 6	A004

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LEGEND:

- YSD - 0301: Youth Services Director - (100)
- YSS - 0030: Youth Services Sports Chief - (200)
- YSL - 0188: Youth Services Leisure - (300)
- YDP - 0101: Youth Development Program Specialist - (400)
- SAP - 0188: School-Age Programs - (500)

YOUTH SERVICES:

KNOWLEDGE	YSD	YSS	YSL	YDP	SAP
K001. Knowledge of Army mission, goals, organizations, and functions.	X	X	X	X	X
K002. Knowledge of DoD and Army peculiarities (e.g., acronyms, MWR activity categories, traditions, military rank structure, and similarities and difference between military and civilian personnel).	X	X	X	X	X
K003. Knowledge of historical background of MWR programs and direction.	X	X	X	X	X
K004. Knowledge of office automation applications (e.g., word processing, spreadsheets, graphics, and database management).	X	X	X	X	X
K005. Knowledge of MWR Commercial Sponsorship Program, and marketing practices and concepts (e.g., Market Plan: environmental analysis, needs assessment, vision development, strategy development, written plan, implementation, evaluation).	X	X	X	X	X
K006. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) accounting structure and systems.	X	X	X	X	X
K007. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) budget formulation and associated documents (e.g., schedules, exhibits, program budget guidance, APF/NAF Major	X	X	X	X	X

K001. Knowledge of Army mission, goals, organizations, and functions.	X	X	X	X	X
Construction, NAF Capital Purchase and Minor Construction, APF/NAF Synchronization Budget, 5-year Plan, etc.)					
K008. Knowledge of budget execution phases (e.g., obligations, commitments, disbursements, unobligated balances, outlays).	X	X	X	X	X

LEGEND:

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 SAP - 0188: School-Age Programs - (500)

YOUTH SERVICES:

KNOWLEDGE	YSD	YSS	YSL	YDP	SAP
K009. Knowledge of budget analysis techniques used to evaluate APF and NAF financial statements (e.g., validation and identification of trends, resource requirements, acid test, financial management analysis, break-even analysis, average inventory turnover, costs-of-goods sold).	X	X	X	X	X
K010. Knowledge of the NAF Risk Management Program (RIMP).	X	X	X	X	X
K011. Knowledge of NAF internal controls regulations and procedures (e.g., cash controls, retail sales accountability, cash counts, petty cash fund).	X	X	X	X	X
K012. Knowledge of manpower resource management (e.g., Schedule X and Table of Distribution and Allowances (TDA), manpower surveys, Program Analysis Resource Review (PARR), and NAF Personnel Requirements Document (PRD)).	X	X	X	X	X

K013. Knowledge of APF and NAF acquisition, procurement, and contracting (e.g., Blanket Purchase Agreements [BPAs], NAF Purchase Request, Order for Supplies or Service/Request for Quotations [DA FORM 4067-R], emergency purchase procedures, source lists, Contracting Officer Representative [COR]) regulations and procedures.	X	X	X	X	X
K014. Knowledge of APF and NAF property management (e.g., fixed assets, end-of-month inventory, relationship with Central Accounting Office [CAO], disposition, lost and transfer of property, Report of Survey, property book accountability).	X	X	X	X	X

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 SAP - 0188: School-Age Programs - (500)

YOUTH SERVICES:

KNOWLEDGE	YSD	YSS	YSL	YDP	SAP
K015. Knowledge of accepted customer relations/service practices, techniques, and programs.	X	X	X	X	X
K016. Knowledge of career planning goals, policies, procedures, and training.	X	X	X	X	X
K017. Knowledge of group dynamics and its impact on meeting organizational goals.	X	X	X	X	X
K018. Knowledge of the organizational leadership elements of purpose, direction, and motivation.	X	X	X	X	X

K019. Knowledge of leadership and management behaviors and techniques, including understanding of Army's leadership competencies and the Office of Personnel Management's managerial competencies.	X	X	X	X	X
K020. Knowledge of current management innovations and trends and external events and attitudes that influence decisions.	X	X	X	X	X
K021. Knowledge of creative problem-solving, decision-making, and strategic planning techniques.	X	X	X	X	X
K022. Knowledge of Total Army Quality concepts and applications.	X	X	X	X	X

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- SAP - 0188: School-Age Programs - (500)

YOUTH SERVICES:

KNOWLEDGE	YSD	YSS	YSL	YDP	SAP
K101. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of Youth Services programs (e.g., sports, leisure, educational).	X				
K102. Knowledge of regulations and procedures relating to private organizations on Department of the Army installations.	X	X	X	X	X

K103. Knowledge of Army Quality of Life program.	X	X	X	X	X
K104. Knowledge of standard accepted retail sales procedures and operations (e.g., inventory control, sales accountability, pricing, merchandise mix, marketing, merchandise display, product selection, purchasing).	X	X	X	X	X
K105. Knowledge of DoD/DA/CFSC/ fire, health, and sanitation laws, regulations, and procedures as they relate to youth services facilities, activities, and supplies.	X	X	X	X	X
K106. Knowledge of military customs and protocol (e.g., flag displays, receiving lines, seating arrangements).	X	X	X	X	X
K107. Knowledge of Military Child Care Act of 1989.	X	X	X	X	X
K108. Knowledge of DA/CFSC Total Quality Program Planning Module Concepts (Army Youth Services Training Guide, November 1993 - Module I Total Quality Program Planning).	X	X	X	X	X

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YOUTH SERVICES:

KNOWLEDGE

LEGEND:

