

## Army-Wide Leadership Training

In 1990, under the direction of the Chief of Staff of the Army, a progressive and sequential civilian leadership training common core was established to parallel leadership training afforded to military officers. Leadership courses for civilians were already in existence: the Basic Supervisory Development course, Personnel Management for Executives and the Intern Leadership Development Course. Additional courses were subsequently developed and added to the core. Effective October 1996, the Action Officer Developmental course became mandatory for all interns and journey entry-levels.

Mandatory training is available at four broad levels: intern/entry, supervisory, managerial and executive. It parallels the formal training (institutional) pillar of the officer leader development system and is targeted to the skills/competencies required of civilian leaders at each level. Investing in the development of leaders, the Army recognizes the necessity of these programs to meet the challenges of the 21st century.

This section offers a brief description of these Army-Wide Leadership Courses. Courses listed in this section are NOT funded through the AAC. For information on application instructions, eligibility and program dates go to <http://cpol.army.mil/library/train.html>. Select the ACTEDS Training Catalog and then go to the Table of Contents.

# Civilian Leadership Training

Core Curriculum  
(AR 690-400, Chapter 410/412)

## Interns

- ✓ ILDC (Intern Leadership Development Course)  
On site
- ✓ AODC (Action Officer Development Course)

## Supervisors

- ✓ SDC (Supervisory Development Course)  
Correspondence
- ✓ LEAD (Leadership Education and Development Course)  
On site

## Managers

- ✓ MDC (Manager Development Course)  
Correspondence
- ✓ OLE (Organizational Leadership for Executives)  
Resident
- ✓ PME DII (Personnel Management for Executives)  
Resident

## Executives

- ✓ SES Training Conference  
Resident
- ✓ GO/SES Force Integration  
Resident
- ✓ CCL (Center for Creative Leadership)  
Resident
- ✓ EO/EEO Orientation  
Resident
- ✓ APEX SES Orientation  
Resident

**SBLM (Sustaining Base Leadership & Management Program)**  
**SENIOR SERVICE COLLEGE**

- ✓ Mandatory

Policy & Program Development, OASA (M&RA)

## Army War College—Resident Program

The Army War College (AWC) prepares selected military officers and civilians for leadership responsibilities in a strategic security environment during peacetime and wartime. The AWC studies the role of land power, as part of a joint or combined force, in support of the U.S. national military strategy. The curriculum emphasizes theory, concepts, systems and the national security decision-making process. It teaches through numerous case studies, exercises and wargames. The student seminar group is the fundamental learning vehicle at the school. For information on obtaining a master's degree, go to <http://carlisle-www.army.mil/usawc/degree>.

## National War College

**Master's degree in National Security Strategy:** The program focuses on broad understanding of national security policy and strategy. It includes national military strategy and operations, particularly principles and concepts students can apply as they progress in their chosen professions. The academic program consists of prescribed core courses, advanced studies and regional studies. At the conclusion of the academic year, the student receives a master's degree in National Security Strategy and military students will have fulfilled the educational requirement for designation as a Joint Specialty Officer.

## Defense Leadership & Management Program

The Department of Defense Leadership and Management Program (DLAMP) is a centrally managed program of the DOD. The program consists of four elements:

- A career-broadening rotational assignment of at least 12 months
- A senior-level course in professional military education, with an emphasis on national security decision making
- A minimum of 10 advanced graduate-level college courses specifically designed with a defense focus
- DLA and occupation-specific development courses, as appropriate

The program is intended to develop participants to qualify to assume key leadership positions in the Department. A “key leadership” position is defined as one that requires a DOD-wide perspective; has responsibility for people, policy, programs and other resources of broad significance; or dedicates a preponderance of duties to supporting joint warfighting capability.

### Intern Leadership Development Course

Intern Leadership Development Course (ILDC) teaches interns about the U.S. Army organization and the intern's role in it; their personal learning style and how it supports the Army's leadership competencies of communication, team development and decision making and professional ethics; team building and group dynamics; leadership styles that provide purpose, direction and motivation and when to use the appropriate style; and individual values and how they affect decisions and professional ethics. This course provides interns with an understanding of the structure of the U.S. Army, the Army's leadership competencies and a familiarization with their emerging role as tomorrow's leaders.

### Army Force Management School

Teaches professional force managers how to raise, provision, train, sustain, maintain, resource, mobilize and modernize the force. Includes a three-week core course for all students and a one-week functional subcourse, chosen by the student, from training development, combat or materiel developments or applied force developments.

### Action Officer Development Course

The Action Officer Development Course (AODC) is a non-resident (correspondence) course that prepares individuals for the requirements of staff work with training similar to that offered to military who attend the Combined Arms and Services Staff School (CAS3). This course describes "staff work" as generally practiced Army-wide. The AODC offers instruction in organization and management; conducting completed staff work; managing time and priorities; conducting meetings and interviews; solving problems and making decisions; communications; writing to the Army standard; coordinating; conducting briefings; and ethics. The course provides time-saving tips, writing formats and an appendix of informal staff language, simpler words and phrases.

### Supervisor Development Course

Supervisor Development Course (SDC) is Phase I of the mandatory supervisory training for all newly appointed supervisors (military and civilian) of civilian employees. New civilian supervisors of civilians must complete both Phase I and Phase II (Leadership Education and Development (LEAD)) within six months after appointment to supervisory positions. New military supervisors of civilians must complete both phases within six months but no later than 12 months of appointment to supervisory positions.