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YSD YSS YSL YDP SAP

K109. Knowledge of stages of youth development (Army Youth Services Training Guide, November 1993 - Module II Total Quality Program Planning).	X	X	X	X	X
K110. Knowledge of planning, directing, and evaluating youth programs and youth facility operations/programs (Army Youth Services Training Guide, November 1993 - Module II and III Total Quality Program Planning).	X	X	X	X	X
K111. Knowledge of base operations (BASOPS).	X	X	X	X	X
K112. Knowledge of program administration/management procedures and processes (e.g., planning study, data collection techniques, data analysis, report preparation and presentation).	X	X	X	X	X
K113. Knowledge of standard first aid and basic CPR techniques.	X	X	X	X	X
K114. Knowledge of DoD/DA/CFSC policies, regulations and procedures pertaining to supervision of youth and youth activities, incorporating risk and behavior management (e.g., AR 215-2, DA Circular 590-92-1, Youth Services Memorandum of Instruction, School-Age Latch Key Administration Manual).	X	X	X	X	X
K115. Knowledge of planning, directing, and evaluating youth summer day and resident camp programs (Army Youth Services Training Guide, November 1993 - Planning and Supervising Camp Programs).	X	X	X	X	X

LEGEND:

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YSL - 0188: Youth Services Leisure - (300)

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or abilities may be required.)

YDP - 0101: Youth Development Program Specialist - (400)

SAP - 0188: School-Age Programs - (500)

YOUTH SERVICES:

KNOWLEDGE	YSD	YSS	YSL	YDP	SAP
K116. Knowledge of OSHA/DoD/DA/CFSC safety and accident prevention, policies, regulations, and procedures for Youth Services facilities, activities, equipment, and programs (e.g., youth center, youth athletics equipment, and facilities).	X	X	X	X	X
K117. Knowledge of proper instructional methods in certifying patrons in the proper use and operation of sports and physical fitness equipment.	X	X	X		X
K201. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of installation youth sports and fitness programs (e.g. individual and team activities for boys and girls, instructional programs, physical fitness equipment, and programs for youth).	X	X	X		X
K202. Knowledge of rules, regulations, procedures, and program standards for conducting a wide variety of team and individual sport activities for youths (e.g., Federation International Football Association, Little League, Pony League, POP Warner, High School Federation, United States Softball Association, and other national sports governing bodies and sport organizations).	X	X			
K203. Knowledge of DoD/DA/CFSC safety and accident prevention, policies, regulations, and procedures for operating sports and physical fitness facilities, equipment, and programs for youth (e.g., National Operating Committee for Standards in Athletic Equipment, President's Council on Physical Fitness).	X	X	X	X	X

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YOUTH SERVICES:

KNOWLEDGE	YSD	YSS	YSL	YDP	SAP
K204. Knowledge of indoor/outdoor sports and physical fitness facilities design, maintenance, and equipment maintenance (e.g., youth equipment sizes, playing fields/court dimensions).	X	X			
K205. Knowledge of instructional procedures in certifying youth athletic coaches in coaching methods and application (e.g., National Youth Sports Coaches Association, American Coaching Effectiveness Program Association).	X	X			
K206. Knowledge of DoD/DA/CFSC policies, regulations, and procedures in contracting, evaluating, for and/or hiring/ training/scheduling youth sports officials.	X	X			
K207. Knowledge of league and tournament administration (e.g., scheduling, bracket design, seeding, equipment, security, and medical personnel).	X	X			
K208. Knowledge of alternate youth sports program delivery and program integration among on and off post resources (e.g., public parks and recreation agencies, private youth athletic associations, youth agencies [YMCA/YWCA, Boys/Girls Clubs], DPCA activities [CRD, COD]).	X	X	X	X	X
K301. Knowledge of youth leisure and social recreational programs	X		X	X	X

that support development and acquisition of life leisure skills according to age and skill levels (e.g., AR 215-2, DA Youth Services Memorandum of Instruction, DA Youth Services Training Guides).					
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LEGEND:

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- SAP - 0188: School-Age Programs - (500)

YOUTH SERVICES:

KNOWLEDGE	YSD	YSS	YSL	YDP	SAP
K302. Knowledge of alternate youth program delivery and program integration among on and off post resources (e.g., public parks and recreation agencies, private youth athletic associations, youth agencies [YMCA/YWCA, Boys/Girls Clubs], local and state social services agencies, local school systems, DPCA activities [recreation centers, arts and crafts, outdoor recreation, music, theater, sports, auto crafts, ITR, clubs, bowling, golf, Army Community Service, Child Development Services] Chief of Chaplains, other DoD agencies).	X	X	X	X	X
K401. Knowledge of Family Advocacy Program (FAP) policies, regulations, and procedures as they pertain to YS programs.	X	X	X	X	X
K402. Knowledge of Army Exceptional Family Member Program policies, regulations, and procedures as they pertain to YS programs.	X		X	X	X
K403. Knowledge of Army Youth Services Career Explorations Program policies, procedures, and program standards (Army Youth Services Career Explorations Program).	X		X	X	X

K404. Knowledge of youth guidance and counseling procedures (Army Youth Services Teen Discovery Program Manual).	X	X	X	X	X
K405. Knowledge of Army Youth Services Teen Discovery Program policies, regulations, procedures, and program standards (Army Youth Services Teen Discovery Program Manual).	X	X	X	X	

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YOUTH SERVICES:

KNOWLEDGE	YSD	YSS	YSL	YDP	SAP
K406. Knowledge of Army Youth Individual Development Program, policies, regulations, and procedures (Army Youth Services Training Guide, November 1993 - Youth Involvement Program Manual).	X	X	X	X	X
K407. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of the Army Youth Intervention Programs (e.g., child/youth abuse, neglect, substance abuse, runaways, suicide, pregnancy, school dropouts, illiteracy, juvenile exploitations).	X		X	X	X
K408. Knowledge of Youth Councils' and Youth Peer Groups' requirements in implementing, coordinating, leading, and evaluating such bodies.	X	X	X	X	X
K409. Knowledge of DoD/DA/CFSC policies, regulations and procedures, program standards pertaining to the execution of the Army Youth Sponsorship Program (AR 215-2).	X		X	X	
K501. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of the Army Youth Services School-Age Latch-Key Program (Army Youth Services Training Guide, November 1993; School-Age Latch-Key Administration Manual).	X				X
K502. Knowledge of U.S. Department of Agriculture nutritional requirements for school-age children (Army Youth Services School-Age	X	X			X

Latch-Key Administration Manual).

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YOUTH SERVICES:

SUPERVISORY KNOWLEDGE	YSD	YSS	YSL	YDP	SAP
S001. Knowledge of federal and NAF position management and classification systems (e.g., job descriptions, position classification standards, NAF Personnel Requirements Document [PRD], Table of Distribution and Allowances [TDA]).	X	X	X	X	X
S002. Knowledge of employee development (e.g., performance appraisal, performance and career counseling, career appraisal Individual Development Plan [IDP], training and professional development opportunities and assignments, short- and long-term training).	X	X	X	X	X
S003. Knowledge of Nonappropriated Fund (NAF) and federal merit promotion/internal placement procedures. Includes: NAF Central Referral System, NAF Personnel System Modernization, NAF Pay Banding, reinstatement eligibles, and the effects of the special placement programs (e.g., priority placement, military spouse preference) on these procedures.	X	X	X	X	X
S004. Knowledge of supervisory responsibilities in Federal Equal Employment Opportunity (e.g., affirmative action requirements, avoidance of disparate treatment, prohibited personnel practices).	X	X	X	X	X
S005. Knowledge of Army civilian APF and NAF career management and MWR Personnel Proponency requirements and procedures, to include the Army Civilian Career Evaluation System (ACCES), and the Army Civilian Training, Education, and Development System (ACTEDS).	X	X	X	X	X

S006. Knowledge of management-employee relations (absence and leave regulations, adverse action procedures, grievance and appeal procedures, disciplinary procedures, awards, labor schedule [DA FORM 5555-E], and labor/union relations).	X	X	X	X	X
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LEGEND:

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YOUTH SERVICES:

ABILITIES	YSD	YSS	YSL	YDP	SAP
A001. Ability to direct work activities: Encompasses ability to assign or delegate work, to monitor the work of others, and to provide on-the-job training.	X	X	X	X	X
A002. Ability to communicate orally: Encompasses ability to brief, instruct, explain, advise, negotiate, or persuade.	X	X	X	X	X
A003. Ability to plan and organize: Encompasses ability to establish objectives, requirements, priorities, and deadlines in order to determine course of action for work.	X	X	X	X	X
A004. Human relations ability: Encompasses ability to interact with others in one-to-one or group situations (often called "teamwork," "cooperation," "interpersonal skills," "ability to meet and deal," "tact," and "diplomacy"). Works with supervisors and others to achieve organizational goals.	X	X	X	X	X
A005. Ability to analyze: Encompasses ability to obtain information, define problems, identify relationships, evaluate quality, assess impacts, and make conclusions/recommendations. It includes the ability to determine quality of projects, programs, or	X	X	X	X	X

performance by comparison against standards and objectives.					
A006. Ability to write: Encompasses ability to express ideas in writing (e.g., reports, information papers, memorandums, letters, briefing materials, manuals).	X	X	X	X	X

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YOUTH SERVICES:

ABILITIES	YSD	YSS	YSL	YDP	SAP
A007. Ability to innovate: Encompasses ability to develop new or revised procedures, programs, or solutions to problems.	X	X	X	X	X
A008. Ability to initiate action: Encompasses ability to independently originate action (one who demonstrates this ability is often called a "self-starter").	X	X	X	X	X
A009. Ability to identify and apply different methods of conflict management, problem-solving, and decision-making.	X	X	X	X	X
A010. Ability to apply effective leadership style or follower feedback style in a given situation.	X	X	X	X	X
A011. Ability to understand how individual values affect decisions and professional ethics.	X	X	X	X	X

A012. Ability to identify strategies for effective decision-making in supervising subordinates as well as molding cohesive workteams through planning, good communications, proper motivation, counseling, and conflict management.	X	X	X	X	X
A013. Ability to understand the role of values and ethics in supervision.	X	X	X	X	X
A014. Ability to use a systems model in assessing organization operation/performance.	X	X	X	X	X

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YOUTH SERVICES:

ABILITIES	YSD	YSS	YSL	YDP	SAP
A015. Ability to recognize and develop human potential and increase productivity through sound management practices.	X	X	X	X	X
A016. Ability to understand power and authority in management.	X	X	X	X	X
A017. Ability to understand management and motivation, including value clarification.	X	X	X	X	X
A018. Ability to understand organizational functioning through basic systems models.	X	X	X	X	X

A019. Ability to recognize stages of group development and signs in building cohesive, high-performance teams.	X	X	X	X	X
A020. Ability to lead more effectively through awareness of importance of values and ethics and application of sound management practices.	X	X	X	X	X
A021. Ability to conduct volunteers', participants', and staff clinics/seminars on current topics and pre-season sports clinics/seminars for volunteers, participants, and staff.	X	X	X	X	X
A022. Ability to assist unit commanders in resolving Youth Services issues.	X	X	X	X	X
A023. Ability to properly instruct patrons in the proper use and operation of facility equipment.	X	X	X	X	

MASTER TRAINING PLAN

FAMILY SUPPORT FUNCTIONAL AREA
YOUTH SERVICES

CAREER
PHASE

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

ENTRY/
TRAINEE

NF 3
GS 5-7

MANDATORY, PRIORITY 1:

Intern Leadership Development Course
Center for Army Leadership
Fort Leavenworth, KS (1 week)

K001, K016, K017,
A002, A004, A005,
A007, A008, A009,
A010, A011, A012

TARGET: NAF Management Trainees or APF Interns

Community and Family Support Management Course

K001, K002, K003,

Community and Family Support Training Center
Falls Church, VA (3 weeks)