## Leadership Education and Development Course

Leadership Education and Development (LEAD) is Phase II of the SDC and teaches supervisors to assess their own effectiveness; assess employee and team effectiveness; motivate and influence employees; communicate effectively; conduct counseling; resolve conflicts; develop strategies to create fully functioning teams; make effective decisions; and explain the effect of values on individual and team effectiveness. The course provides training and practical application in the Army leadership doctrine and competencies.

## Manager Development Course

The Manager Development Course (MDC) includes the following lessons: organizational culture; time management; objectives and plans, problem solving and decision-making; planning, programming and budgeting; manpower management; communications; information technology applications; the Army Environmental Program; equal employment opportunity; professional ethics; internal management control; and Army family team building. MDC will teach new managers basic skills for managing work and leading people.

## Organizational Leadership for Executives Course

The objective of Organizational Leadership for Executives (OLE) is to develop leaders with skills to conduct an organizational assessment; communicate influentially; establish an effective organizational climate; manage organizational change; develop an organization strategic plan; diagnose personal effectiveness; and build high-performing teams. The Command & General Staff College may award graduate credit to students who successfully complete OLE. These credits may be applied to graduate degree programs at other institutions willing to accept the OLE course experience in lieu of regular academic work.

## Personnel Management for Executives I

Personnel Management for Executives (PME) I is designed to help participants find better ways of dealing with management problems for which there can be no stereotypical solutions. It assumes maturity, creativity and resourcefulness on the part of the conferees and a willingness to put forth the effort necessary to improve their managerial abilities. The focus of PME I is on each participant as an individual and as a manager of an important segment of the Army's work force.

At the conclusion of PME I, the graduates will be able to:

- Effectively manage the assets of a diverse workforce
- Demonstrate the importance of values and ethics in the workplace
- Incorporate improved team-building skills into their management style for quality results
- Integrate different personality and communication styles for effective management
- Manage stress by incorporating the concept of total wellness into their approach to management
- Recognize the significant impact of mission and international strategies and international issues on mission
- Select the components of multiple management philosophies to increase efficiency and readiness

## Personnel Management for Executives II

Personnel Management for Executives (PME) II is neither a “course of instruction” in the traditional sense, nor a “nuts and bolts” legal and regulatory personnel administration course. PME II is designed to challenge participants to find better ways of dealing with management problems for which there are no stereotypical solutions. Maturity, creativity and resourcefulness on the part of the participants and a willingness to put forth the effort necessary to develop and further their managerial abilities are prerequisites. PME II is conducted in a “live-in” environment. During the course, participants are expected to separate themselves completely from business responsibilities.

## Sustaining Base Leadership and Management Program (Resident)

The Sustaining Base Leadership and Management (SBLM) program provides graduate-level, professional development across functional areas for leaders and managers who serve or will serve in the Army’s sustaining base. It focuses on enduring principles and concepts over transient or procedural activities. The content stresses critical thinking, active learning and practical work among student and faculty-student teams. It promotes the bonding of civilian and military leaders, thereby enhancing the cohesiveness of America’s Army. Finally, it adds to the body of knowledge and experience of sustaining base leadership, management and decision making by blending student experience with program design and development.

### Sustaining Base Leadership and Management Program (Nonresident)

The nonresident SBLM program provides graduate-level, professional development across functional areas for leaders and managers who serve or will serve in the Army's sustaining base. It consists of a variety of delivery media, including paper-based lessons, at least one video-teleconference, computer-based training and online electronic seminars.

### White House Fellowship Program

An opportunity for soldiers to receive unique training and first-hand experience in the process of governing the nation. Fellows write speeches, help review and draft proposed legislation, answer Congressional inquiries, chair meetings, conduct briefings and otherwise assist high-level government officials. In the past, Fellows have worked for the Vice-President, the White House Chief of Staff and the National Security Council. Application and selection procedures for AAC military officers are available at <https://www.perscom.army.mil/Opfam51/milTraining.htm>.

### Army Congressional Fellowship Program

A unique opportunity for top Army majors and lieutenant colonels to receive valuable training and experience by serving as staff assistants to members of Congress. Fellows are typically given responsibility for drafting legislation, arranging Congressional hearings, writing speeches and floor statements and briefing members for committee deliberations and floor debate. Application and selection procedures for AAC military officers are available at <https://www.perscom.army.mil/Opfam51/milTraining.htm>.

### University Degree Programs—AAC Officers

The Army's Advanced Civil Schooling Program provides opportunities for officers to pursue advanced degree programs at civilian universities on a full-time, fully-funded basis. Military officers pursuing full-time advanced civil schooling are governed by AR621-1, Training of Military Personnel at Civilian Institutions.

Application and selection procedures for AAC military officers are available at <https://www.perscom.army.mil/Opfam51/MilAcs.htm>.

## Mission to the S.T.A.R.S. (Scientific Task Force of American Rescuers in Space)

### *Leadership for Critical Times*

This dynamic two-day seminar challenges participants to plan and execute a simulated rescue of a “Scientific Teams of American Rescuers in Space” (S.T.A.R.S.). The simulation will require participants to work together in teams, to change behaviors and processes, possibly even to design their future—just as the NASA teams have done. This program focuses on seven competencies that impact leadership during critical times. This seminar is conducted by the Eastern Management Development Center in conjunction with the Rocket Center in Huntsville, AL. More information is available at <http://www.leadership.opm.gov/content.cfm?cat=MTS>.