K004, K005, K006,
K007, K008, K009,
K010, K011, K012,
K013, K014, K015,
K102, K106, K111

TARGET: New MWR Managers, NAF Management
Trainees/ APF Interns

MANDATORY, PRIORITY 2:

NONE

RECOMMENDED, PRIORITY 3:

Effective Army Writing
Local CPO/on site

A006

TARGET: All

Standard First Aid and Basic CPR
Local CPO or American Red Cross

K113

TARGET: All

<u>CAREER</u> <u>PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
SPECIALIST	NF 4	MANDATORY, PRIORITY 1:	
	GS 9-12		
		Supervisor Development Course-Correspondence (local CPO on-site supplement) Army Institute for Professional Development U.S. Army Training Support Center Fort Eustis, VA	A003, A004, A005, A007, A008, A012, S001, S002, S003, S004, S005, S006
		TARGET: New Supervisors	
		Leadership Education and Development Course Center for Army Leadership Fort Leavenworth, KS, or on-site locally (1 week)	A003, A004, A005, A007, A008, A012
		TARGET: New Supervisors	
		MANDATORY, PRIORITY 2:	
		Youth Services Directors' Course Community and Family Support Training Center Falls Church, VA (2 weeks)	K101, K103, K105, K108, K109, K110, K114, K115, K201, K301, K302, K401, K407, K501
		TARGET: Youth Services Directors	
		Youth Coach's Certification Course National Youth Sports Coaches Association or American Coaching Effectiveness Program	K205
		TARGET: Youth Sports Program Managers	

RECOMMENDED, PRIORITY 3:

Fast Food/Snack Bar Skills Course

Community and Family Support Training Center
Falls Church, VA (1 week)

K102, K105

TARGET: Managers with snack bar responsibilities

CAREER

PHASE

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

MANAGERIAL

NF 4-5

GS 12-14

MANDATORY, PRIORITY 1:

Manager Development Course-Correspondence

Army Institute for Professional Development
U.S. Army Training Support Center
Fort Eustis, VA

K001, K016, K017,
K018, K019, K020,
K021, A002, A004,
A006, A010, A011,
A012, A013, A014,
A015

TARGET: New Managers

MANDATORY, PRIORITY 2:

Organizational Leadership for Executives

Center for Army Leadership
Fort Leavenworth, KS (2 weeks)

K018, K021, A002,
A003, A004, A009,
A010, A011, A013,
A014, A015, A019

TARGET: New Managers

Personnel Management for Executives

Army Center for Civilian Human Resource
Management (Taught at regional training
centers)(1.3 weeks)

A002, A004, A006,
A010, A011, A012,
A013, A016, A017,
A019, A020

TARGET: Managers (To be scheduled after several
years of managerial experience)

Division Chiefs' Course

Community and Family Support Training Center

K001, K003, K005,
K006, K008, K101

Falls Church, VA (3 weeks)

TARGET: High potential Youth Services Director
for Family Support Chief's positions

<u>CAREER</u> <u>PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>
MANAGERIAL	NF 4-5	RECOMMENDED, PRIORITY 3:
	GS 12-14	Army Installation Management Course K001, K002, K111, Army Logistics Management College A012 Fort Lee, VA (3 weeks)
		TARGET: Managers
		Family Advocacy Staff Training Course K401 Health Science Academy Fort Sam Houston, TX (2 weeks)
		TARGET: Youth Services Directors
		Writing Effective Budget Justification K008 OPM Regional Training Centers (1 week)
		TARGET: All
	Budget Presentation and Justification K009 OPM Regional Training Centers (1 week)	
	TARGET: All	

COMPETITIVE PROFESSIONAL DEVELOPMENT

Army Management Staff College
Fort Belvoir, VA (14 weeks)

TARGET: NF 4-5, GS 12-14
(GS 15 may apply by exception)

K001, K018, K019,
K020, K021, K022,
K111, K112, A002,
A005, A006, A012,
A015

**CAREER
PHASE**

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

EXECUTIVE

NF 5-6
GS 13-15

MANDATORY, PRIORITY 1:

NONE

MANDATORY, PRIORITY 2:

**Director, Personnel and Community Activities
Course**

Community and Family Support Training Center
Falls Church, VA (3 weeks)

TARGET: Senior MWR Managers

K001, K003, K005,
K006, K007, K008,
K009, K012, K013,
K016, K017, K018,
K019, K020, K021,
A001, A002, A003,
A004, A005, A006

Labor Negotiations Seminar

Army Center For Civilian Human Resource
Management
Lancaster, PA (3 days)

TARGET: Senior MWR Managers

A012, S001, S003,
S006

RECOMMENDED, PRIORITY 3:

Strategic Planning

A012

U.S. Army Management Engineering College
Rock Island, IL (3 days)

TARGET: Senior MWR Managers

Total Quality Management for Executives

K018, K019, K022,
A012

U.S. Army Management Engineering College
Rock Island, IL (2 days)

TARGET: Senior MWR Managers

**CAREER
PHASE**

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

EXECUTIVE

NF 5-6
GS 13-15

RECOMMENDED, PRIORITY 3:

A012, S001, S003,
S006

**Labor and Employee Relations and Equal
Opportunity for Executives**

Army Center For Civilian Human Resource
Management
Lancaster, PA (4 days)

TARGET: Senior MWR Managers

COMPETITIVE PROFESSIONAL DEVELOPMENT

SENIOR SERVICE COLLEGES:

National War College

Army War College

Industrial College of the Armed Forces

Fort McNair, VA (1 year)

A001, A002, A003,
A004, A005, A006,
A007, A008, and
knowledge of issues
associated with national
security

TARGET: Senior Managers (GS 14-15) and
NF equivalent

SENIOR

EXECUTIVE NF 6

MANDATORY, PRIORITY 1:

Center for Creative Leadership -

Leadership Development Program

Greensboro, NC (1 week)

A004

TARGET: New NF 6

LEGEND:

CDS - 1701: Child Development Services Coordinator-(100)
 CDC - 1701: Child Development Center Director - (200)
 FCC - 1701: Family Child Care System Director - (300)
 SPS - 1701: Supplemental Programs & Services Dir. - (400)
 EPS - 1701: Education Program Specialist - (500)

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

CHILD DEVELOPMENT SERVICES:

KNOWLEDGE	CDS	CDC	FCC	SPS	EPS
K001. Knowledge of Army mission, goals, organizations, and functions.	X	X	X	X	X
K002. Knowledge of DoD and Army peculiarities (e.g., acronyms, MWR activity categories, traditions, military rank structure, customs, and protocol, and similarities and differences between military and civilian personnel).	X	X	X	X	X
K003. Knowledge of historical background of MWR programs and direction.	X	X	X	X	X
K004. Knowledge of office automation applications (e.g., word processing, spreadsheets, graphics, and database management).	X	X	X	X	X
K005. Knowledge of MWR Commercial Sponsorship Program, and marketing practices and concepts (e.g., Market Plan: environmental analysis, needs assessment, vision development, strategy development, written plan, implementation, evaluation).	X	X	X	X	
K006. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) accounting structure and systems.	X	X	X	X	X
K007. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) budget formulation and associated documents (e.g., schedules, exhibits, program budget guidance, APF/NAF Major	X	X	X	X	X

K001. Knowledge of Army mission, goals, organizations, and functions.	X	X	X	X	X
Construction, NAF Capital Purchase and Minor Construction, APF/NAF Synchronization Budget, 5-year Plan, etc).					

LEGEND:

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CHILD DEVELOPMENT SERVICES:

KNOWLEDGE

	CDS	CDC	FCC	SPS	EPS
K008. Knowledge of budget execution phases (e.g., obligations, commitments, disbursements, unobligated balances, outlays).	X	X	X	X	
K009. Knowledge of budget analysis techniques used to evaluate APF and NAF financial statements (e.g., validation and identification of trends, resource requirements, acid test, financial management analysis, break-even analysis, average inventory turnover, cost-of-goods sold).	X	X	X	X	
K010. Knowledge of the NAF Risk Management Program (RIMP).	X	X	X	X	
K011. Knowledge of NAF internal controls regulations and procedures (e.g., cash controls, retail sales accountability, cash counts, petty cash fund).	X	X	X	X	
K012. Knowledge of manpower resource management (e.g., Schedule X and Table of Distribution and Allowances (TDA), manpower surveys, Total	X	X	X	X	

Army Analysis (TAA), and NAF Personnel Requirements Document (PRD)).					
K013. Knowledge of APF and NAF acquisition, procurements and contracting (e.g., Blanket Purchase Agreements [BPAs], NAF Purchase Request, Order for Supplies or Service/Request for Quotations [DA FORM 4067-R], emergency purchase procedures, source lists, Contracting Officer Representative [COR]) regulations and procedures).	X	X	X	X	

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 EPS - 1701: Education Program Specialist - (500)

CHILD DEVELOPMENT SERVICES:

KNOWLEDGE	CDS	CDC	FCC	SPS	EPS
K014. Knowledge of APF and NAF property management (e.g., fixed assets, end-of-month inventory, relationship with Central Accounting Office [CAO], disposition, lost and transfer of property, Report of Survey, property book accountability).	X	X	X	X	X
K015. Knowledge of accepted customer relations/service practices, techniques, and programs.	X	X	X	X	X
K016. Knowledge of career planning goals, policies, procedures, and training.	X	X	X	X	X
K017. Knowledge of group dynamics and its impact on meeting organizational goals.	X	X	X	X	X
K018. Knowledge of organizational leadership elements of purpose, direction, and motivation.	X	X	X	X	X
K019. Knowledge of leadership and management behaviors and techniques, including understanding of Army's leadership competencies and the Office of Personnel Management's managerial competencies.	X	X	X	X	X
K020. Knowledge of current management innovations and trends and external events and attitudes that influence decisions.	X	X	X	X	X

K021. Knowledge of creative problem-solving, decision-making, and strategic planning techniques.

X	X	X	X	X
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 FCC - 1701: Family Child Care System Director - (300)
 SPS - 1701: Supplemental Programs & Services Dir. - (400)
 EPS - 1701: Education Program Specialist - (500)

CHILD DEVELOPMENT SERVICES:

KNOWLEDGE	CDS	CDC	FCC	SPS	EPS
K022. Knowledge of Total Army Quality concepts and applications.	X	X	X	X	X
K101. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of Child Development Services programs and operations (e.g., child development center, family child care, supplemental programs and services, developmental practices in early childhood education).	X				
K102. Knowledge of regulations and procedures relating to private organizations on Department of the Army installations.	X	X	X	X	X
K103. Knowledge of Army Quality of Life program.	X	X	X	X	X
K104. Knowledge of Installation Child Care Evaluation Team procedures and implementation.	X	X	X	X	X
K105. Knowledge of assessment tools, techniques, and guidance necessary to assess a children's strengths, needs, and interests, and plan for their growth and development.	X	X	X	X	X
K106. Knowledge of military customs and protocol (e.g., flag displays, receiving lines, seating arrangements).	X	X	X	X	X
K107. Knowledge of Military Child Care Act of 1989.	X	X	X	X	X

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CHILD DEVELOPMENT SERVICES:

KNOWLEDGE	CDS	CDC	FCC	SPS	EPS
K108. Knowledge of OSHA/DoD/DA/CFSC safety and accident prevention policies, regulations, and procedures for CDCs and FCC homes and other CDS activities, equipment, and programs.	X	X	X	X	X
K109. Knowledge of DoD/DA/CFSC fire, health, and sanitation requirements, laws, regulations, and procedures as they relate to CDCs and FCC facilities/programs operation, activities, and supplies.	X	X	X	X	X
K110. Knowledge of the various methods and media available to communicate and publicize child development programs to the general public and target population.	X	X	X	X	X
K111. Knowledge of base operations (BASOPS).	X	X	X	X	X
K112. Knowledge of program administration/management procedures and processes (e.g., planning study, data collection techniques, data analysis, report preparation and presentation).	X	X	X	X	X
K113. Knowledge of standard first aid and basic CPR techniques.	X	X	X	X	X
K114. Knowledge of staff-child interaction that supports quality social/emotional and cognitive growth for infants, toddlers, pre-school, school-age, and special-needs children.	X	X	X	X	X

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- EPS - 1701: Education Program Specialist - (500)

CHILD DEVELOPMENT SERVICES:

KNOWLEDGE

CDS CDC FCC SPS EPS

K115. Knowledge of indoor/outdoor physical environments and their effect on the social, emotional, cognitive, and physical growth of infants, toddlers, pre-school, school-age, and special-needs children.	X	X	X	X	X
K116. Knowledge of procedures and inspections necessary to meet MCCA and DoD certification requirements/standards in CDS.	X	X	X	X	X
K117. Knowledge of accreditation criteria and procedures necessary for accreditation by the National Academy of Early Childhood Programs.	X	X	X	X	X
K118. Knowledge of standard, accepted retail sales procedures and operations.	X	X		X	
K119. Knowledge of professional child development and early childhood and school-age education principles, concepts, and techniques.	X	X	X	X	X

K115. Knowledge of indoor/outdoor physical environments and their effect on the social, emotional, cognitive, and physical growth of infants, toddlers, pre-school, school-age, and special-needs children.	X	X	X	X	X
K120. Knowledge of Family Advocacy Program (FAP) policies, regulations, and procedures as they pertain to CDS programs.	X	X	X	X	X
K121. Knowledge of Army Exceptional Family Member Program policies, regulations, and procedures as they pertain to CDS programs.	X	X	X		
K122. Knowledge of child care staff/FCC-provider training and certification requirements.	X	X	X		X

LEGEND:

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CHILD DEVELOPMENT SERVICES:

KNOWLEDGE

CDS CDC FCC SPS EPS

K123. Knowledge of the U.S. Department of Agriculture Child and Adult Food Program policies, regulations, and procedures.	X	X	X		
K124. Knowledge of the nutritional needs and food service practices for infants, toddlers, pre-school, school-age children.	X	X	X	X	X
K125. Knowledge of child development center facility requirements.	X	X		X	

K123. Knowledge of the U.S. Department of Agriculture Child and Adult Food Program policies, regulations, and procedures.	X	X	X		
K126. Knowledge of developmentally appropriate curriculum activities, equipment, and materials for infants, toddlers, pre-school, school-age, and special-needs children.	X	X	X	X	X
K127. Knowledge of the social, emotional, educational, medical, personal, and psychological needs of family members (adults and children).	X	X	X	X	X
K128. Knowledge of Crime Control Act.	X	X	X	X	X
K129. Knowledge of Child Development Services Recognition Plan.	X	X	X	X	X
K130. Knowledge of Child Development Associate credential process and procedures and the link to career progression, compensation, and training requirements; and the comparable Army School-Age Credential.	X	X	X	X	X

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CHILD DEVELOPMENT SERVICES:

KNOWLEDGE

CDS CDC FCC SPS EPS

K201. Knowledge of DoD\DA\CFSC policies, regulations, procedures, and program standards pertaining to the execution of Child Development Center (CDC) programs.	X	X			
K202. Knowledge of the Caregiving Personnel Pay Program for CDS caregiving personnel.	X	X			
K203. Knowledge of school-age programs sufficient in scope to operate and/or provide program oversight.		X		X	
K204. Knowledge of parent-staff interaction, involvement and education, and their positive effect on the development of children.	X	X	X	X	X
K301. Knowledge of DoD\DA\CFSC policies, regulations, procedures, and program standards pertaining to the execution of Family Child Care programs.			X		
K302. Knowledge of quarters-based child development facility requirements.			X		
K401. Knowledge of DoD\DA\CFSC policies, regulations, procedures, and program standards pertaining to the execution of Supplemental Programs and Services.				X	
K402. Knowledge of centralized CDC registration systems and implementation procedures.	X	X	X	X	X

LEGEND:

("X" indicates that the knowledge

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CHILD DEVELOPMENT SERVICES:

KNOWLEDGE	CDS	CDC	FCC	SPS	EPS
K403. Knowledge of subsidies in Family Child Care and Supplemental Programs and Services.	X		X	X	
K404. Knowledge of program standards necessary to coordinate contracted services.	X	X	X	X	X
K501. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of developmental education programs in early childhood education.	X				X
K502. Knowledge of current adult-training methods and techniques.	X				X
K503. Knowledge of CDS Individual Development Plans training requirements and time lines.	X	X	X	X	X
K504. Knowledge of child abuse/neglect prevention and identification techniques, policies, and evaluation tools in and for child care settings.	X	X	X	X	X
K505. Knowledge of procedures to develop programs based on age-appropriate and developmentally appropriate practices for child activity space program materials and equipment.	X	X	X	X	X
K506. Knowledge of role modeling techniques necessary to ensure supportive interactions and positive social development.					X

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CHILD DEVELOPMENT SERVICES:

SUPERVISORY KNOWLEDGE	CDS	CDC	FCC	SPS	EPS
S001. Knowledge of federal and NAF position management and classification systems (e.g., job descriptions, position classification standards, NAF Personnel Requirements Document [PRD], Table of Distribution and Allowances [TDA]).	X	X	X	X	X
S002. Knowledge of employee development (e.g., performance appraisal, performance and career counseling, career appraisal, Individual Development Plan [IDP] or Individual Education Plan (IEP), training and professional development opportunities and assignments, short- and long-term training).	X	X	X	X	X
S003. Knowledge of Nonappropriated Fund (NAF) and federal merit promotion/internal placement procedures. Includes: NAF Central Referral System, NAF Personnel System Modernization, NAF Pay Banding, reinstatement eligibles, and the effects of the special placement programs (e.g., priority placement, military spouse preference) on these procedures.	X	X	X	X	X
S004. Knowledge of supervisory responsibilities in Federal Equal Employment Opportunity (e.g., affirmative action requirements, avoidance of disparate treatment, prohibited personnel practices).	X	X	X	X	X
S005. Knowledge of Army civilian APF career management and and NAF career management and MWR Personnel Proponency requirements and procedures to include the Army Civilian Career Evaluation System (ACCES), and Army Civilian Training, Education, and Development	X	X	X	X	X

System (ACTEDS).					
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LEGEND:

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CHILD DEVELOPMENT SERVICES:

SUPERVISORY KNOWLEDGE

	CDS	CDC	FCC	SPS	EPS
S006. Knowledge of management-employee relations (absence and leave regulations, adverse action procedures, grievance and appeal procedures, disciplinary procedures, awards, labor schedule [DA FORM 5555-E], and labor/union relations).	X	X	X	X	X
S101. Knowledge of Caregiving Personnel Pay Program (CPPP) to include career advancement requirements for appropriated fund (APF) and nonappropriated fund (NAF) employees.	X	X		X	X
S102. Knowledge of Child Development Services Individual Education Plans training requirements and time lines.	X	X	X	X	X

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CHILD DEVELOPMENT SERVICES:

ABILITIES

	CDS	CDC	FCC	SPS	EPS
A001. Ability to direct work activities: Encompasses ability to assign or delegate work, to monitor the work of others, and to provide on-the-job training.	X	X	X	X	X
A002. Ability to communicate orally: Encompasses ability to brief, instruct, explain, advise, negotiate, or persuade.	X	X	X	X	X
A003. Ability to plan and organize: Encompasses ability to establish objectives, requirements, priorities, and deadlines in order to determine course of action for work.	X	X	X	X	X
A004. Human relations ability: Encompasses ability to interact with others in one-to-one or group situations (often called "teamwork," "cooperation," "interpersonal skills," "ability to meet and deal," "tact," and "diplomacy"). Works with supervisors and others to achieve organizational goals.	X	X	X	X	X
A005. Ability to analyze: Encompasses ability to obtain information, define problems, identify relationships, evaluate quality, assess impacts, and make conclusions/recommendations. It includes the ability to determine quality of projects, programs, or performance by comparison against standards and objectives.	X	X	X	X	X
A006. Ability to write: Encompasses ability to express ideas in writing (e.g., reports, information papers, memoranda, letters, briefing materials, manuals).	X	X	X	X	X

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CHILD DEVELOPMENT SERVICES:

ABILITIES	CDS	CDC	FCC	SPS	EPS
A007. Ability to innovate: Encompasses ability to develop new or revised procedures, programs, or solutions to problems.	X	X	X	X	X
A008. Ability to initiate action: Encompasses ability to independently originate action (one who demonstrates this ability is often called a "self-starter").	X	X	X	X	X
A009. Ability to identify and apply different methods of conflict management, problem-solving, and decision-making.	X	X	X	X	X
A010. Ability to apply effective leadership style or follower feedback style in a given situation.	X	X	X	X	X
A011. Ability to understand how individual values affect decisions and professional ethics.	X	X	X	X	X
A012. Ability to identify strategies for effective decision-making in supervising subordinates as well as molding cohesive workteams through planning, good communications, proper motivation, counseling, and conflict management.	X	X	X	X	X

A013. Ability to understand the role of values and ethics in supervision.	X	X	X	X	X
A014. Ability to use a systems model in assessing organization operation/performance.	X	X	X	X	X

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CHILD DEVELOPMENT SERVICES:

ABILITIES	CDS	CDC	FCC	SPS	EPS
A015. Ability to recognize and develop human potential and increase productivity through sound management practices.	X	X	X	X	X
A016. Ability to understand power and authority in management.	X	X	X	X	X
A017. Ability to understand management and motivation, including value clarification.	X	X	X	X	X
A018. Ability to understand organizational functioning through basic systems models.	X	X	X	X	X
A019. Ability to recognize stages of group development and signs in building cohesive, high-performance teams.	X	X	X	X	X
A020. Ability to lead more effectively through awareness of importance of values and ethics and application of sound management practices.	X	X	X	X	X
A101. Ability to conduct training for CDS staff.	X	X	X	X	X
A102. Ability to assist parents in resolving child care problems.	X	X	X	X	X

FAMILY SUPPORT FUNCTIONAL AREA
CHILD DEVELOPMENT SERVICES

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
ENTRY/ TRAINEE	NF 3 GS 5-7	MANDATORY, PRIORITY 1:	
		Intern Leadership Development Course Center for Army Leadership Fort Leavenworth, KS (1 week)	K001, K016, K017, A002, A004, A005, A007, A008, A009, A010, A011, A012
		TARGET: NAF Management Trainees or APF Interns	
		Community and Family Support Management Course Community and Family Support Training Center Falls Church, VA (3 weeks)	K001, K002, K003, K004, K005, K006, K007, K008, K009, K010, K011, K012, K013, K014, K015
		TARGET: New MWR Managers, NAF Management Trainees/APF Interns	
		MANDATORY, PRIORITY 2:	
		Standard First Aid and Basic CPR Local CPO or American Red Cross	K113
		TARGET: All	
		RECOMMENDED, PRIORITY 3:	
		Effective Army Writing Local CPO/on site	A006
		TARGET: All	

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
SPECIALIST	NF 4	MANDATORY, PRIORITY 1:	
	GS 9-12		
		Supervisor Development Course-Correspondence (local CPO on-site supplement) Army Institute for Professional Development U.S. Army Training Support Center Fort Eustis, VA	A003, A004, A005, A007, A008, A012, S001, S002, S003, S004, S005, S006
		TARGET: New Supervisors	
		Leadership Education and Development Course Center for Army Leadership Fort Leavenworth, KS, or on-site locally (1 week)	A003, A004, A005, A007, A008, A012
		TARGET: New Supervisors	
		MANDATORY, PRIORITY 2:	
		Child Development Center Directors' Course Community and Family Support Training Center Falls Church, VA (2 weeks)	K102, K103, K104, K105, K106, K107, K108, K109, K110, K111, K112, K114, K115, K116, K117, K118, K122, K124, K125, K126, K128, K130, K201, K202, K203, K204, K503, K504
		TARGET: Child Care Center Directors	
		Supplemental Programs and Services/Family Child Care Directors' Course Community and Family Support Training Center	K102, K104, K105, K108, K109, K110, K111, K112, K114, K119, K122, K123,

Falls Church, VA (2 weeks) K125, K126, K127,
 K128, K301, K302,
TARGET: Family Child Care System Program Managers K401, K402, K403,
 and Supplemental Programs and Services Program K502, K505, K506
 Managers

<u>CAREER</u> <u>PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
SPECIALIST	NF 4 GS 9-12	MANDATORY, PRIORITY 2: Child Development Services Education Program Specialists' Course Community and Family Support Training Center Falls Church, VA (2 weeks) TARGET: Education Program Specialists	K001, K002, K014, K016, K017, K020, K102, K105, K111, K114, K115, K124, K126, K127, K130, K501, K502, K503, K504, K505, K506
		MANDATORY, PRIORITY 3: NONE	
MANAGERIAL	NF 4-5 GS 12-14	MANDATORY, PRIORITY 1: Manager Development Course-Correspondence Army Institute for Professional Development U.S. Army Training Support Center Fort Eustis, VA TARGET: New Managers	K001, K016, K017, K018, K019, K020, K021, A002, A004, A006, A010, A011, A012, A013, A014, A015

MANDATORY, PRIORITY 2:

Organizational Leadership for Executives
Center for Army Leadership
Fort Leavenworth, KS (2 weeks)

K018, K021, A002,
A003, A004, A009,
A010, A011, A013,
A014, A015, A019

TARGET: New Managers

CAREER

PHASE

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

MANAGERIAL NF 4-5
GS 12-14

MANDATORY, PRIORITY 2:

Personnel Management for Executives
Army Center for Civilian Human Resource
Management (Taught at regional training
centers)(1.3 weeks)

A002, A004, A006,
A010, A011, A012,
A013, A016, A017,
A019, A020

TARGET: Managers (To be scheduled after several
years of managerial experience)

Family Support Division Chiefs' Course
Community and Family Support Training Center
Falls Church, VA (3 weeks)

K001, K003, K005,
K006, K008, K101,
K112

TARGET: High potential Child Development
Director for Family Support Chief's positions

RECOMMENDED, PRIORITY 3:

Army Installation Management Course
Army Logistics Management College
Fort Lee, VA (3 weeks)

K001, K002, K111,
A012

TARGET: Managers

Writing Effective Budget Justification
OPM Regional Training Centers (1 week)

K008

TARGET: Program managers

Budget Presentation and Justification
OPM Regional Training Centers (1 week)

K009

TARGET: Program Managers

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
MANAGERIAL	NF 4-5	COMPETITIVE PROFESSIONAL DEVELOPMENT	
	GS 12-14	<p>Army Management Staff College Fort Belvoir, VA (14 weeks)</p> <p>TARGET: NF 4-5, GS 12-14 (GS 15 may apply by exception)</p>	K001, K018, K019, K020, K021, K022, K111, K112, A002, A005, A006, A012, A015
EXECUTIVE	NF 5-6	MANDATORY, PRIORITY 1:	
	GS 13-15	NONE	
		MANDATORY, PRIORITY 2:	
		<p>Director, Personnel and Community Activities Course Community and Family Support Training Center Falls Church, VA (3 weeks)</p> <p>TARGET: Senior MWR Managers</p>	K001, K003, K005, K006, K007, K008, K009, K012, K013, K016, K017, K018, K019, K020, K021, A001, A002, A003, A004, A005, A006
		<p>Labor Negotiations Seminar Army Center For Civilian Human Resource Management Lancaster, PA (3 days)</p> <p>TARGET: Senior MWR Managers</p>	A012, S001, S003, S006

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
EXECUTIVE	NF 5-6 GS 13-15	RECOMMENDED, PRIORITY 3: Strategic Planning U.S. Army Management Engineering College Rock Island, IL (3 days) TARGET: Senior MWR Managers	A012
		Total Quality Management for Executives U.S. Army Management Engineering College Rock Island, IL (2 days) TARGET: Senior MWR Managers	K018, K019, K022, A012
		Labor and Employee Relations and Equal Opportunity for Executives Army Center For Civilian Human Resource Management Lancaster, PA (4 days) TARGET: Senior MWR Managers	A012, S001, S003, S006
COMPETITIVE PROFESSIONAL DEVELOPMENT			
		SENIOR SERVICE COLLEGES: National War College Army War College Industrial College of the Armed Forces Fort McNair, VA (1 year)	A001, A002, A003, A004, A005, A006, A007, A008, and knowledge of issues associated with national

security

TARGET: Senior Managers (GS 14-15) and
NF equivalent

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
SENIOR EXECUTIVE	NF 6	MANDATORY, PRIORITY 1: Center for Creative Leadership - Leadership Development Program Greensboro, NC (1 week) TARGET: New NF 6	A004